



## Business Coordination Board

<u>Date</u>	<u>Time</u>	<u>Venue</u>
13 <sup>th</sup> September 2018	13:30	HQ, Conference Room 1

### AGENDA

1.	<b>Welcome and apologies</b> Niki Howard and Chris Savage
2.	<b>Declarations of interest</b>
3.	<b>To approve minutes of the Business Coordination Board meeting held on the 19<sup>th</sup> July 2018</b>
4.	<b>Qrt 1 Performance Report Year Ending June 2018</b>  Report from Chief Constable
5.	<b>Professional Standards and Complaints Handling – April 2017 – March 2018</b>  Report from Chief Constable and Chief Executive
6.	<b>Transforming the approach to funding place-based CSPs</b>  Report from Chief Executive
7.	<b>Road Safety Partnerships</b>  Report from Interim (OPCC) Chief Finance Officer



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 13 September 2018

## **PERFORMANCE UPDATE – 12 months to June 2018**

### **1. Purpose**

- 1.1 The purpose of this paper is to provide an update to the Business Co-ordination Board ("the Board") on the Constabulary's performance against strategic themes identified in the Commissioner's Police and Crime Plan.

### **2. Recommendation**

- 2.1 The Board is invited to note the contents of this report.

### **3. Background**

- 3.1 On the 23rd of May, Cambridgeshire Constabulary went live with the new crime recording system, Athena. This system replaces previous systems for recording crime, intelligence, investigations, custody and defendant management. Athena is a multi-force system and currently there are 7 forces live on Athena. They are: Essex, Norfolk, Suffolk, West Mercia, Warwickshire, Bedfordshire, and Hertfordshire. It is a multi-force system and allows data to be visible to other forces such as Norfolk & Suffolk. Athena will be a key tool in managing investigations across all business areas involved in crime, public protection and Anti-Social Behaviour investigations.

- 3.2 The implementation of Athena is likely to bring challenges to the force in the coming months and will take time to adjust to. One challenge that Athena brings is data quality, as with any new system it takes time for changes and new processes to be embedded and therefore as the Constabulary goes through this transition period there are likely to be issues with data quality. This was seen by other Constabularies which went live with Athena and other forces reported data quality issues for several months post Athena going live. Therefore it was decided that crime data would not be reported due to the potential data quality issues.

3.3 This is the first report since Athena has gone live and therefore performance data is limited in some areas, due to the rebuilding of management information, development in the understanding of the system and data quality. This report should be considered alongside the "Police and Crime Commissioner Performance Update June 2018" document which includes a range of performance data.

#### **4. National Context**

4.1 Nationally, crime has increased (+13% year ending March 2018); this is partially due to the effective implementation of increased crime recording standards. However, there are some genuine increases in crime in categories which are thought to be well recorded by the police, e.g., vehicle related theft and burglary<sup>1</sup>.

#### **5. Cambridgeshire Context**

5.1 In response to rising crime trends seen nationally and locally, the Constabulary instigated a series of monthly Days of Action from January 2018 in order to tackle specific issues. These days focused on crime prevention, outstanding suspects and burglary. This included tagging 750 bikes, hosting 5 community crime prevention workshops and tackling 50 outstanding suspects in 24 hours. The action around burglary also helped to bring at least 70 charges to prolific suspects and helped to show signs of improvement within the detection rates. Throughout January, there was also a focus on domestic abuse, with dedicated teams carrying out strategic plans to tackle outstanding suspects.

5.2 On the 30th April, Cambridgeshire Constabulary implemented a new Local Policing Model which enabled the Constabulary to allocate adequate resources to manage high risk areas identified within the community. This also helped to enable the police to better manage demand and improve the service provided to victims of crime. The additional officers that the Local Policing Model introduced, have not yet began their duties. The Constabulary is still adjusting to the new ways of working and this change in system and staffing structures will likely take time to embed.

#### **6. Victims**

6.1 Positive feedback from survey respondents continues to reflect the level of professionalism in the service and support being offered to victims of crime. There are ongoing challenges around managing expectations of follow-up contact which is evident in victims' comments. This is driving the overall reduction in levels of satisfaction with service delivery, falling from 84.8% of victims<sup>2</sup> been at least fairly satisfied in the 12 months ending June 2017 to 80.2% in the year ending June 2018. In particular, some victims have felt let down by the follow up care, with only 69.5% being at least fairly satisfied with follow up treatment.

6.2 For victims of hate crime the rolling 12 month satisfaction rate for service delivery has increased from 72.6% in June 2017 to 77.1% in June 2018. This is driven by an increase in satisfaction with treatment received by the victim and the actions the police took. However victims of hate crime have also felt let down with follow up care as satisfaction has fallen from 73.4% in June 2017 to 65.6% in June 2018. The Force has recently completed an internal 'Readiness Review' into hate crime, which will be used to improve service delivery.

6.3 The Force is continuing to respond to emerging issues through the implementation of strategic and tactical plans, with clear messaging from Chief Officers through Operation Nadal. This operation has previously been implemented to support officers in periods of high demand

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<sup>1</sup> Crime in England and Wales: Year ending March 2018 (ONS)

<sup>2</sup> Excludes victims of hate crime

over the summer, with increasing workload pressures and has been adapted to include the transition across to Athena.

## **7. Community**

- 7.1 The Force receives a higher demand from 101 calls, with at least twice the volume of non-emergency than emergency calls each month. Usage of online reporting methods continues to increase, showing an encouraging movement from the public to opt for online first; supporting channel shift activity.
- 7.2 The Constabulary has seen a 4.4% (+5,344 calls) increase in the demand from emergency 999 calls compared to year ending June 2017. This was driven by increased demand throughout January and December. Although there has been an increase in calls, 95.6% of all 999 calls were answered within 10 seconds for year ending June 2018 which is higher than the previous year, when it was 93.1%.
- 7.3 Demand from non-emergency 101 calls has fallen by 7.8% when comparing year ending June 2018 to year ending June 2017. 94.8% of all calls were answered within 30 seconds which is higher than the previous year when it was 93.9%.
- 7.4 The overall number of incidents that the Constabulary recorded has fallen by 15.8% when comparing year ending June 2018 to year ending June 2017. This is due to a change in force control room policy from August 2017, where the call handlers no longer log incidents which are for non-police matters.
- 7.5 The proportion of incidents which have a mental health marker has remained comparable to the previous year with 5.6% of all incidents (around 807 incidents a month). This is compared to 5.1% of all incidents for the 12 months ending June 2017.
- 7.6 There continues to be a long term reduction in the number of ASB incidents recorded in Cambridgeshire, with a 26.5% (-6,450) reduction in the year ending June 2018 compared to the year ending June 2017, with peaks seen across the summer months. ASB incidents classed as 'personal' and 'environmental' have seen the largest percentage change drop in recorded incidents.
- 7.7 Over the last 12 months the Policing in Cambridgeshire survey has found that 24.7% of all people surveyed have noticed an increase in crime and anti-social behaviour in their area. This is compared to 18.6% in June 2017. In comparison 5.2% of people surveyed in the 12 months ending June 2018 had noticed a decrease in crime and anti-social behaviour.
- 7.8 The Policing in Cambridgeshire survey also found that 64.4% of people surveyed in the 12 months ending June 2018 agreed that Cambridgeshire Police are dealing with the things that matter to local communities compared to 74.8% in June 2017. This is in comparison to the national crime survey of England and Wales where it's estimated that 59%<sup>3</sup> of people in England and Wales believe the Police deal with local concerns.

## **8. Transformation**

- 8.1 Sickness rates for police officers remain comparable at force level with an average of 0.8 days lost per officer per month (albeit with area and departmental variations). Police staff sickness rates also remain comparable at Force level with the average number of working days lost to sickness remaining at 0.8 days per person.

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<sup>3</sup> Table 1: Perceptions of the local police including confidence intervals, year ending March 2018 CSEW from Office of National statistics

- 8.2 At the end of June 2018 there were 218 Specials in the force. In June 2017 there were 231 specials. In the last 12 months the Special Constabulary have contributed almost 53,000 hours of policing activity.
- 8.3 One of the aims of the LPR was to introduce a one-force-approach to the way in which incidents and crimes are managed. Following the LPR, the force has made positive steps towards achieving this.

<b>Contact Officers</b>	Sonia Bowers and Tanya Shepherd Performance Analysts, Cambridgeshire Constabulary
<b>Bibliography</b>	<a href="https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/december2017">https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/december2017</a>

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# **Cambridgeshire Constabulary**

## **Police and Crime Commissioner Performance Update**

**June 2018**



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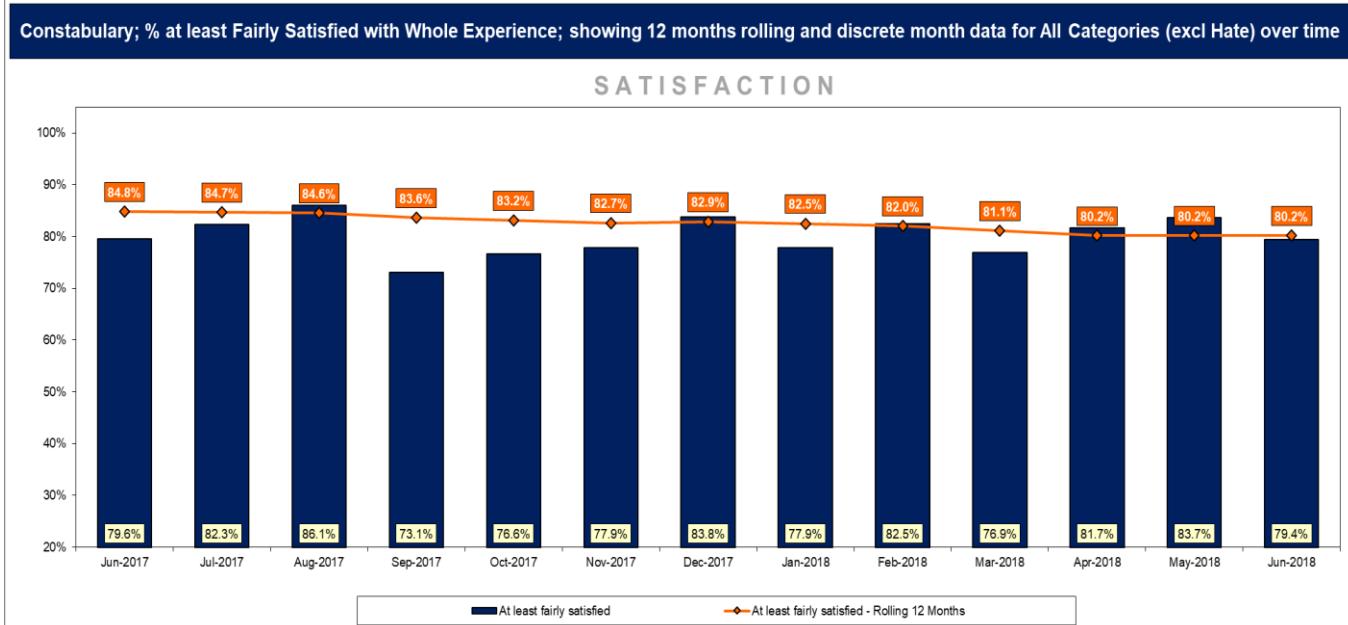
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Community	5-9
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 <b>Stop Search</b>	 <b>11</b>
 <b>Information sheet</b>	 <b>12</b>

## MOST SIMILAR FORCES

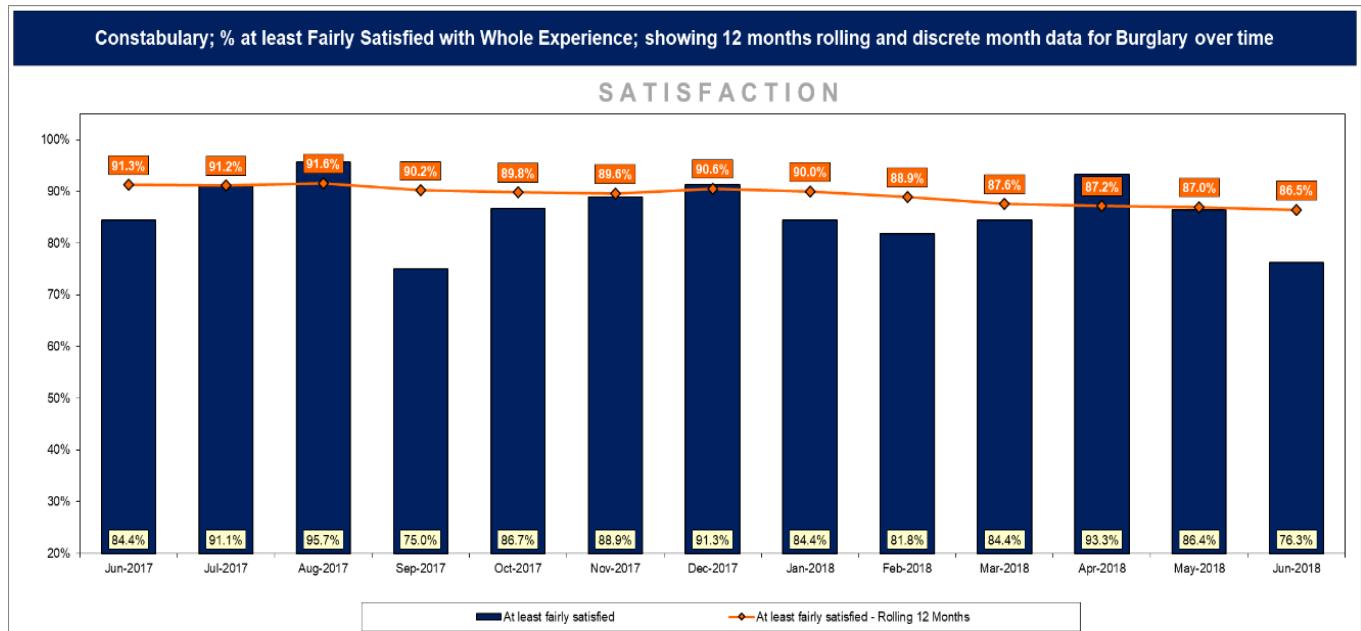
Avon and Somerset  
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Thames Valley  
Warwickshire  
Wiltshire

