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| <b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b> | <b>Agenda Item No.</b> |
| <b>14<sup>th</sup> November 2018</b>         | <b>Public Report</b>   |

## **Report of Cambridgeshire Police and Crime Commissioner**

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## **MONITORING THE DELIVERY OF THE POLICE AND CRIME COMMISSIONER'S POLICE AND CRIME PLAN – COMMUNITIES THEME**

### **1. PURPOSE**

- 1.1 The purpose of this report is to update the Police and Crime Panel (the “Panel”) on activity underway to deliver the priorities set out in the Communities section of the Police and Crime Commissioner’s (the “Commissioner”) Police and Crime Plan (the “Plan”).

### **2. RECOMMENDATIONS**

- 2.1 The Panel is recommended to note the contents of this report.

### **3. TERMS OF REFERENCE**

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

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

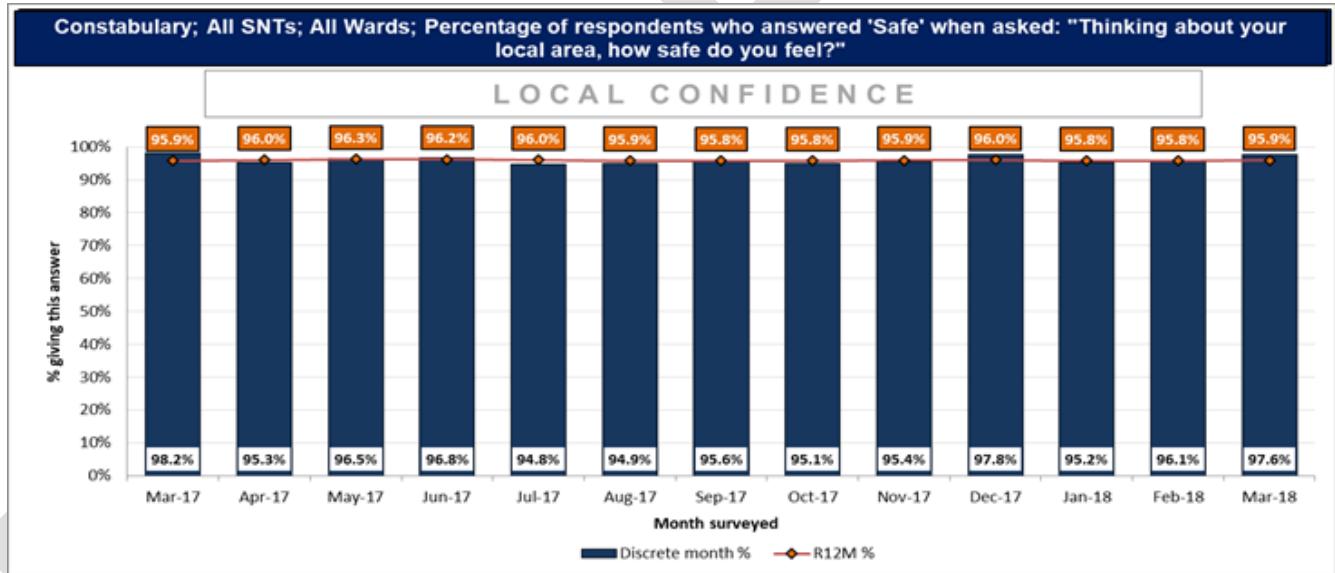
### **4. BACKGROUND**

- 4.1 Under the Police Reform and Social Responsibility Act 2011 the Commissioner is required to produce a Plan.
- 4.2 The Commissioner’s Plan became effective from the 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 designed through a series of shared outcomes to enable all agencies with a part to play in community safety and criminal justice, to strategically direct the future delivery of services through these common goals. Each theme is supported by key objectives and priorities for action.
- 4.3 There are strong mechanisms in place to scrutinise the overall performance of Cambridgeshire Constabulary (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 Commissioner’s Business Coordination Board (BCB). Effective partnership working is also key to the delivery of the Plan.