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## VICTIMS

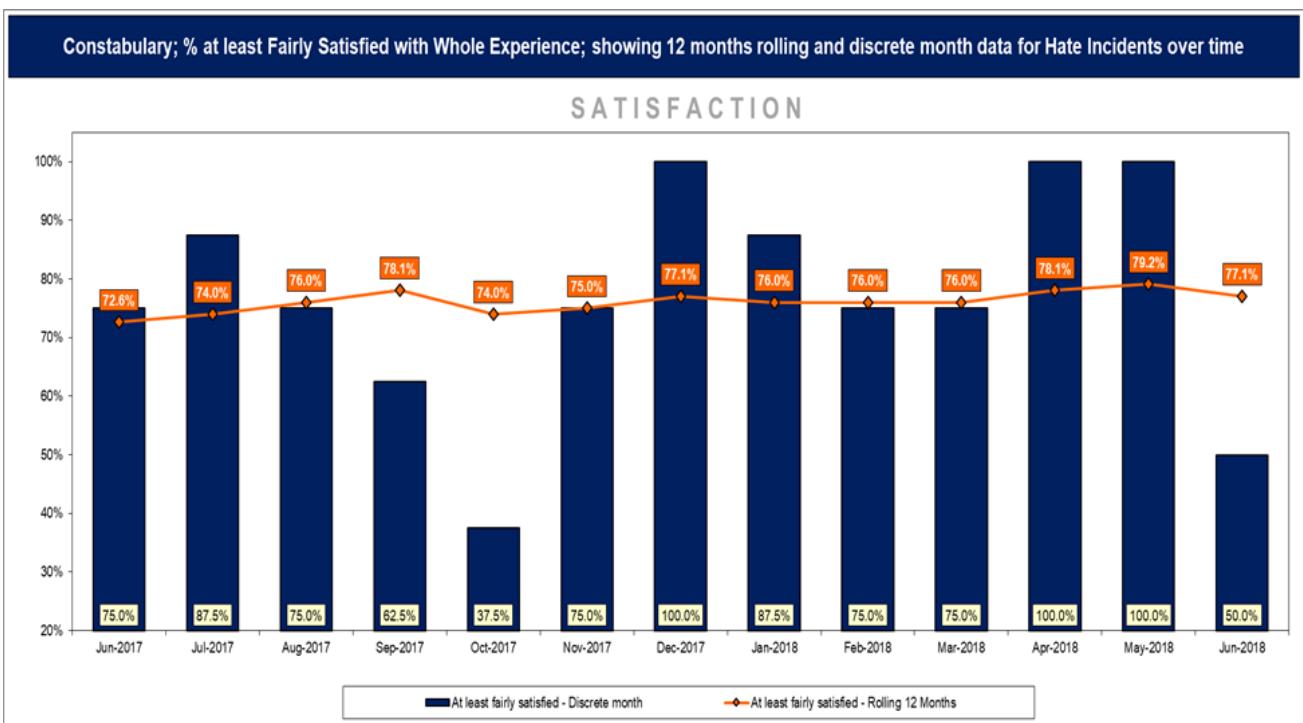


Victim Satisfaction Survey data to June 2018



Victim Satisfaction Survey data to June 2018

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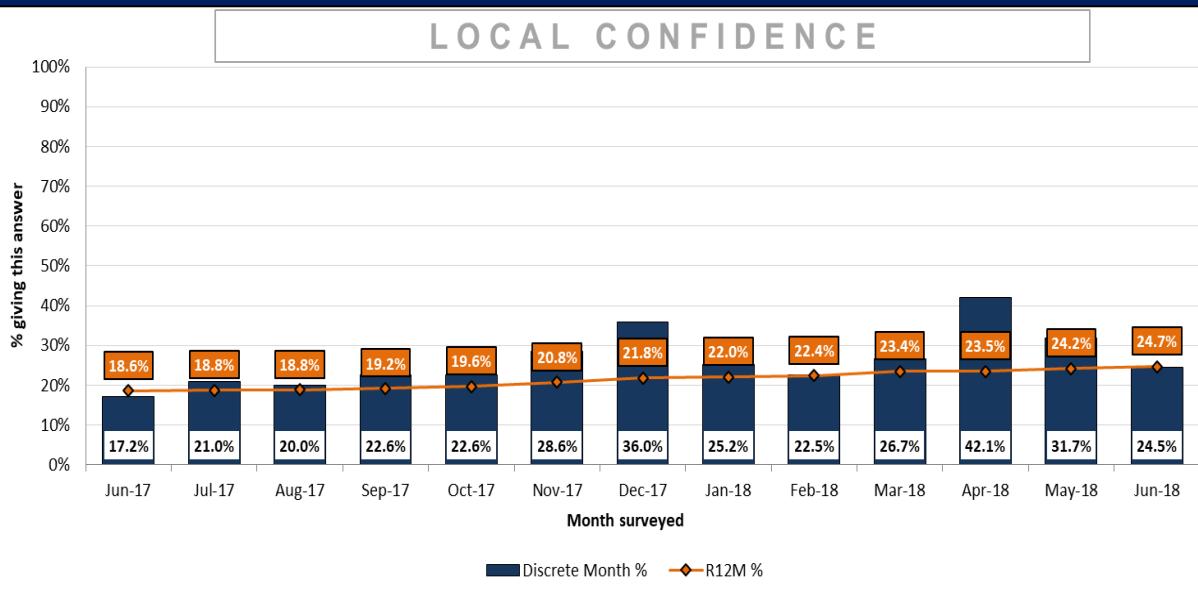


Victim Satisfaction Survey data to June 2018

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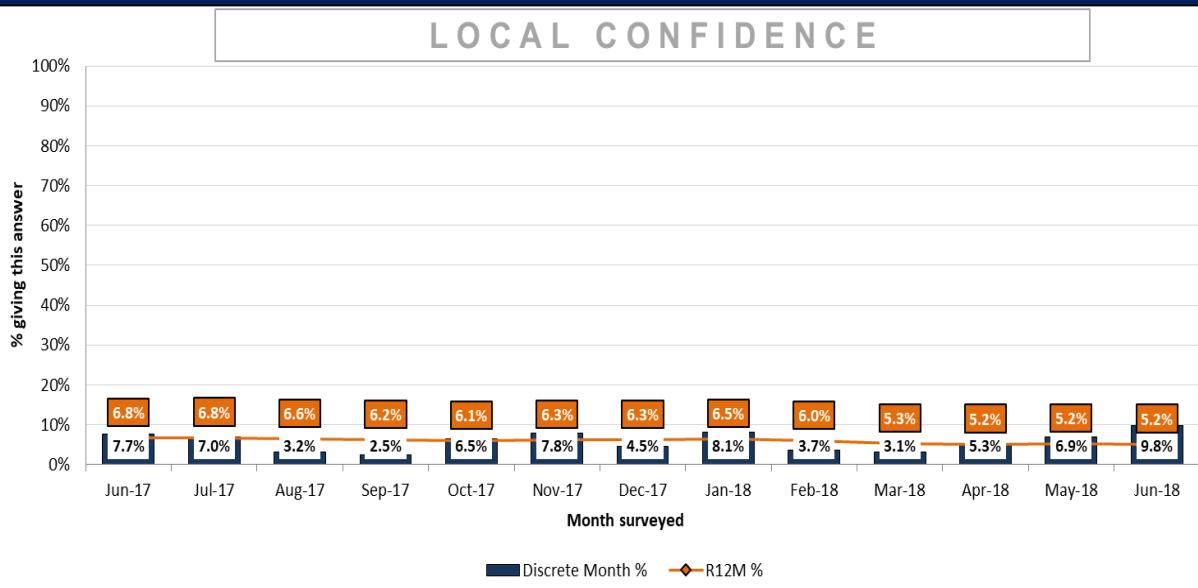
## COMMUNITY

Constabulary; All SNTs; All Wards; Percentage of respondents who answered 'Increased' in response to : "Would you say that the level of crime and anti-social behaviour has increased (or decreased) over the last 12 months"



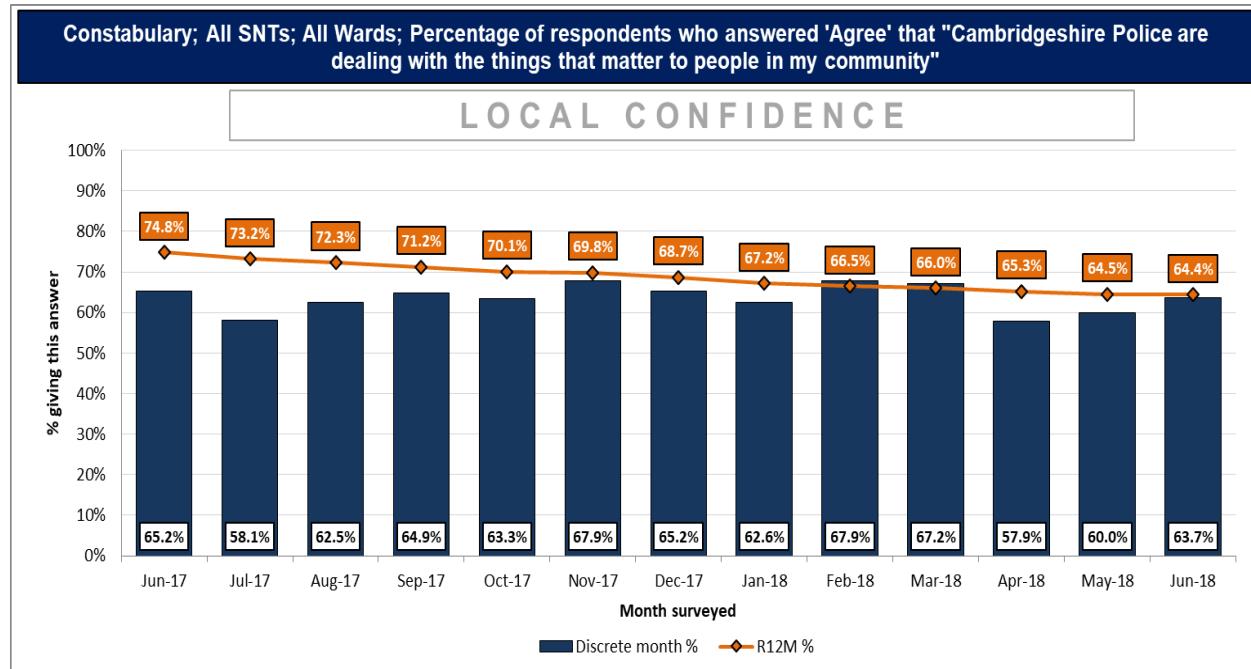
Policing in Cambridgeshire Survey data to June 2018

Constabulary; All SNTs; All Wards; Percentage of respondents who answered 'Decreased' in response to : "Would you say that the level of crime and anti-social behaviour has increased (or decreased) over the last 12 months"

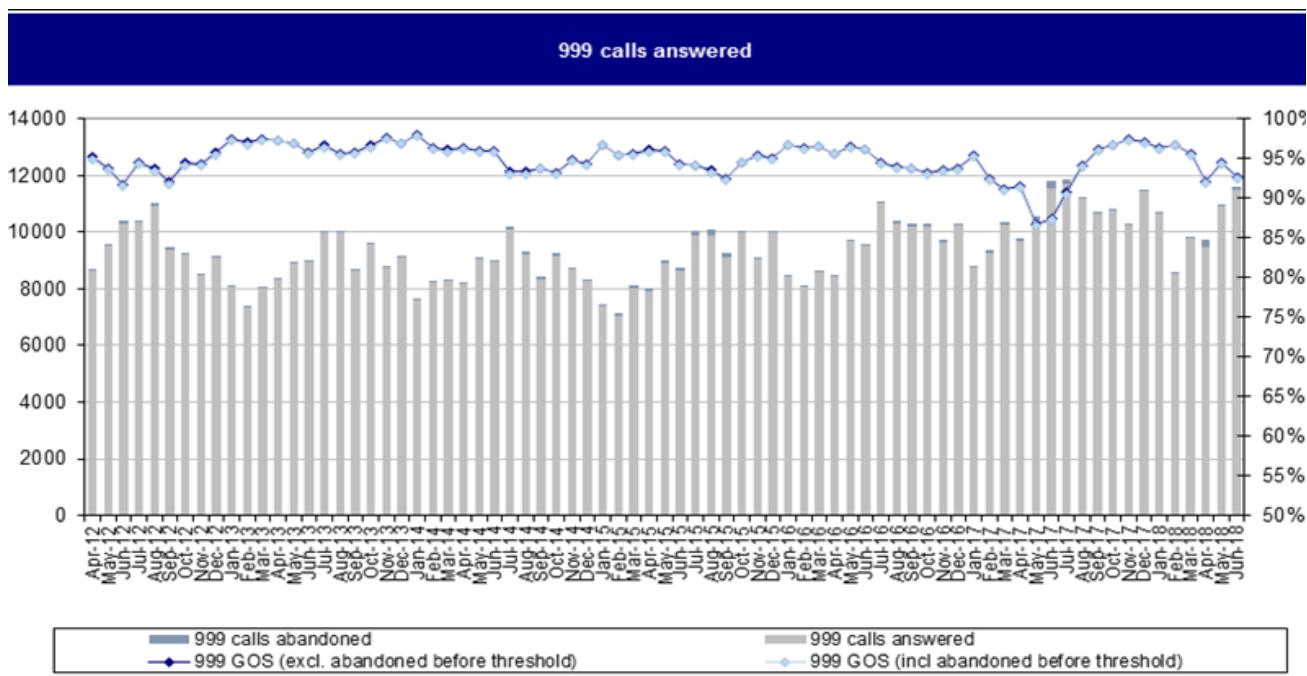


Policing in Cambridgeshire Survey data to June 2018

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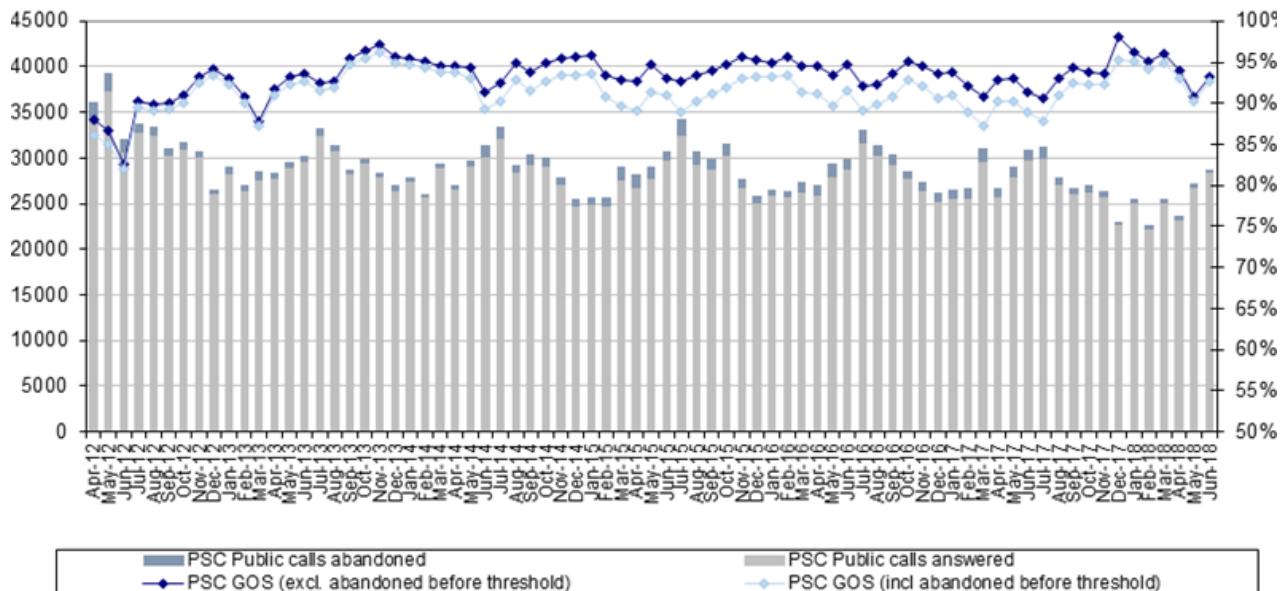


Policing in Cambridgeshire Survey data to June 2018

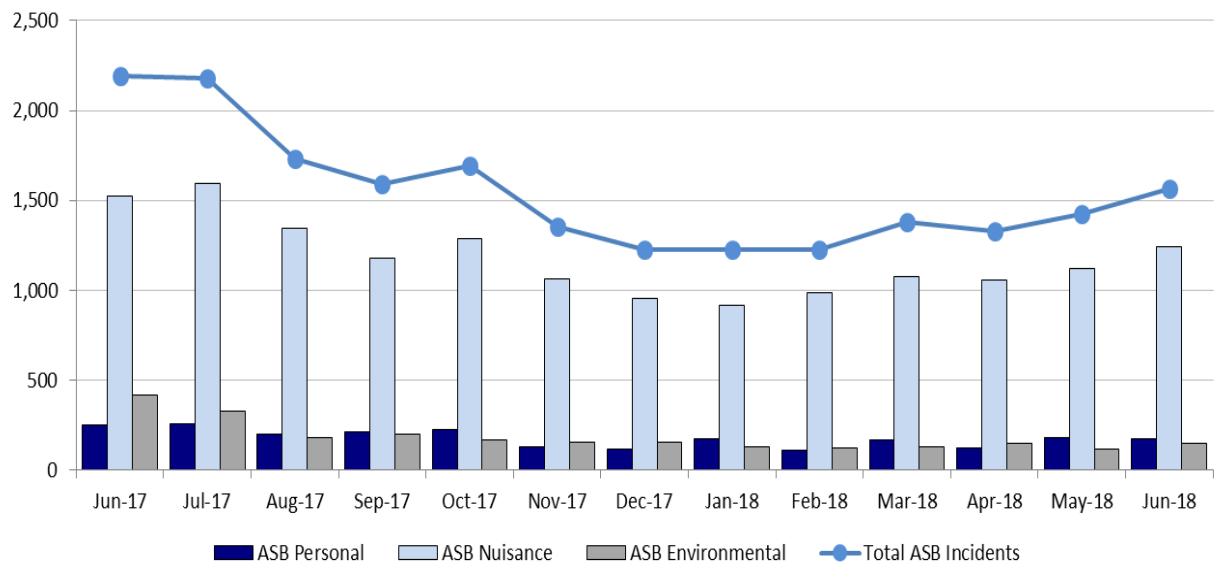


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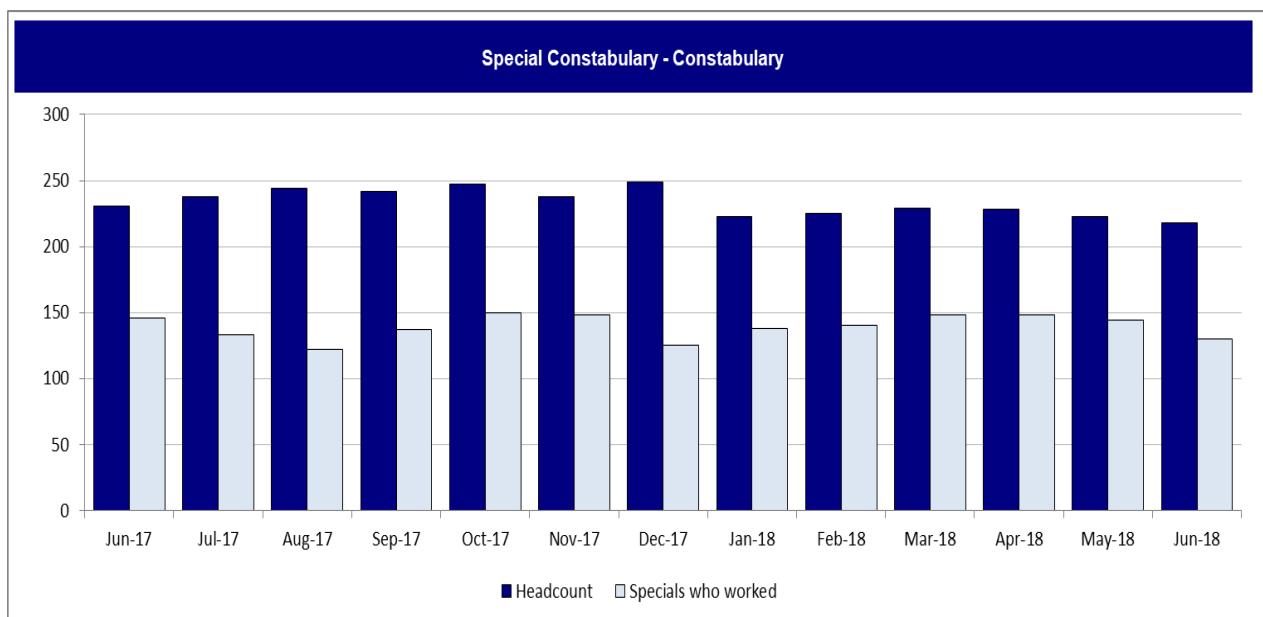
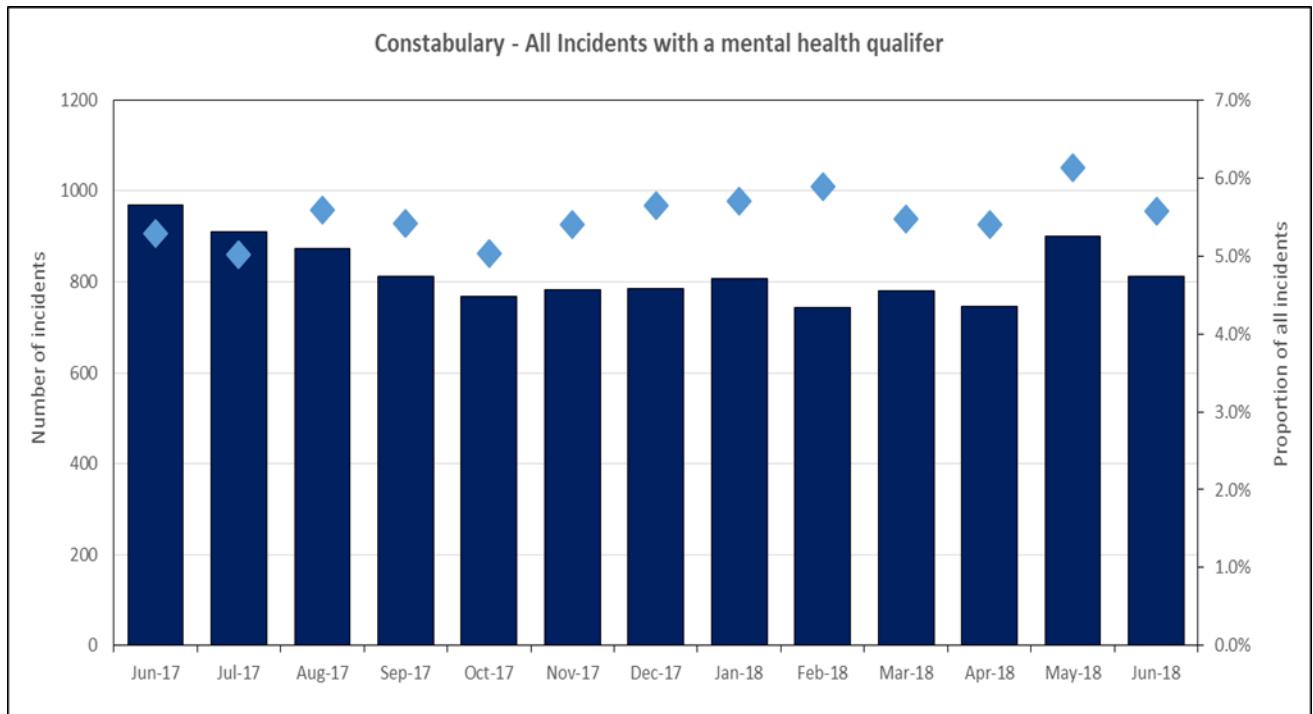
## Non emergency calls answered by PSC



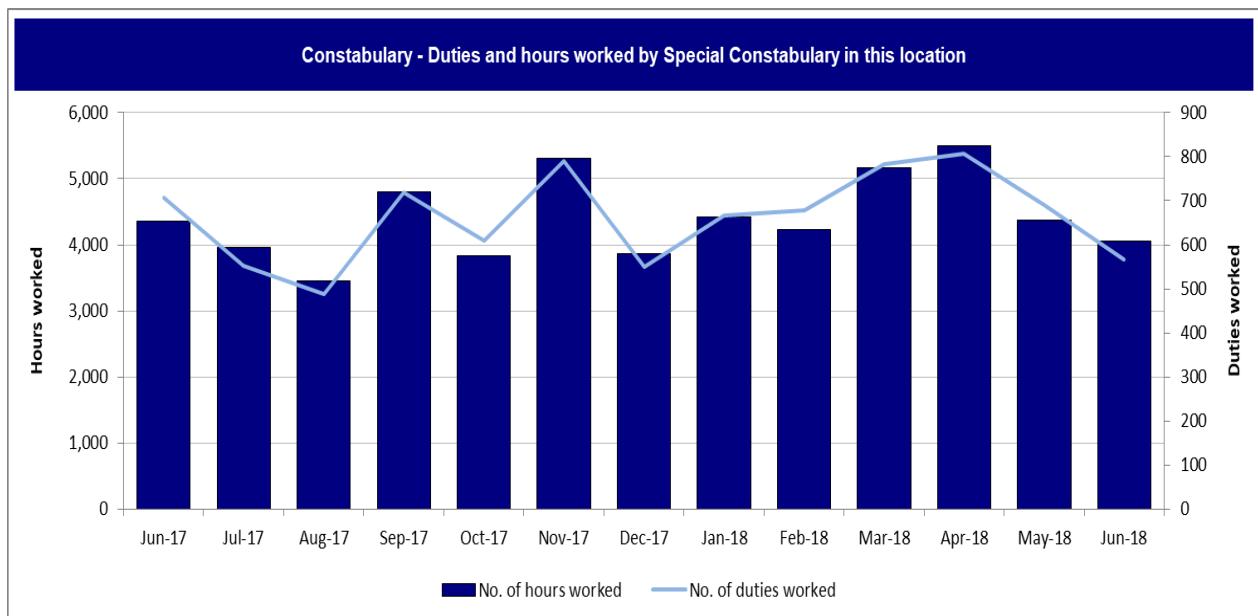
## Constabulary - ASB Incidents



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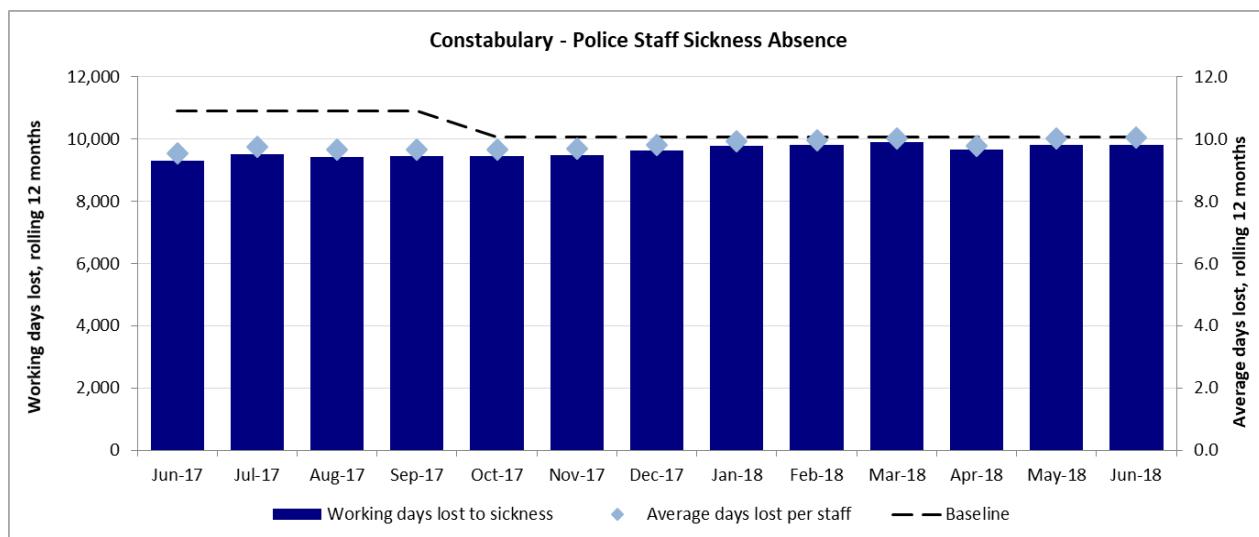
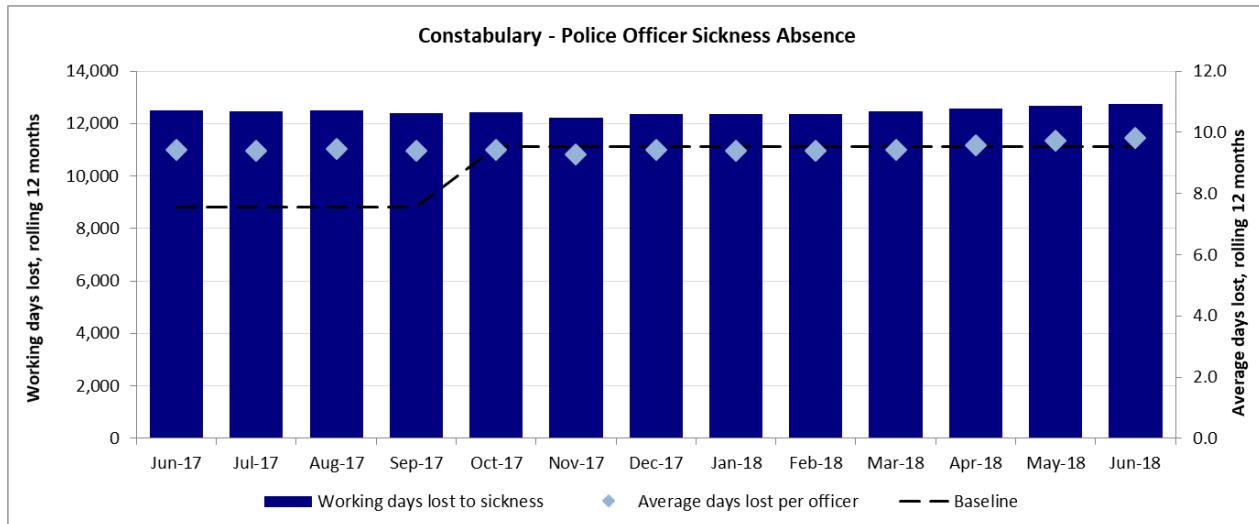


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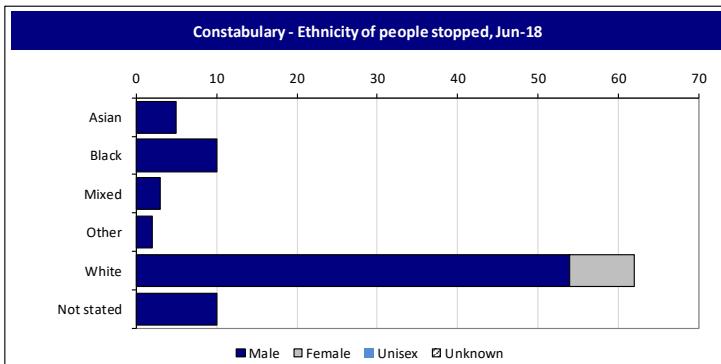
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## TRANSFORMATION