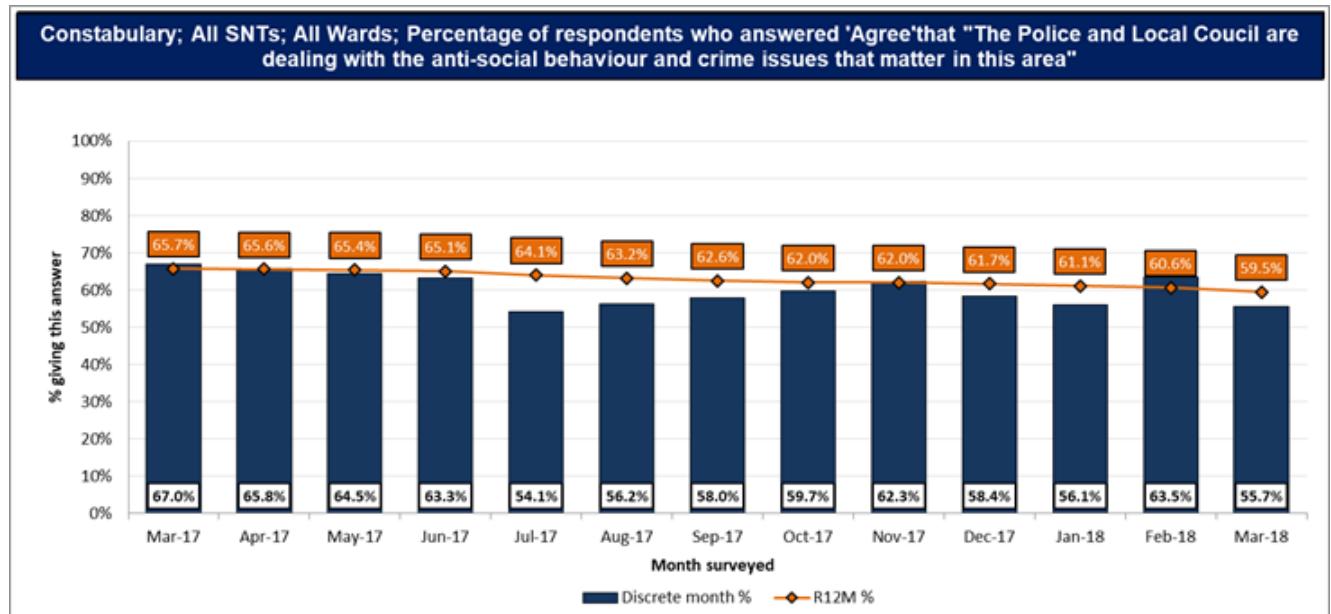
### **5. COMMUNITIES CONTEXT AND OVERVIEW**

- 5.1 The Communities element of the Plan seeks to stimulate delivery of 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.

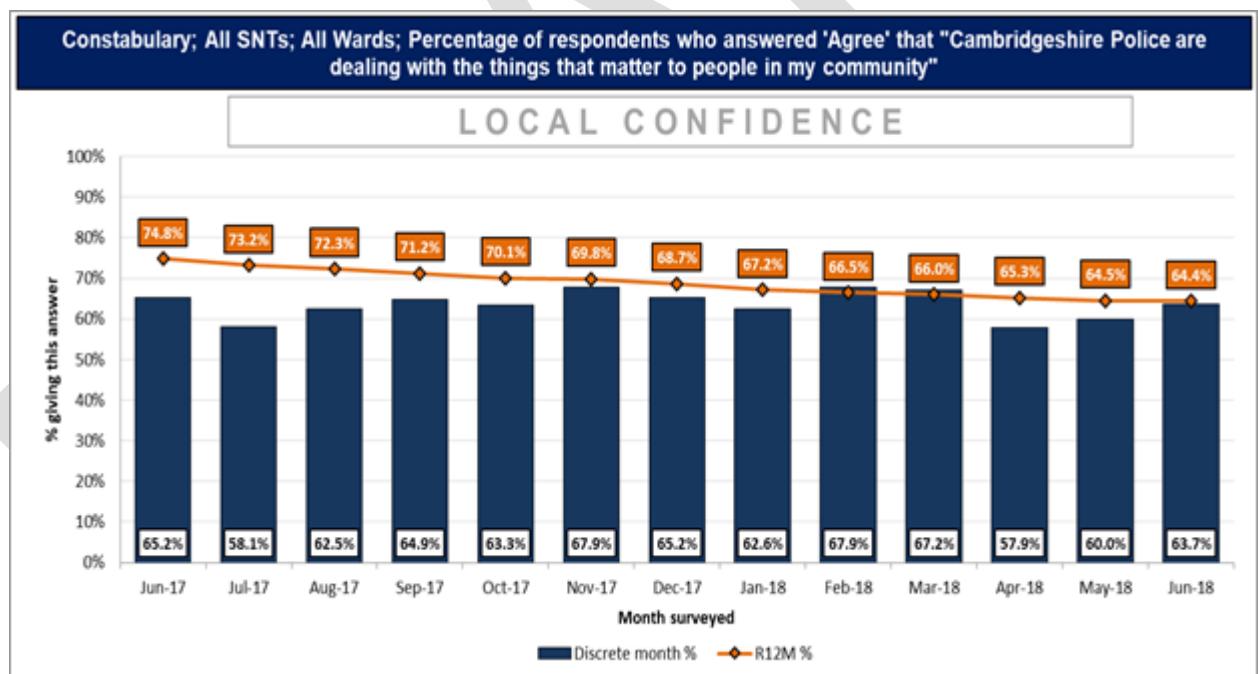
- 5.2 The shared outcome of 'Communities have confidence in how we respond to their needs' and the Aim to 'Support safer and stronger communities' are hugely important. The public want local services they can trust and have confidence in. The Constabulary is committed to being part of this through provision of local and specialist policing services that are able to respond effectively to future demand and where capable officers and staff are recruited and supported to maximise their potential.
- 5.3 The Plan sets out three high level objectives:
- Joining-up service provision to listen and respond to day to day community safety issues
  - Increase public involvement to improve community understanding and resilience
  - Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust
- 5.4 The last Communities deep dive report received by the Panel in November 2017 stated that the Constabulary were taking steps to ensure that they would be able to meet future demand within the forecast resources available through reviewing the local policing provision, aligning community participation activity and supporting the recruitment, retention and progression of its people. Much has been achieved since that.
- 5.5 The overarching outcome of the work outlined in this report is for communities to have confidence in how we respond to their needs. Data demonstrates our communities continue to feel safe.