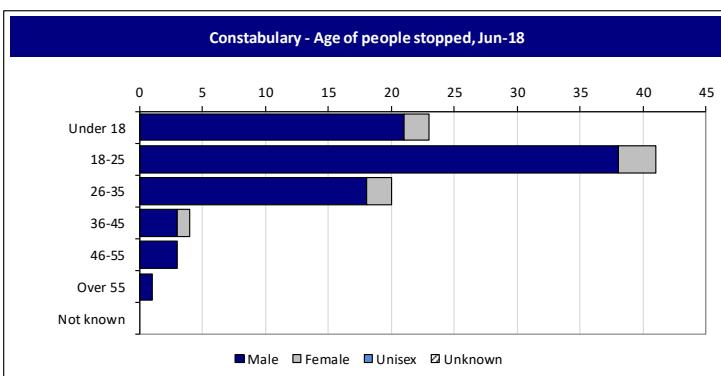


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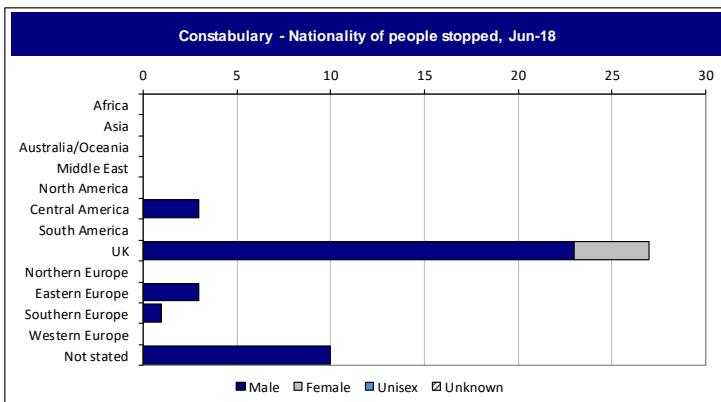
## STOP SEARCHES



SUMMARY - ETHNICITY		
	Jun-18	Rolling 12
Asian	5.4%	5.6%
Black	10.9%	5.8%
Mixed	3.3%	3.2%
Other	2.2%	1.5%
White	67.4%	65.9%
Not stated	10.9%	18.0%
<b>TOTAL</b>	<b>92</b>	<b>1,018</b>



SUMMARY - AGE		
	Jun-18	Rolling 12
Under 18	25.0%	20.8%
18-25	44.6%	39.7%
26-35	21.7%	21.6%
36-45	4.3%	10.5%
46-55	3.3%	4.3%
Over 55	1.1%	1.0%
Not known	0.0%	2.1%
<b>TOTAL</b>	<b>92</b>	<b>1,018</b>



SUMMARY - NATIONALITY		
	Jun-18	Rolling 12
Africa	0.0%	0.7%
Asia	0.0%	0.7%
Australia/Oceania	0.0%	0.0%
Middle East	0.0%	0.2%
North America	0.0%	0.0%
Central America	6.8%	0.9%
South America	0.0%	0.2%
Total America	6.8%	1.1%
UK	61.4%	47.3%
Northern Europe	0.0%	6.6%
Eastern Europe	6.8%	6.9%
Southern Europe	2.3%	2.9%
Western Europe	0.0%	0.0%
Europe (excl UK)	9.1%	16.5%
Europe (incl UK)	70.5%	63.8%
Not stated	22.7%	33.5%

\* Current rolling 12 months to June 2018  
Data from Stop Search database

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## INFORMATION SHEET

### POLICE AND CRIME PLAN INDICATORS

	Indicator Name	Data used	Peer comparison data (iQuanta)
Victims	Satisfaction with Service Delivery - Police	Victim Satisfaction survey data (conducted via telephone interviews). Data to September 2017	n/a
	All Crime Outcome Rate	Police recorded crime. Data to September 2017	Data to August 2017
	Satisfaction with Service Delivery - Burglary	Victim Satisfaction survey data (conducted via telephone interviews). Data to September 2017	n/a
	Burglary Dwelling Outcome Rate	Police recorded crime. Data to September 2017	n/a
	Satisfaction with Service Delivery - Domestic Abuse	Victim Satisfaction survey data (conducted via telephone interviews). Data to September 2017	n/a
	Domestic Abuse Outcome Rate	Police recorded crime. Data to September 2017	n/a
	Serious Sexual Offences Outcome Rate	Police recorded crime. Data to September 2017	Data to August 2017
	Cyber Crime Outcome Rate	Police recorded crime. Data to September 2017	n/a
	Incidents with mental health qualifier	Police recorded incidents. Data to September 2017	n/a
Offenders	All Recorded Crime	Police recorded crime. Data to September 2017	Data to August 2017
	Violence with Injury	Police recorded crime. Data to September 2017	Data to August 2017
	Violence without Injury	Police recorded crime. Data to September 2017	Data to August 2017
	Burglary Dwelling	Police recorded crime. Data to September 2017	n/a
	Domestic Abuse	Police recorded crime. Data to September 2017	n/a
	Serious Sexual Offences	Police recorded crime. Data to September 2017	Data to August 2017
	Cyber crime	Police recorded crime. Data to September 2017	n/a
	Rural crime	Police recorded crime. Data to September 2017	n/a
	Perception of Drug Misuse	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to September 2017	Data to June 2017
	Drugs Offences	Police recorded crime. Data to September 2017	Data to August 2017
	Immediate grade incidents - time to respond (mins)	Police recorded incidents. Data to September 2017	n/a
	Conditional Cautions - adults	Police recorded crime. Data to September 2017	n/a
	Conditional Cautions - youths	Police recorded crime. Data to September 2017	n/a
	Community Resolutions	Police recorded crime. Data to September 2017	n/a
Community	Dealing with Local Concerns	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to September 2017	Data to June 2017
	How safe do our communities feel?	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to September 2017	n/a
	999 calls answered within 10 seconds	Call handling data. Data to September 2017	n/a
	Non-emergency calls answered within 30 seconds	Call handling data. Data to September 2017	n/a
	Satisfaction with Service Delivery - Hate Crime	Victim Satisfaction survey data (conducted via telephone interviews). Data to September 2017	n/a
	Hate Crime	Police recorded crime. Data to September 2017	n/a
	Hate Crime Outcome Rate	Police recorded crime. Data to September 2017	n/a
	Police recorded ASB	Police recorded incidents. Data to September 2017	n/a
	Perception of high ASB	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to September 2017	Data to June 2017
	Special Constabulary Establishment	Strength data from ORIGIN. Data to September 2017	n/a
	Special Constabulary - Hours worked	Hours worked from Dutysheet. Data to September 2017	n/a
	Police Support Volunteers - Establishment	Strength data from ORIGIN. Data to September 2017	n/a
Transformation	KSI Road Casualties	Cambridgeshire County Council data to May 2017	Data to September 2016
	Police officers sickness absence rate	Sickness data from ORIGIN. Data to September 2017	Data to March 2017
	Police staff sickness absence rate	Sickness data from ORIGIN. Data to September 2017	Data to March 2017

### OTHER PERFORMANCE INDICATORS

	Indicator Name	Data used	Peer comparison data (iQuanta)
Arrests	Age, ethnicity and nationality of detainees	Data from NSPIS Custody. Data to September 2017	n/a
	Age, ethnicity and nationality of people stop searched	Data from Stop Search database. Data to September 2017	n/a





**To:** Business Coordination Board

**From:** Chief Constable and Chief Executive

**Date:** 13 September 2018

## **PROFESSIONAL STANDARDS AND COMPLAINTS HANDLING – APRIL 2017 TO MARCH 2018**

### **1. Purpose**

1.1 The purpose of this report to the Business Coordination Board (the “Board”) is to provide an annual review for the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018 of the work of the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Professional Standards Department (PSD), complaint handling statistics for that period for Cambridgeshire Constabulary (the “Constabulary”) and the forthcoming legislative complaint reforms.

### **2. Recommendation**

2.1 The Board is recommended to note the report.

### **3. Background**

3.1 The Independent Office for Police Conduct (IOPC) Statutory Guidance – defines a complaint as '*an expression of dissatisfaction by a member of the public about the conduct of a person serving with the police*'. This could be for example, about the way the person has been treated or the service he or she has received.

3.2 The police complaints system is the mechanism by which the public may raise their concerns about the service they receive from their police force and where professional standards are not met. The operation of the complaints system and the outcomes it achieves play an important role in ensuring that the police continue to exercise their powers fairly and legitimately in the eyes of the public.

#### **4. Roles and responsibilities**

- 4.1 The IOPC oversees the whole of the police complaints system and it has a statutory duty to ensure that public confidence is established and maintained in the police complaints system. Serious complaints and conduct matters must be passed to the IOPC in line with legislation.
- 4.2 The Police and Crime Commissioner's (the "Commissioner") statutory role is to monitor all complaints made against Constabulary officers and staff, whilst having responsibility for handling complaints against the Chief Constable. The Chief Constable manages all complaints against the Constabulary, its officers and staff, and ensures that the Commissioner is kept informed in such a way as to enable the Commissioner to discharge his statutory obligations in relation to complaints.
- 4.3 BCH has a collaborated PSD. The Constabulary is the lead force, on behalf of Bedfordshire Police and Hertfordshire Constabulary, for the PSD function across the three forces. As a consequence, the Cambridgeshire Commissioner holds the Constabulary to account for the collaborated PSD function.
- 4.4 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) has a statutory duty to inspect and report on the efficiency, effectiveness and legitimacy of police forces in England and Wales. The HMICFRS 2017 Legitimacy inspection overall looked at '*How legitimate is the force at keeping people safe and reducing crime?*' for which the Constabulary were graded 'good' (see section 6 below).

#### **5. Professional Standards Department**

- 5.1 PSD undertakes reactive and proactive investigations and management of misconduct and complaints. This is with the aim of maintaining and improving public confidence and the quality of service whilst protecting and enhancing integrity across BCH. This is undertaken by: preventing and detecting unethical behaviour, dishonesty and corruption; conducting timely and robust public complaint investigations; identifying lessons learned through investigation; and educating, promoting and supporting good practice.
- 5.2 The fundamental purpose of PSD's Vetting Unit is to uphold the integrity of policing. It is a preventative and pro-active function. It aims to prevent corrupt, dishonest and unethical behaviour involving police officers and staff and non-police personnel within BCH by ensuring that only applicants are recruited, and vetting clearance renewed, where personnel meet the high standards of ethical behaviour expected. The Vetting Unit has seen significant change led by the new College of Policing's Vetting Code of Guidance. The focus for the Vetting Unit over the next 12 months will be meeting the requirements of the new Vetting Guidance and the HMICFRS recommendations.
- 5.3 The fundamental purpose of the Anti-Corruption Unit (ACU) is to uphold the integrity of policing and public confidence and maintaining security of assets and information. It is a preventative, investigative and pro-active function. The ACU contributes to the aims of PSD by preventing and investigating (pursuing) corrupt, dishonest and unethical behaviour involving police officers and staff within BCH. Following a National Police Chiefs Council benchmarking exercise, processes from the BCH ACU were highlighted and disseminated as national best practice. For example, the debriefing of officers who

had been investigated. They also have a bespoke Prevention Officer, which other forces are implementing after recognising the benefit from this role. The ACU also works closely with other police force ACU's, partner organisations and the Eastern Region Special Operations Unit to deliver against its objectives.

## **6. Governance and scrutiny**

- 6.1 In addition to the daily management of PSD, there is a PSD Governance Board which is chaired by the Constabulary's Deputy Chief Constable. The Governance Board aims to identify and address specific risks and threats across BCH ensuring clear actions are taken to mitigate and minimise these risks and threats, and where necessary policies, procedures, practices and processes are developed and implemented. During the year this has included approving policies, scrutiny of the new PSD Delivery Plan, gaining assurance on lessons learnt for cases, and performance monitoring of the quarterly complaint statistics.
- 6.2 During the year, PSD has been under scrutiny in a number of ways. This includes HMICFRS inspection and IOPC oversight. HMICFS made positive observations including how the Constabulary promotes an ethical culture and ensures that its workforce behaves ethically and lawfully and is good at treating the people it serves with fairness and respect. It also stated that the Constabulary makes it easy for the public to make a complaint, is good at updating complainants on the progress of their complaint, and provides easily understood information on complaint outcomes.
- 6.3 However, there were six areas for improvement (AFIs). These included ensuring all data for use of force is monitored by both an internal and external groups to provide oversight, a timescale for complying with the national vetting standards, referrals to the IOPC, grievance process, and improvements regarding how to make a complaint. These AFIs are all captured within the PSD Delivery Plan, with progress issues and risks being monitored through the PSD Governance Board.
- 6.4 The OPCC, and more recently with the Deputy Police and Crime Commissioner (DPCC), has undertaken regular dip sampling of Constabulary complaints as part of the Commissioner's monitoring role. Overall, there is assurance that of those complaints sampled they have been dealt with in a reasonable and proportionate manner.

## **7. Complaint Statistics**

- 7.1 From the period 1st April 2017 to 31st March 2018 there were 328 public complaints recorded with 791 allegations against Constabulary officers and staff (note: a complaint case can have more than one allegation attached to it). This represents a decrease of 13.9% of cases and 12.7% of allegations compared to the previous reporting year.
- 7.2 The highest number of allegations were in respect of 'other neglect or failure in duty' and 'incivility, impoliteness and intolerance' (these are IOPC standard classifications). This is the same as in the previous reporting year.
- 7.3 There was 13 organisational complaints made, i.e. those allegations that relate to the Constabulary's processes and procedures as opposed to the conduct of an individual. This compares to 15 in the previous reporting year.

- 7.4 As per the previous reporting year, there were no complaints regarding the Constabulary's use of Stop Search.
- 7.5 There is no statistics that support Body Worn Video (BWV) is responsible for any reduction in complaints. However it is reasonably believed that the use of BWV has assisted in the timeliness of complaint investigations reducing.
- 7.6 There have been 35 referrals (31 in the previous year) to the IOPC as per the mandatory IOPC referral guidance. There were 31 determined as suitable to be investigated by PSD as local or force investigations and four IOPC Independent Investigations.
- 7.7 There have been 87 Constabulary and IOPC appeals recorded and 15 upheld. (Note: that these appeals may relate to complaints carried over from previous years).
- 7.8 There have been 25 Gross Misconduct and 23 Misconduct cases recorded for police officers and staff during the reporting period. There were two Misconduct Hearings, two Special Case Hearings, and seven Misconduct Meetings held (note: some of these may relate to cases recorded in the previous years, whereas some of the 48 cases recorded will be dealt with in the 2018/19 reporting year). As a result, one officer was dismissed, with eight officers receiving either a final written warning, written warning or management advice. Two cases were either not proven or proceedings discontinued.
- 7.9 Further analysis of complaints relating to the Constabulary is provided on the IOPC website at the link given below.
- 7.10 During the period of this report the Commissioner received six complaints against the Chief Constable. To date, where the complainant has exercised their right of appeal, none of these complaints were upheld by the IOPC.
- 7.11 There were no complaints made against the Commissioner or the current DPCC between April 2017 and March 2018. Allegations were made against the ex-DPCC during the reporting period, which were referred to the IPPC (at the time) on behalf of the Police and Crime Panel.

## **8. Complaints Reform work**

- 8.1 The Policing and Crime Act 2017 received Royal Assent on 31 January 2017. Secondary legislation from the Act is likely to come into force in spring 2019, which will bring in the complaints reform provisions. These provisions will change the complaints landscape, with the aim of simplifying the complaints system. The provisions will also enable Commissioners, should they choose, to take direct responsibility for a number of statutory functions of the complaints system. Amongst the provisions, the Commissioner will become responsible for reviewing whether the outcome of the complaint was a reasonable and proportionate one.
- 8.2 The OPCC is part of a PSD led Project Group working to embed the reforms within BCH and to prepare the Commissioner's for the review role.

## **9. Recommendation**

- 9.1 The Board is recommended to note the report.

## BIBLIOGRAPHY

<b>Source Documents</b>	<p>'Statutory Guidance to the police service on the handling of complaints', Independent Police Complaints Commission, May 2015 – <a href="https://policeconduct.gov.uk">https://policeconduct.gov.uk</a></p> <p>'Complaints Policy Statement', Police and Crime Commissioner, December 2017</p> <p><a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/05/Complaints-Policy-Statement-December-2017-v2.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/05/Complaints-Policy-Statement-December-2017-v2.pdf</a></p> <p>'Police Complaints Information Bulletin, Cambridgeshire – 1<sup>st</sup> April 2017 too 31<sup>st</sup> March 2018', Independent Office for Police Conduct</p> <p><a href="https://policeconduct.gov.uk/tags/cambridgeshire-constabulary">https://policeconduct.gov.uk/tags/cambridgeshire-constabulary</a></p> <p>'PEEL: Police legitimacy (including leadership) 2017 – An inspection of Cambridgeshire Constabulary', HMIC, December 2017</p> <p><a href="https://www.justiceinspectorates.gov.uk/hmicfrs/publications/peel-police-legitimacy-2017-cambridgeshire/">https://www.justiceinspectorates.gov.uk/hmicfrs/publications/peel-police-legitimacy-2017-cambridgeshire/</a></p> <p>Policing and Crime Act 2017</p> <p><a href="http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted">http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted</a></p>
<b>Contact Officer</b>	Aly Flowers, Senior Policy Officer, Office of the Police and Crime Commissioner



**From:** Chief Executive

**Date:** 13 September 2018

### **Transforming the delivery of Community Safety**

#### **1. Purpose**

- 1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the intended approach to funding place-based community safety partnerships to reduce crime and disorder.

#### **2. Recommendation**

- 2.1 The Board is recommended to remain engaged with and support the Early Intervention Youth Fund bid.
- 2.2 The Board is recommended to support the use of currently unallocated funding in the CSP pot as a match funding element for the bid.
- 2.3 The Board is recommended to support a partnership event in December to explore opportunities for transformational working.

#### **3. Background**

- 3.1 The Crime and Disorder Act 1998 gave statutory responsibility to local authorities, the police, health, probation and fire (as responsible authorities) to reduce crime and disorder in their communities. For two tier authorities, such as Cambridgeshire, a statutory Community Safety Agreement was introduced which sets out work to be co-ordinated at a county-level.
- 3.2 The Police and Crime Commissioner (“the Commissioner”) awards just short of £1.2m of grants (Appendix 1) to organisations who he believes will secure or contribute to securing crime and disorder reduction in the area. Historically a combined pot of £155k has been made available for CSPs.
- 3.3 In Cambridgeshire and Peterborough thematic delivery groups have been set up to respond to the high risk issues such as domestic abuse and sexual violence, child exploitation and PREVENT. This report consider how local ‘place-based’ delivery by the six Community Safety Partnerships (CSPs) needs to develop in the new context.

#### **4. Reviewing the approach to community safety**

- 4.1 A review and refresh of the Countywide Community Safety Agreement was carried out in spring 2018. The review identified:
- overall budgets are shrinking and resources need to drive transformation and ways of working which address demand;
  - a preventative approach is required to manage future demand on all services;
  - CSP structures and statutory arrangements can, and should be, galvanising the responsible authorities to work differently to reduce and manage the risks in their communities; and
  - CSPs and their members cannot work in isolation to the thematic delivery groups responding to high risks.
- 4.2 Partners agreed the need to take a more preventative approach. It was also identified that if policing and other county wide organisations were to engage effectively with preventative work an element of commonality through shared outcome frameworks would be required across the county.
- 4.3 Key work streams were identified as: Healthy and Safe Schools, Early Help, Access to Employment, Community Resilience and Access to Housing. Linking the prevention work streams with the high risk work already in place introduced the concept of the Community Safety Partnership Matrix (Appendix 2).
- 4.4 This review also highlighted the crucial role of place-based CSPs moving towards a more prevention-based approach and ensuring people are able to access services and not fall between the gaps in the matrix.
- 4.5 An interim review of the funding approach taken with CSPs followed. Partnerships were still able to bid for continued funding for projects which risked being destabilised while the review was underway. Just under half of the £155k was awarded.
- 4.6 In April 2018 the Government published its Serious Violence Strategy. This too identified the need to prioritise prevention
- 4.7 Transformation of place base community safety delivery will depend on responsible authorities better understanding both the risks they face and the opportunities they have to reduce demand. CSPs have a statutory duty to bring partners together and increasingly they will need to drive system-wide approaches which both address risks and reduce demand. As budgets tighten the opportunity to do this through bespoke projects will decline. CSPs will need to explore with responsible authorities how their mainstream services transform and work together to reduce and manage community safety risks.
- 4.8 If PCC grant funding is to support a change in how mainstream organisations work together then a switch needs to be made away from annual funding for small non-sustainable project work, but co-ordinating work which changes how mainstream organisations work.

## **5. Progress so far**

- 5.1 Some CSPs are already taking positive steps towards a prevention-focused approach. They are co-ordinating existing prevention work streams, looking at how existing resources are used and how grant funding can be used to industrialise embedding them in front line practice, reducing their future reliance on grant funding.
- 5.2 For example the responsible authorities from Huntingdonshire CSP used PCC funding in 17/18 to co-ordinate existing resources to run two pilot “Transforming Lives” diversionary programmes for young people.
- 5.3 In August 2018 a £22m ‘Early Intervention Youth Fund’ was announced. Developing a bid to this fund has given new impetus to work to drive transformation and support demand management. It has highlighted how a system-wide approach is needed for prevention and demand management. The deadline is September 28, 2018. The Huntingdon “transforming lives” pilot is informing one of the county’s £700k bids to the Early Intervention Youth Fund detailed. A second bid is being built on previous work to promote trusted relationships.
- 5.4 The countywide bid which involves partners from across the statutory and voluntary sector requires an element of match funding - in the form of money or resources. The PCC is currently intending to use the unallocated funding from the combined CSP pot as a match funding contribution.
- 5.5 The Government have indicated a quick decision will be given on the outcome of this bid, and partners should know by December 2018 if it has been successful.

## **6. Next steps**

- 6.1 If the bid is not successful, partners will need to explore other ways to drive transformation locally, given their commitment to such an approach. This work could be supported at a partnership event in December 2018, which in turn would help inform a strategy for 2019/20.

## **7. Recommendation**

- 7.1 The Board is recommended to remain engaged with and support the county’s Early Intervention Youth Fund bid.
- 7.2 The Board is recommended to support the use of unallocated funding in the CSP pot as a match funding element for the bid.
- 7.3 The Board is recommended to support a partnership event in December to explore opportunities for transformational working.

## **BIBLIOGRAPHY**

<b>Source Document(s)</b>	<b>Countywide Community Safety Agreement Revised 2018</b>
<b>Contact Officer(s)</b>	Dorothy Gregson, Chief Executive

## Crime and Disorder Reduction Grants 2018/19

	<b>Service Provision</b>	<b>Provider</b>	<b>Funding £</b>
Victims	<b>Safeguarding the vulnerable</b>		
	<b>Integrated Mental Health Team in Force Control Room</b> Mental Health nurses working in Force Control Room providing advice and guidance to FCR staff and frontline officers where there are potential MH concerns for individuals.	Contribution to pooled budget with Clinical Commissioning Group who commission <b>Cambs &amp; P'boro Foundation Trust</b>	150,000
	<b>Cambridgeshire Local Safeguarding Children Board</b> Statutory multi agency board with a remit to co-ordinate the work of agencies to safeguard children and promote the welfare of children	<b>Independent Boards</b> with single back office provision	46,045
	<b>Peterborough Local Safeguarding Children Board</b> Statutory multi agency board with a remit to co-ordinate the work of agencies to safeguard children and promote the welfare of children		34,090
	<b>Cambridgeshire Safeguarding Adults Board</b> Statutory multi-agency board with a remit to ensure safeguarding arrangements are in place for adults with care and support needs		41,440
	<b>Peterborough Safeguarding Adults Board</b> Statutory multi-agency board with a remit to ensure safeguarding arrangements are in place for adults with care and support needs		34,090
	<b>A whole school approach – healthy schools</b>		12,830

## Crime and Disorder Reduction Grants 2018/19

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Offenders	<b>Attacking criminality and reducing re-offending</b>		
	<b>Peterborough Substance Misuse Innovation Fund</b>  Funds intensive case management approach to reduce demand on custody by frequent flyers.	Innovation fund sitting on top of main contract held by Peterborough City Council with <b>Aspire</b>	140,000
	<b>Cambridgeshire Substance Misuse</b>  Supports partners in Criminal Justice in identifying most effective and efficient referral pathways into treatment.	Contribution to pooled budget to wider contract currently with <b>Inclusion</b>	94,000
	<b>Cambridgeshire Youth Offending Service</b>  Contribution to the YOS to fund preventative and restorative work	<b>Cambridgeshire County Council</b>	127,000
	<b>Peterborough Youth Offending Service</b>  Contribution to the YOS to fund preventative and restorative work	<b>Peterborough City Council</b>	136,000
	<b>County-Wide Integrated Offender Management</b>  Funding for a co-ordinator post to work with offenders who cause the public the most harm through the volume of offences they commit.	<b>Cambridgeshire Constabulary</b>	45,000
	<b>Multi-Agency Public Protection Agency (MAPPA)</b>  Contribution to the partnership arrangement to manage the risk posed by the most serious sexual and violent offenders.	<b>National Probation Service</b>	50,000
	<b>Offender Hub – Outside Links</b> supporting the development of conditional cautions	<b>Sodexo</b>	30,000

## Crime and Disorder Reduction Grants 2018/19

	<b>Crimestoppers</b> - Contribution to the running of the national call centre where people can report information anonymously and an Eastern Region Manager post	<b>Crimestoppers National Charity</b>	20,791
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<b>Communities</b>	<b>Preventing crime and reassuring the public</b>		
	Cambridge City Community Safety Partnership	<b>Cambridge City Council</b>	
	Fenland Community Safety Partnership	<b>Fenland District Council</b>	
	Huntingdonshire Community Safety Partnership	<b>Huntingdonshire District Council</b>	
	East Cambs Community Safety Partnership	<b>East Cambridgeshire District Council</b>	
	South Cambs Crime and Disorder Reduction Partnership	<b>South Cambridgeshire District Council</b>	
	Safer Peterborough Partnership	<b>Peterborough City Council</b>	
	<b>Total Community Safety Partnership grants – awards in progress</b>		<b>155,000</b>
	<b>Peterborough Anti-Social Behaviour Team</b> A contribution towards a team tackling ASB within the city	<b>Peterborough Prevention and Enforcement Service</b>	64,000
	<b>ECINS - IT system</b> This allows real time sharing of information by partners and case management. This funding enabled the renewal of the licence required.	<b>Empowering Communities</b>	40,000
	<b>Police Cadets</b> Costs for the provision of volunteer police cadet schemes in the county.	<b>Cambridgeshire Constabulary</b>	3,213

## Crime and Disorder Reduction Grants 2018/19

	<b>Tackling rural crime in Cambridgeshire</b> A contribution to local work to reduce crime in rural communities	<b>Cambridgeshire Countryside Watch</b>	12,000
	<b>Countywide commissioned community resilience (ring fenced not yet awarded)</b>	<b>Cambridgeshire County Council</b>	20,000
	<b>TOTAL GRANTS</b>		1,255,499

# COMMUNITY SAFETY PARTNERSHIP MATRIX

	Mental Health Delivery Board	DA & SV Delivery Group	CCJB Offender Sub-Group	Road Safety Partnership	Child Exploitation, Gang Activity & County Lines Delivery Board	PREVENT Delivery Board	Drug & Alcohol Misuse Delivery Board	Youth Justice Management Board	Organised Crime & Modern Slavery Delivery Group
	Co-Chairs: Dr Emma Tiffin, CCG Supt. Laura Hunt	Co-Chairs: Sarah Ferguson, CCC/Det. Supt. Martin Brunning,	Chair: Matthew Ryder, National Probation Service	Chair: Mathew Shuter, CCC	Chair: Det. C/Insp. Neil Sloan	Chair: C/Insp. Ian Ford	Co-Chairs: Dr Liz Robin, CCC/Supt. Laura Hunt	Chair: ACC Dan Vajzovic	Chair: Dept. Supt. Mat Newman,
	emma@dremmatiffin.com	Sarah.ferguson@Cambridgeshire.gov.uk	matthew.ryder@probation.gsi.gov.uk	mathew.shuter@cambridgeshire.gov.uk	neil.sloan@cambs.pnn.police.uk	ian.ford@cambs.pnn.police.uk	Liz.Robin@cambridgeshire.gov.uk	dan.vajzovic@cambs.pnn.police.uk	matt.newman@cambs.pnn.police.uk
HEALTHY & SAFE SCHOOLS	Val Thomas, Consultant in Public Health val.thomas@cambridgeshire.gov.uk								
EARLY HELP	Karen Moody, PC Council Karen.moody@peterborough.gov.uk								
EMPLOYMENT	Joanne Underwood, DWP joanne.underwood@dwp.gsi.gov.uk								
COMMUNITY RESILIENCE	Elaine Matthews, CCC elaine.matthews@cambridgeshire.gov.uk								
HOUSING (TRAILBLAZER)	Helen Brown, FDC hbrown@fenland.gov.uk								

The map illustrates the geographical coverage of seven Community Safety Partnerships across Cambridgeshire. The partnerships are color-coded and labeled as follows:

- Safer Peterborough Partnership**: Located in the northern part of the county, covering Peterborough and surrounding areas.
- Fenland Community Safety Partnership**: Located in the eastern part of the county, covering Fenland and surrounding areas.
- Huntingdonshire Community Safety Partnership**: Located in the central part of the county, covering Huntingdonshire and surrounding areas.
- East Cambridgeshire Community Safety Partnership**: Located in the eastern part of the county, covering East Cambridgeshire and surrounding areas.
- Cambridge City Community Safety Partnership**: Located in the central part of the county, covering Cambridge City and surrounding areas.
- South Cambridgeshire Community Safety Partnership**: Located in the southern part of the county, covering South Cambridgeshire and surrounding areas.
- North Cambridgeshire Community Safety Partnership**: Located in the western part of the county, covering North Cambridgeshire and surrounding areas.

Each partnership area is outlined in a distinct color: Safer Peterborough Partnership (light blue), Fenland Community Safety Partnership (dark blue), Huntingdonshire Community Safety Partnership (purple), East Cambridgeshire Community Safety Partnership (medium blue), Cambridge City Community Safety Partnership (light purple), South Cambridgeshire Community Safety Partnership (blue), and North Cambridgeshire Community Safety Partnership (light green).

Chair details correct as of July 2018



**To:** Business Coordination Board

**From:** Chief Finance Officer

**Date:** 13 September 2018

## **SAFETY CAMERAS – FUNDING OF THE UPGRADE**

### **1. Purpose**

- 1.1 The purpose of this report to the Business Coordination Board (the “Board”) is to seek approval from the Police and Crime Commissioner (“the Commissioner”) to release funding from the casualty reduction and support reserve to pay for the upgrade of static road safety cameras across Cambridgeshire.

### **2. Recommendation**

- 2.1 The Board is recommended to approve the release of the funds to the Cambridgeshire and Peterborough Road Safety Partnership.
- 2.2 It is recommended that the Office of the Police and Crime Commissioner (OPCC) continue to work with our partners to further develop the road safety strategy to ensure that it delivers against the objectives of the Police and Crime Plan.

### **3. Background**

- 3.1 The Cambridgeshire and Peterborough Road Safety Partnership comprise a number of member bodies, with the core partners coming from Cambridgeshire County Council, Peterborough City Council, Cambridgeshire Constabulary and Cambridgeshire Fire and Rescue Service.
- 3.2 The Partnerships aim is to “prevent all road deaths across Cambridgeshire and Peterborough and to significantly reduce the severity of the injuries and subsequent costs of the social impacts from road traffic collisions”.
- 3.3 In striving for this vision the partnership has a strategy 2015-2020 that outlines a number of targets and aims. The strategy document is attached at appendix 1 for information.

#### **4. Review of Safety Cameras and Funding Requirements**

- 4.1 Attached at appendix 2 is a report produced by Cambridgeshire County Council for the Road Safety Partnership with regard to the review of safety cameras. The report highlights that the existing cameras are approaching 20 years old and all use wet film technology that is coming to the end of its useful life.
- 4.2 The report proposes that 24 of the existing sites are digitised with four sites being decommissioned. This recommendation is based upon a detailed analysis that is contained within the report demonstrating the impact fixed cameras have had on fatal and serious collisions in the vicinity of the cameras.
- 4.3 Investment in the new digital camera technology for these sites will be approximately £600k, with additional running costs of the cameras expected to be in the region of £62k per annum. The Road Safety Partnership, through Cambridgeshire County Council, has sought capital funding for the upgrade of the safety cameras along with a number of additional road safety projects from the Police and Crime Commissioner. At present, the casualty reduction and support reserve is £1,348,000 and it is therefore proposed that the capital contribution is drawn from this reserve, with the Commissioner and Constabulary having further discussions with the partnership about the shape of the future road safety strategy and how specific future road safety schemes are to be funded.

#### **5. Recommendation**

- 5.1 The Board is recommended to approve the utilisation of the casualty reduction and support reserve to fund the upgrade of the 24 fixed cameras highlighted as requiring replacement.
- 5.2 It is recommended that the OPCC continue to work with our partners to further develop the road safety strategy to ensure that it delivers against the objectives of the Police and Crime Plan.

#### **BIBLIOGRAPHY**

<b>Source Document(s)</b>	<b>Review of Safety Cameras in Cambridgeshire and Peterborough Cambridgeshire and Peterborough Road Safety Partnership Strategy 2015 - 2020</b>
<b>Contact Officer(s)</b>	Matthew Warren

Cambridgeshire and Peterborough  
 **Road Safety**  
Partnership



**STRATEGY 2015-2020**

# Cambridgeshire and Peterborough Road Safety Partnership

**STRATEGY 2015-2020**

## Introduction

1. This document outlines a 5-year strategy to underpin the activity of the Cambridgeshire and Peterborough's Road Safety Partnership. The strategy examines the evidence of need and outlines the Partnership's vision and delivery model from 2015-2020.
2. The strategy outlines five aims for future activity in Cambridgeshire and Peterborough:
  - To prevent road users from being killed or seriously injured (KSI) through enabling behaviour change, delivering better education and delivering road engineering schemes
  - To reduce the social impact of road casualties, at an individual, family and community level
  - To reduce the cost to public agencies in dealing with the impact of road collisions including identifying invest to save opportunities
  - To undertake targeted road safety enforcement as part of a strategy to reduce KSI's
  - To develop a financially sustainable model of delivering road safety activity across Cambridgeshire and Peterborough

## Road safety in the UK

3. Since the 1980s there has been a steady decline in the number of people killed and seriously injured on Britain's roads. Over the last decade a period of rapid decline in fatalities (2007-2010) has been followed by a plateau, as can be seen in Figure 1.



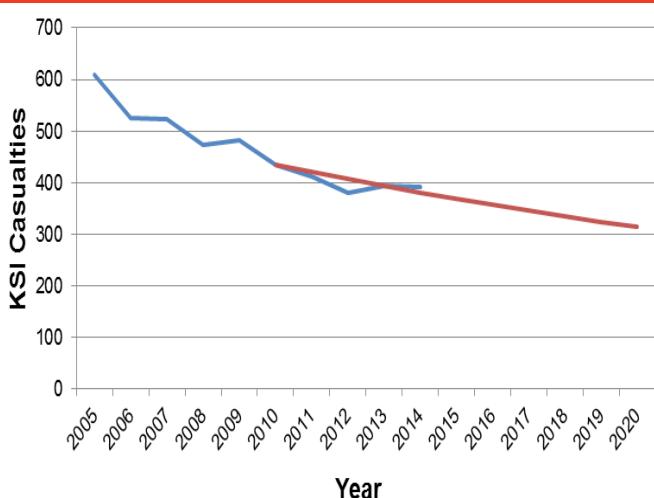
4. At the time of writing, reductions compared to the 2005-2009 baseline have been observed nationally across all main road user groups except for cyclists, who have seen a 38% increase (provisional data for 12-months ending September 2014).
5. In May 2011 the Government introduced its Strategic framework for road safety<sup>2</sup> setting out its approach to continue to reduce killed and seriously injured casualties on Britain's roads. The Government's approach identified the following key themes for road safety:
  - better education and training for children and learner and inexperienced drivers;
  - remedial education for those who make mistakes and for low level offences where this is more effective than financial penalties and penalty points;
  - tougher enforcement for the small minority of motorists who deliberately choose to drive dangerously;
  - extending this approach to cover all dangerous and careless offences, not just focusing on speeding;
  - making it easier for road users to do the right thing and going with the grain of human behaviour;
  - taking action based upon cost benefit analysis, including assessing the impact on business;
  - more local and community decision making from decentralisation and providing local information to citizens to enable them to challenge priorities; and
- supporting and building capability by working with the road safety community on better tools to support road safety professionals
6. A key element of this approach was the removal of overarching national targets, with the emphasis placed on local government and service providers to set their own priorities to reduce road casualties. However, forecast reductions based on the expected effect of current measures, suggested a reduction in the number of people killed and seriously injured (KSI) of 40% by 2020, compared to the 2005-2009 baseline.
7. This strategy document is based around the Government's key themes and sets local priorities and targets to 2020 based on local data.



## Local casualty data

8. Cambridgeshire and Peterborough have seen similar casualty trends to those observed nationally, with a downward trend in the number of people killed and seriously injured over the last decade. This data is shown against the targeted reductions in Figure 2.

**Figure 2 - KSI casualties and targeted reductions 2005 onwards**

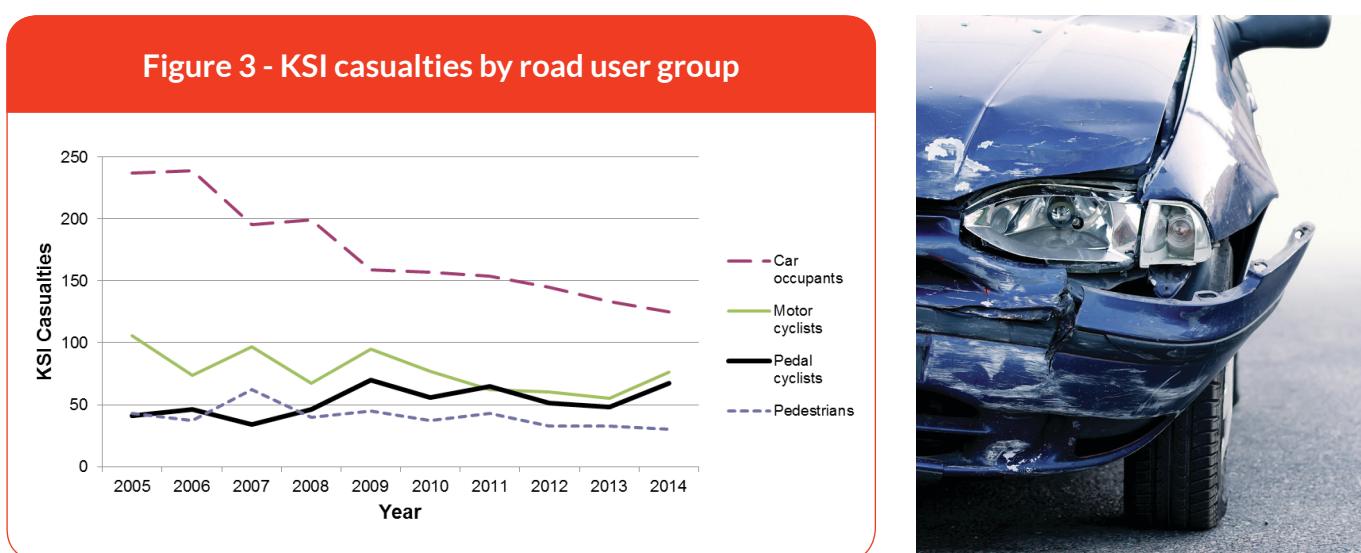


Year	Actual	Target
2005-09 average	523	-
2010	434	-
2011	413	420
2012	381	407
2013	393	394
2014	394	381
2015	-	369
2016	-	357
2017	-	346
2018	-	335
2019	-	324
2020	-	314



9. Figure 3 shows KSI casualties in Cambridgeshire and Peterborough by road user group.
10. In Cambridgeshire and Peterborough, as has been seen nationally, cyclists are the only main road user group to exhibit an increase in KSI casualty numbers in the long-term with the total for 2014 (77) 31% above the 2005-2009 baseline. This is set against a 50% increase in the level of cycling in Cambridgeshire over the past ten years.
11. Table 1 shows the 2014 casualty data by age group and highlights that 16-25 year-olds make up  $\frac{1}{4}$  of all road casualties, closely followed by 26-35 year-olds. It is well documented that younger vehicle drivers and their passengers are at greater risk of being involved in a road collision<sup>3</sup>.

Evidence has also shown that young drivers in rural areas face additional risks due to a “combination of inexperience and increased exposure to risk, through higher mileage and the types of road on which they drive<sup>4</sup>.”



**Table 1 - 2014 road casualties by age**

Age	Fatal	Serious	Slight	Total	% of total
0-15	0	26	175	201	7%
16-25	6	78	605	689	25%
26-35	7	71	519	597	22%
36-45	3	57	376	436	16%
46-55	6	65	289	360	13%
56-65	4	30	182	216	8%
66+	4	31	151	186	7%
<b>Total*</b>	<b>30</b>	<b>366</b>	<b>2330</b>	<b>2726</b>	<b>100%</b>

\*Total includes casualties of unknown age

12. Table 2 shows the number of Cambridgeshire residents as casualties occurring anywhere in the UK according to the district in which they live. This uses 2013 data as this is the latest available national data so cannot be used in comparison to the other casualty data in this report. This type of analysis is important in determining target audiences for interventions in the delivery plan and annual action plans and will be interrogated in more detail for these purposes, including using market segmentation tools such as Mosaic<sup>5</sup>.

**Table 2 - 2013 road casualties anywhere in the UK by district of residence**

District	Fatal	Serious	Slight	Total	% of total
Cambridge City	2	37	273	312	14%
East Cambridgeshire	8	40	188	236	10%
Fenland	4	48	263	315	14%
Huntingdonshire	5	47	341	393	17%
South Cambs	4	43	332	379	17%
Peterborough	8	63	583	654	29%
<b>Total</b>	<b>31</b>	<b>278</b>	<b>1980</b>	<b>2289</b>	<b>100%</b>

13. Using this local data, the following types of collision have been identified as priorities for intervention at the outset of this strategy:

- Collisions involving young people (age 17-25)
- Collisions involving pedal cycles
- Collisions involving motorcycles
- Collisions on rural roads (including inappropriate speed)

## Underpinning evidence

14. In addition to the guidance offered by national Government in its *Strategic framework for road safety*<sup>6</sup>, the activity delivered by the Partnership is influenced by the following policy documents within each respective partner organisation:

- Local Transport Plans for each Highway Authority<sup>7,8</sup>
- Safer Peterborough Partnership Plan<sup>9</sup>
- Cambridgeshire Health and Wellbeing Strategy<sup>10</sup>
- Cambridgeshire Joint Strategic Needs Assessment<sup>11</sup>
- CFOA Road Safety Strategy<sup>12</sup>
- ACPO UK Road Policing Strategy<sup>13</sup>
- Beds, Cambs and Herts Tri-force Roads Policing Strategy
- Highways England: Strategic Business Plan 2015 to 2020<sup>14</sup>

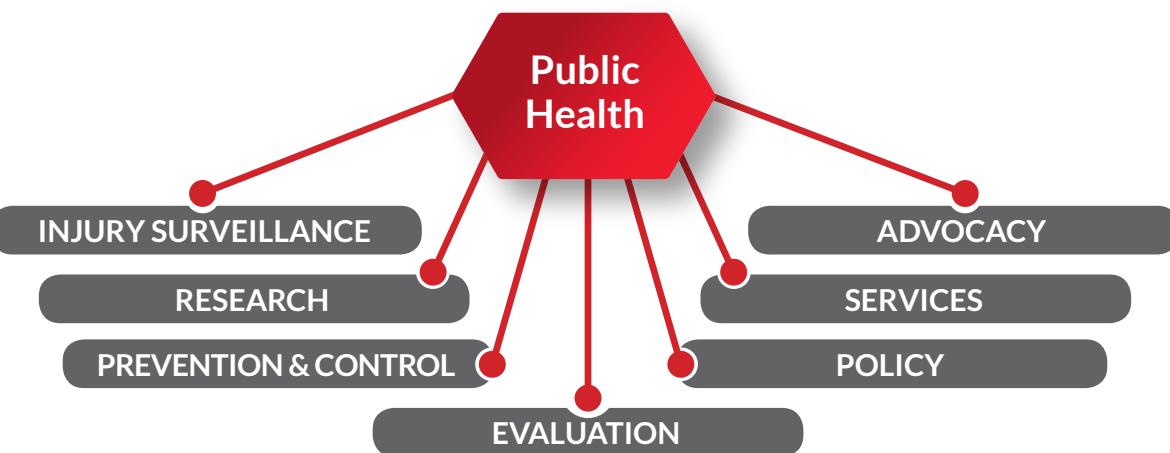
15. The World Health Organisation (WHO) describes three approaches relating to the prevention of road traffic injuries: The Haddon Matrix, Safe Systems Approach and Public Health Approach<sup>15</sup>. Within the sphere of influence of the Road Safety Partnership, each of these has been examined and used to influence this strategy. Details of each are outlined below.

16. William Haddon Jnr.<sup>16</sup>described three phases of a crash event – pre-crash, crash and post-crash – and also separated how the human, machine and environment interact during each phase of a crash. As a result he developed the nine-cell Haddon Matrix, with each cell of the matrix allowing opportunities for intervention to reduce road crash injury.

17. In May 2014 a stakeholder workshop was conducted, led by Addenbrooke's Trauma Centre, with the aim of engaging stakeholders and helping everyone understand where each service element fits within “road safety”. The Haddon Matrix was used to demonstrate which elements each service could influence and the workshop outputs in this format are included at Annex A.

18. Recent changes bringing Public Health under the umbrella of Local Authorities and the introduction of regional Trauma Networks have highlighted the importance of addressing the burden road traffic collisions have on health services. The Public Health approach is science based and has served to instil a greater emphasis on deeper analysis of the road safety problems faced in Cambridgeshire, particularly relating to patient outcomes, and also encouraged a more holistic view of the impact of road collisions on the residents of Cambridgeshire and Peterborough.
  
19. It has been identified that the work currently undertaken by the Partnership members in relation to the location of collisions and type of road users involved is good but, building on the CTARP project which examined injury data from 1997-2004<sup>17</sup>, more in-depth analysis relating to trends among the types of people involved in collisions and the long-term effects on their health is essential to ensuring the most effective use is made of limited partner resources.

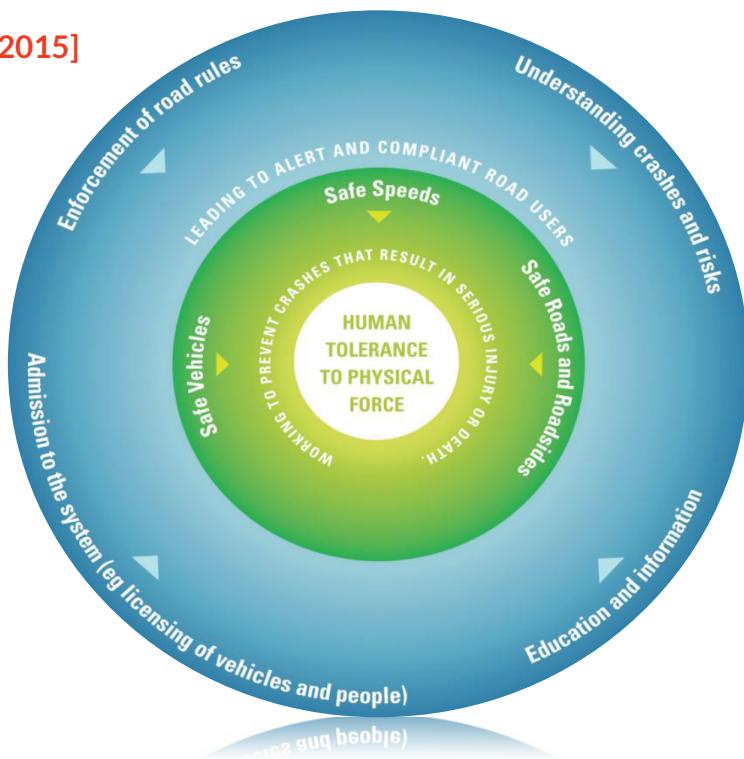
**Figure 4 - Model showing the Public Health Approach [Source: WHO, 2004]**



**Figure 5 - The Safe System Approach**  
[Image source: BC Road Safety Strategy, 2015]

20. Figure 5 shows the Safe System Approach to road safety, which recognises that humans will make errors within the road network "system" and seeks to mitigate the effects of these errors elsewhere in the system to reduce the incidence of serious injury and death.

21. The Safe Systems Approach has been adopted by countries across the world having been pioneered in Sweden and the Netherlands since the 1990s. The Partnership is able to influence many areas of the system, with a direct responsibility for most areas in the outer circle and the ability to influence other elements such as road engineering.





## Our vision

22. The data, policies and frameworks outlined above have been used to develop the Partnership's vision and strategy over the next five years to 2020, as outlined below.
23. Every death and life changing injury on Cambridgeshire and Peterborough's roads or to a Cambridgeshire or Peterborough resident is one too many, and the social and economic burden of road casualties is felt much wider than just those immediately involved in the collision.
24. Therefore, **our vision is to prevent all road deaths across Cambridgeshire and Peterborough and to significantly reduce the severity of injuries and subsequent costs and social impacts from road traffic collisions.**
25. In order to work towards this vision, the following targets have been adopted by the Cambridgeshire and Peterborough Road Safety Partnership<sup>18</sup> for the life of this strategy (all targeted reductions are compared to the 2005-09 average baseline):
- To reduce the number of people killed or seriously injured (KSI) in collisions by at least 40% by 2020.
  - To reduce the number of children killed or seriously injured in collisions by at least 40% by 2020.
  - To reduce the number of cyclists and pedestrians killed or seriously injured in collisions by at least 40% by 2020.
26. The Partnership recognises that social and economic costs of road collisions extends to wider provision not previously associated with typical road safety programmes, such as victim support and rehabilitation and has therefore sought a new model for the delivery of an "holistic approach" to road safety. This new model is outlined in Figure 6 and will be delivered via the groups outlined in Figure 7

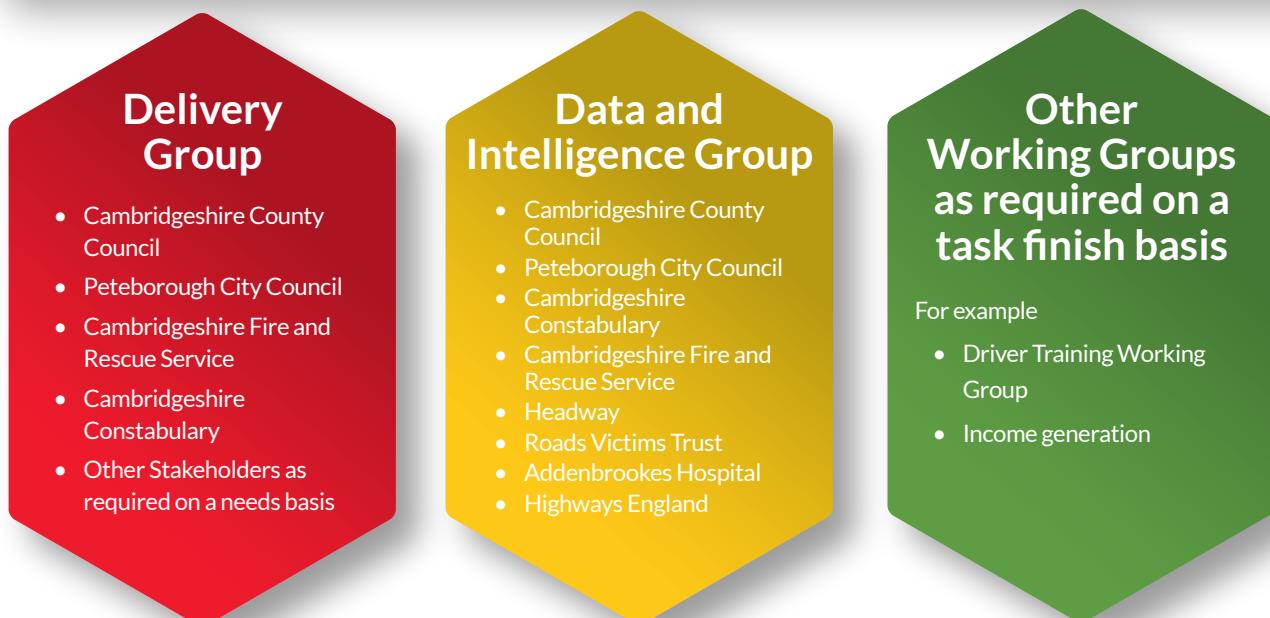


## CPRSP Strategy 2015-2020 Figure 6 - Delivery model



### ANNUAL ACTION PLAN TARGETING HIGH RISK GROUPS

## CPRSP BOARD Figure 7 - CPRSP Structure



## Aims and objectives

27. Based on the Partnership's vision, the following aims and objectives have been identified for action within the delivery plan in order to meet the agreed targets for casualty reduction by 2020.

### Aims

- To prevent road users from being killed or seriously injured (KSI) through enabling behaviour change, delivering better education and delivering road engineering schemes
- To reduce the social impact of road casualties, at an individual, family and community level
- To undertake targeted road safety enforcement as part of a strategy to reduce KSI's
- To reduce the cost to public agencies in dealing with the impact of road collisions including identifying investment opportunities
- To develop a financially sustainable model of delivering road safety activity across Cambridgeshire and Peterborough

### Objectives

- To reduce year on year the numbers of people KSI on Cambridgeshire and Peterborough roads
- To support the victims of road collisions and reduce the social impact for individuals, families and communities
- To identify high risk road users and deliver targeted initiatives to prevent collisions
- To identify high risk collision locations and develop preventative measures (including road engineering solutions) to decrease the risk of future collisions.
- To share data and intelligence across public agencies to prevent future road collisions
- To work across the police tri-force area to identify methods of reducing partnership costs.

### Next steps

28. An annual action plan will be drawn up by the Partnership's Delivery Group outlining interventions for the following 12-month period aligned to each identified key theme.
29. Areas for further research and investigation will be identified by the Partnership's Data and Intelligence group and the results fed into the annual action planning process and subsequent strategy documents.
30. The Partnership key themes will be reviewed on an annual basis.

## Annex A Outputs from stakeholder workshop 1 May 2014

Phase	Pre- Crash	Crash	Post-Crash
Human Factors	<ul style="list-style-type: none"> <li>Campaign to highlight social/economic impact of speeding in same way as drink driving (shame, loss of job etc) &amp; speeding is a crime</li> <li>MAST – Right channels (marketing)</li> <li>Stage learning driving test</li> <li>Education</li> <li>Behaviour change to alternative transport (safety transport)</li> <li>Young drivers not allowed x no of occupants after certain time (e.g.Australia)</li> <li>Raise profile of additional education and training provided by groups such as 'institute of advanced motorists'</li> <li>Bringing future to present – consequences of accidents</li> <li>Driver/rider training part of driving test</li> <li>Driving a killing machine</li> <li>Evaluation – what works (prevention) and what doesn't</li> <li>Morning after drink campaign – alcohol awareness</li> <li>Patterns of thinking – 'bad behaviour'</li> <li>Young Males – need a breakthrough</li> <li>Peer to peer</li> <li>Campaign with Universtiyy of Cambridge to promote safer cycling</li> <li>Campaign to tackle 'driver complacency' – refresh skills</li> <li>Target Young Males</li> <li>Switch on engine – switch off mobile campaign</li> <li>Learn from the successful 'kick ash; campaign – peer pressure to reduce smoking in young people</li> </ul>		<ul style="list-style-type: none"> <li>Sentencing – would it make people think?</li> <li>Analyse who is responsible</li> <li>Roll out RvT across the region</li> <li>More victim support</li> <li>Biker down courses</li> <li>Focus on serious injury not just fatality</li> <li>Cast study –who is responsible</li> <li>Evolving methodology for delivering interventions – Behaviour change</li> <li>Use of social marketing – is it being used effectively</li> </ul>
Vehicles and Equipment Factors	<ul style="list-style-type: none"> <li>Technology, apps?</li> <li>Insurance trackers on cars obligatory</li> <li>Local app for mobile phone – safe driving tips</li> <li>Availability of technology, addicted to social media?</li> <li>Issues around young/inexperienced drivers having older cars (cheaper, and cheaper to insure) would safety be better in newer cars?</li> </ul>		<ul style="list-style-type: none"> <li>Use serious RTC as film for future campaigns</li> </ul>
Environmental Factors (Roads)	<ul style="list-style-type: none"> <li>Clear breakdown of data at local level to determine route causes</li> <li>Teaching people to drive vs passing the test</li> <li>Signage review at collision sites</li> <li>Commentary drive for learner drivers</li> <li>Ditches and water drains in the fens (hot spots?)</li> <li>2014 Joint strategic needs assessment on transport and health – make sure we influence and get involved</li> </ul>	Road defects and potholes	<ul style="list-style-type: none"> <li>Share best practice</li> <li>High level strategic steer and action plan</li> <li>Council policy and road strategy networks</li> </ul>

## Data and Research

- Clear breakdown of data at local level to determine route causes
- High level analytical support – direct effort
- Evidence base of needs
- NHS number on STATS19
- Capture all available data
- Use of wrong data leading to wrong solutions
- Existing tools not being utilised e.g. MAST – low staff numbers available to use it
- Use Speed Watch Data
- Apply for grants for research
- Share info with effective partners
- Analytical capability and capacity
- Causation factors are subjective – get new STATS19 form for fatal/serious after investigation – better quality data e.g. share accident investigation info
- Share culpability data to target correct people
- Use research to inform programmes
- Focus on our area, what is special/different? evidence

## Other ideas

- Partnership coordinator and leader
- Partnership communication strategy
- From a bikers perspective – speed can be your friend i.e acceptable to avoid incident
- Problem – public sector funding squeeze – disinvestment in road safety
- Clear idea of Partnership roles and needs
- Funding for research and analysis
- Loss of strategic overview and direction/focus
- Pathways?
- Incomplete partnership, weak leadership, member review?
- Incomplete overview of problem, resources and solutions
- Senior police rep/PCC to lead strategic partnership
- Can we learn from near misses
- What is our aspiration? What is our vision – like Volvo V40?

## Who should be involved?

- Violent crime partnership
- Public health
- Highways England
- Cambridge University



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# Review of Safety Cameras in Cambridgeshire and Peterborough

## Site Review and Outline Proposals – May 2018

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**Date: May 2018**

**Author: Matt Staton**

### 1. Summary

The Cambridgeshire and Peterborough Road Safety Partnership has operated a network of safety cameras for over 20 years. With the exception of five average speed camera systems installed in the last 10 years all the existing fixed cameras use wet-film. This technology is coming to the end of its operational life in the next 12 months.

The camera strategy employed by the partnership to install fixed camera sites has had a significant effect on the higher severity collisions in the vicinity of camera sites.

Proposals are put forward to digitalise 24 of the existing fixed sites and decommission four [4] that have not been operational for some time. The remaining 15 sites are recommended to be subjected to further investigation as improvements in technology or planned infrastructure investment may mean a fixed camera would not provide the most cost effective casualty/speed reduction solution.

It is estimated the like-for-like replacement of wet-film cameras with their digital equivalent will require between £500k-£600k capital investment. This does not take into account the possibility of introducing more expensive ASC systems at any of the sites being investigated further, or any potential savings related to economies of scale.

In addition to this, it is estimated approximately £62k per annum of revenue funding will be required to cover the running costs of the sites i.e. electricity, maintenance and communications.

### 2. Introduction

The Cambridgeshire and Road Safety Partnership vision is to prevent all road deaths across Cambridgeshire and Peterborough and to significantly reduce the severity of injuries and subsequent costs and social impacts from road traffic collisions. The existing safety cameras in Cambridgeshire and Peterborough were all installed on a casualty reduction basis at sites that have had a history of personal injury collisions where speed was considered a factor. Part of this review will examine whether the installation of cameras has had the desired casualty reduction effect in Cambridgeshire and Peterborough, and will also examine research evidence around the effectiveness of safety cameras.

It is recognised that the wet film cameras will become obsolete in the near future due to withdrawal of calibration services by the main suppliers and difficulties in sourcing the film itself and parts to repair both the cameras and the film processing equipment. The end of life for our wet-film camera operations is expected to be the end of March 2019. While this provides a threat to camera operation, the fact that technology has advanced significantly since the cameras were first installed also provides an opportunity to review each site to see if the current solution remains the most appropriate and cost-effective one.

### **3. Review of existing strategy**

The first section of this report comprises a review of the existing strategy relating to safety camera implementation. This review examined studies related to fixed cameras (Allsop, 2013) and average speed cameras (Owen, Ursachi & Allsop, 2016) to assess the effectiveness of camera sites in Cambridgeshire and Peterborough. Both these studies looked to exclude the effect of regression to the mean (RTM) by removing the site selection period (SSP) from before data. Data relating to the exact SSP used for each site was not available so the SSP has been assumed as the first three of the four years prior to installation, based on known methodology applied in the partnership area at the time, however it may be that for some camera sites where installation took place outside the normal cycle (e.g. due to significant delays) this may not have been the case.

#### **3.1. Fixed camera sites**

The first analysis conducted examined the effect of the safety camera strategy on personal injury collisions (PIC). Allsop's (2013) method provides estimates of multiples for the effect of camera establishment on the number of collisions in the vicinity of cameras. As part of his review Allsop (2013) found that for all sites in Cambridgeshire and Peterborough up to 2010 the effect of camera establishment on PIC is not distinguishable from the background reduction in PIC ( $m_c = 1.025$ ; 95% CI = 0.955, 1.100).

The same analysis was conducted for fatal and serious collisions (FSC) in the vicinity of cameras and Allsop (2013) found a significant reduction in FSC for camera sites in Cambridgeshire and Peterborough ( $m_c = 0.588$ ; 95% CI = 0.486, 0.711).

This shows that the fixed sites installed by the partnership have had a significant effect in reducing the number of fatal and serious collisions but no discernible effect on the overall number of personal injury collisions in the vicinity of the sites.

Appendix 1 provides multiples ( $m_c$ ) for the effect of camera establishment for each camera updated to 2015 data.

The analysis continued to examine any changes in the severity of collisions in the vicinity of camera sites by considering the number of casualties per collision, proportion of collisions that were fatal or serious, the proportion of casualties that were KSI and the number of KSI

per fatal or serious collisions before and after implementation. This found that in the vicinity of cameras across Cambridgeshire and Peterborough:

- the number of casualties per collision was 1.24 after, compared with 1.29 before;
- the proportion of collisions that were fatal or serious was 10.1% after, compared with 19.6% before;
- the proportion of casualties that are KSI was 8.8% after, compared with 17.1% before; and
- the number of people KSI per fatal or serious collision was 1.073 after, compared with 1.130 before.

In terms of severity of collisions, this indicates that in the vicinity of cameras in Cambridgeshire and Peterborough, the number of casualties per collision was about 4% lower, the proportion of collisions that were fatal or serious was about 49% lower, the proportion of casualties that were KSI was about 49% lower, and the number of people killed or seriously injured per fatal or serious collision occurring was about 5% lower after establishment of cameras compared to before their establishment.

This fits with the estimated multiples and shows that the camera strategy employed by the partnership to install fixed camera sites has had a significant effect on the higher severity collisions but not on the overall number of personal injury collisions in the vicinity of camera sites.

### **3.2. Average Speed Cameras (ASC)**

Cambridgeshire and Peterborough have six average speed camera (ASC) systems:

- A14 Huntingdon to Girton (Highways England)
- A14 Girton to Fen Ditton (Highways England)
- A1 Buckden
- B1096 Ramsey Forty Foot
- B1091 Peterborough Road, Stanground
- A1139 Fletton Parkway, Peterborough

As the number of sites is small and two of the sites have only been installed in the last few years it was deemed most appropriate to consider the national effectiveness of ASC systems where the data set is much larger and more robust. Owen, Ursachi and Allsop (2016) found that, on average, the ASC sites analysed saw fatal and serious collisions fall 25-46% and personal injury collisions fall 9-22%.

This shows that where a problem affecting a route is identified, ASC systems are effective in reducing collisions along the entire route.

#### 4. Proposals

As this review relates to the installation and operation of the Local Authority safety cameras, the Highways England sites (those on the trunk road network) are not discussed below. Appendix 1 shows the statistical analysis of each fixed camera site using Allsop's (2013) methodology applied to data from 1990-2015 and this has been the basis for the proposals outlined below. However, confidence intervals for evidence of effectiveness at individual camera level are very wide, particularly for FSC, therefore the discussion below also considers other factors, including likely upgrade costs and sites specific issues such as vandalism, changes to the road environment or condition of the current infrastructure.

The review has separated the existing sites into three specific groups:

- Group 1 - Sites where it is deemed that the existing fixed camera is the most appropriate solution and therefore digitalisation of the fixed site is seen as the most appropriate course of action.
- Group 2 - Sites where it is deemed that the existing fixed camera is no longer required and therefore the site should be considered for decommissioning.
- Group 3 - Sites where an alternative solution to a fixed camera, e.g. ASC, may be more appropriate, but would require further investigation.

Due to the success of the current strategy for safety camera implementation, as outlined above, the majority of sites (24, including two red light cameras) fall into Group 1. There are four [4] sites that fall into Group 2 and should be considered for decommissioning. The remaining 15 sites are identified as requiring further investigation as like for-like replacement with a fixed camera may not be the most cost-effective solution. Appendix 2 shows the proposed action for each site.

The proposed groupings lend themselves to a phased approach to digitalisation:

- *Phase one* would see the procurement of infrastructure and cameras for the 24 sites in group 1 and the decommissioning of the 4 sites in group 2. This would aim to be implemented as close to March 2019 as the procurement process allows.
- *Phase two* would be informed by investigations of the remaining 14 sites in group 3. Investigations would be carried out while phase one is being implemented.

#### 5. Costs

Based on cost estimates received from suppliers in the past few years it is estimated the like-for-like replacement of wet-film cameras with their digital equivalent will require between £500k-£600k capital investment. This does not take into account the possibility of

introducing more expensive ASC systems at any of the sites being investigated further, or any potential savings related to economies of scale.

In addition to this, ongoing revenue funding of approximately £62k per annum will be required to cover the running costs of the sites i.e. electricity, maintenance and communications.

The breakdown of how these estimates have been calculated is shown in Appendix 3.

Appendix 7.2

Appendix 1 – Statistical Analysis of Fixed Camera Sites – data 1990-2015

Camera site	Personal Injury collisions (PIC)				Fatal and serious collisions (FSC)				PIC m <sub>c</sub>	95% confidence		FSC m <sub>c</sub>	95% confidence	
	b	B	a	A	b	B	a	A		0.971	1.900		0.628	0.213
C1	53	27193	107	39672	8	5739	6	6088	1.358	0.971	1.900	0.628	0.213	1.851
C2	13	21154	49	45408	5	4681	7	7063	1.631	0.874	3.043	0.773	0.240	2.494
C3	5	15444	58	51415	1	3627	7	8161	2.904	1.143	7.375	1.556	0.183	13.196
C5	11	27193	18	39672	4	5739	5	6088	1.028	0.478	2.210	0.943	0.246	3.606
C6	10	21154	19	45408	4	4681	2	7063	0.805	0.368	1.758	0.265	0.047	1.498
C7	13	24205	39	42420	6	5236	1	6560	1.590	0.838	3.016	0.114	0.013	0.989
C8	40	27193	70	39672	10	5739	2	6088	1.170	0.787	1.740	0.171	0.036	0.807
C9	35	24205	67	42420	5	5236	9	6560	1.062	0.700	1.612	1.197	0.392	3.653
C10	13	21154	53	45408	3	4681	9	7063	1.764	0.950	3.275	1.491	0.393	5.657
C12	17	27193	17	39672	4	5739	2	6088	0.647	0.326	1.286	0.377	0.067	2.131
C16	40	29941	43	36657	12	6211	4	5612	0.857	0.552	1.329	0.341	0.107	1.081
C17	10	29941	17	36657	1	6211	4	5612	1.262	0.569	2.801	2.213	0.237	20.710
C18	11	29941	22	36657	0	6211	1	5612	1.497	0.715	3.134	1.107		
C19	37	29941	86	36657	6	6211	12	5612	1.849	1.248	2.739	1.897	0.698	5.157
C20	27	29941	63	36657	4	6211	3	5612	1.838	1.160	2.911	0.664	0.144	3.059
C21	53	32956	65	33625	8	6687	6	5158	1.180	0.815	1.708	0.864	0.293	2.545
C22	33	32956	52	33625	5	6687	4	5158	1.499	0.960	2.339	0.864	0.226	3.306
C24	13	32956	30	33625	5	6687	1	5158	2.100	1.081	4.080	0.216	0.024	1.932
C25	20	32956	21	33625	5	6687	4	5158	0.980	0.525	1.831	0.864	0.226	3.306
C26	23	32956	27	33625	5	6687	3	5158	1.103	0.625	1.945	0.648	0.150	2.793
C28	12	35988	20	30651	4	7141	2	4703	1.806	0.870	3.749	0.607	0.107	3.433
C29	82	35988	119	30651	20	7141	11	4703	1.683	1.263	2.243	0.795	0.375	1.685
C30	66	35988	101	30651	9	7141	9	4703	1.770	1.290	2.429	1.367	0.532	3.508
C31	81	35988	79	30651	7	7141	10	4703	1.131	0.824	1.552	1.898	0.708	5.086
C32	68	35988	91	30651	14	7141	10	4703	1.548	1.124	2.134	1.012	0.442	2.317

Appendix 7.2

C34	7	35988	5	30651	1	7141	0	4703	0.734	0.228	2.367			
C35	57	38962	63	27699	8	7596	7	4257	1.528	1.060	2.202	1.388	0.493	3.907
C36	34	38962	35	27699	7	7596	4	4257	1.407	0.869	2.277	0.892	0.255	3.125
C37	8	38962	3	27699	3	7596	0	4257	0.469	0.121	1.816			
C38	9	38962	6	27699	2	7596	2	4257	0.844	0.294	2.422	1.190	0.161	8.790
C39	34	41914	14	24693	5	8042	1	3787	0.679	0.360	1.281	0.354	0.040	3.165
C40	29	41914	20	24693	7	8042	3	3787	1.132	0.633	2.024	0.796	0.200	3.166
C41	17	60106	0	7378	5	10812	0	1166						
P1	11	24205	31	42420	4	5236	6	6560	1.474	0.731	2.974	0.958	0.263	3.483
P2	24	32956	21	33625	3	6687	3	5158	0.823	0.453	1.497	0.972	0.190	4.977
P7	32	35988	28	30651	2	7141	2	4703	0.996	0.594	1.672	1.012	0.137	7.480
P8	120	35988	234	30651	18	7141	15	4703	2.271	1.814	2.842	1.199	0.596	2.412
P9	44	41914	28	24693	6	8042	6	3787	1.056	0.651	1.713	1.820	0.574	5.776
P10	28	41914	14	24693	8	8042	1	3787	0.819	0.426	1.577	0.236	0.028	1.968
T1	18	29941	22	36657	6	6211	2	5612	0.946	0.501	1.786	0.316	0.062	1.619
T2	18	29941	22	36657	6	6211	2	5612	0.946	0.501	1.786	0.316	0.062	1.619
T17	11	29941	7	36657	5	6211	0	5612	0.476	0.181	1.253			
T18	6	29941	10	36657	2	6211	3	5612	1.167	0.415	3.278	1.107	0.178	6.870

**Key**

b = collisions in the vicinity of camera site before installation (excluding SSP)

B = collisions in the CPRSP area (excl. trunk roads) for same time period as b

a = collisions in the vicinity of camera site after installation

A = collisions in the CPRSP area (excl. trunk roads) for same time period as a

Appendix 7.2

Appendix 2 – Proposals for existing fixed camera sites

Ref	Location	Camera	Column type	Proposed group	Comment
001/2	A1134 Elizabeth Way (B/d), Cambridge	Gatso	standard	1 - digitalise	High non-compliance
003	A605 Eastrea Rd, Whittlesey	Gatso	standard	3 - investigate	Route review required
007	A1134 Barnwell Rd, Cambridge	Gatso	standard	1 - digitalise	High non-compliance
010	A1134 Perne Rd, Cambridge	Gatso	standard	1 - digitalise	
012	A141 Old Hurst	Gatso	smart	1 - digitalise	
013	Oundle Road, Orton Longueville, Peterborough	Gatso	smart	2 - remove	Currently bagged
014	A1134 Newmarket Rd, Cambridge	Gatso	standard	3 - investigate	GCP scheme on route – need to see if safety issues can be addressed through scheme
015	B198 Cromwell Rd, Wisbech	Gatso	standard	1 - digitalise	
020	Goldhay Way, Peterborough	Gatso	standard	2 - remove	Currently bagged
021	B1050 Station Rd, Willingham	Gatso	smart	1 - digitalise	
022/23	A1307 Huntingdon Rd (B/d), Cambridge	Gatso	standard	3 - investigate	New cycle scheme changes environment – need to assess impact
026	B1040 Woodhurst, Huntingdon	Gatso	smart	1 - digitalise	
027	C292 Victoria Avenue, Cambridge	Gatso	standard	1 - digitalise	
028	A605 Peterborough Rd, Whittlesey	Gatso	standard	3 - investigate	Route review required
029	A1309 High St, Trumpington	Gatso	standard	1 - digitalise	
030	B1049 Histon Rd, Cambridge	Gatso	standard	3 - investigate	New cycle scheme proposed – need to see if safety issues can be addressed through scheme
031	A603 Wimpole Rd, Barton, Cambridge	Gatso	standard	1 - digitalise	Need to address visibility issues – review location
033	A142 Chatteris	Gatso	smart	3 - investigate	Route study underway
034/35	B198 Lynn Rd (B/d), Wisbech	Gatso	standard	1 - digitalise	
039	B1167 The Causeway, Thorney	Gatso	standard	1 - digitalise	

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040	B1167 Wisbech Rd, Thorney	Gatso	standard	1 - digitalise	
041	B1514 St John's St, Huntingdon	Gatso	standard	1 - digitalise	
042	A603 Barton Rd, Cambridge	Gatso	standard	1 - digitalise	
043	A1307 Park Hill, Horseheath	Truelo	-	3 - investigate	GCP scheme on route – need to see if safety issues can be addressed through scheme
044	B1101 The Avenue, March	Gatso	smart	1 - digitalise	
045	A605 Elton	Gatso	smart	3 - investigate	Route issue, so possible ASC system
046/47	A1134 Newmarket Rd (Garlic Row), Cambridge	Gatso	standard	3 - investigate	GCP scheme on route – need to see if safety issues can be addressed through scheme
048	A1134 Mowbray Rd, Cambridge	Gatso	standard	1 - digitalise	
049	C235 Cherry Hinton Rd, Cambridge	Gatso	standard	2 - remove	Now 20mph
050	A1307 Hills Rd, Cambridge	Gatso	standard	3 - investigate	Route issue, so possible ASC system
051	A605 Syers Lane, Whittlesey	Gatso	standard	3 - investigate	Route review required
052	Lincoln Rd (Millfield), Peterborough	Gatso	standard	3 - investigate	Public realm scheme being looked at
053	A15 Bourges Boulevard, Peterborough	Gatso	standard	1 - digitalise	High non-compliance
055	A10 Brandon Creek, Littleport	Gatso	standard	2 - remove	Currently bagged
056	B1047 Ditton Lane, Cambridge	Gatso	standard	1 - digitalise	Would benefit from being bi-directional
057	A1309 Milton Road, Cambridge	Gatso	smart	1 - digitalise	
058	A1123 Needingworth Rd, Bluntisham	Gatso	smart	1 - digitalise	
059/60	A605 Whittlesey Rd, Stanground (2 cameras)	Gatso	standard	3 - investigate	Route review required
061	A605 King's Delph, Whittlesey	Gatso	standard	3 - investigate	Route review required
062	Cromwell Rd, St Neots	Gatso	standard	1 - digitalise	
9901	Cambridge St, St Neots (RED LIGHT)	RLGatso	smart	1 - digitalise	
9902	Huntingdon St, St Neots (RED LIGHT)	RLGatso	smart	1 - digitalise	

Appendix 7.2

	Capital	Revenue
	£	£/Yr
Back office equipment	29000	
Smart pole upgrade (6)	4900	
Renew power supply	500	
New feeder pillar	150	
New smart pole (6)	14400	
Annual Digital camera cost (2)	8735.3	
Annual insurance (4)		335
Power supply (7)		60
Annual Communications cost / site(1)		
cambs		240.12
Peterborough		423.12
Annual site maintenance contract per site		400
Annual camera calibration (5)		318
Secondary check mark replacement (3)		250

Appendix 3 – estimated procurement costs

## Appendix 7.2

(1) based upon 3G provided by service provider with private network

(2) (a) Proportion of camera cost attributed to each site based upon 9 cameras in the partnership; so 9/34ths of camera cost (£33000) = 8735.3

(3) based upon replacement every 2 years @500 inc TM +£250/year

(4) Based upon existing provision divided by number 11335/34 = £335 each/year

(5) based upon 9 cameras in partnership  $1200 * 9 / 34 = 318$

(6) including router @£900

(7) no figure available there

(v) No figures available therefore best estimate