- 5.6 The financial constraints across the public sector means that all organisations are having to prioritise and to find the most efficient and effective ways to deliver their services. Against this backdrop of demand for resources, although feelings of safety are being maintained, we are seeing an adverse trend in public confidence in the way policing and local councils are dealing with things that matter to people in the community. A similar trend is seen for policing alone.



- 5.7



- 5.8 The Plan identifies that the response to this challenge is to make sure that services are aligned to support each other and not duplicate each other's work. Public services must actively seek ways of sharing capabilities, intelligence and facilities to meet people's needs in a cost effective way. This partnership approach extends to the public, ensuring there are good links with the knowledge, goodwill and enthusiasm of our citizens to support the police, and others, in protecting our communities. Volunteers can provide specialist advice, local intelligence and community work to support safer and stronger communities.
- 5.9 Many public sector organisations share these aspirations but historically only limited progress has been made. Therefore in taking forward the aspirations in this section of the Plan, the Commissioner has sought to lead by example and foster and take forward work in partnership. As a result, there is now an increasing shared ambition across the public sector to work collaboratively as system leaders with a focus on reaching the best outcomes we can in the most efficient and effective way possible.
- 5.10 For example, improving the life potential for people with multiple disadvantage who often find themselves stuck in the revolving door of crisis and crime, is something we all play a part in. To that end, the Commissioner continues to support the Offender Hub which helps tackle the root causes of early offending behaviour by offering conditional cautions. He also continues to push forward on the housing agenda. Conditional Cautions can only be part of the solution. Key to the success of all of these issues is the need to have a long-term, strategic partnership approach: an approach which injects the right amount of energy into listening, responding and promoting improved solutions, leading to safer communities.
- 5.11 Earlier this year, the Commissioner blogged about the need for a partnership response to tackling public services delivery (<http://www.cambridgeshire-pcc.gov.uk/whats-new/blogs/>) when he marked the anniversary of the publication of Rebalancing Act a resource jointly produced by Revolving Doors Agency, Public Health England and the Home Office,

## **6. Joining-up service provision to listen and respond to day to day community safety issues**

- 6.1 The Commissioner has used the Countywide Community Safety Strategic Board (CCSSB) to define and support a more joined-up approach to community safety service delivery. In 2017 the Commissioner's office, the Office of the Police and Crime Commissioner (OPCC) updated the Cambridgeshire and Peterborough Countywide Community Safety Agreement (the "Agreement"). This Agreement recognised that community safety issues do not always respect district boundaries. In 2017, Community Safety Partnerships (CSPs), individual Responsible Authorities<sup>1</sup> and the Plan identified issues of high importance that would benefit from a countywide co-ordination.
- 6.2 As part of the CCSSB, nine countywide Delivery Groups provide leadership of high risk issues and are providing reports on progress to the CCSSB. These now cover Mental Health, Domestic Abuse & Sexual Violence, Road Safety, Child Exploitation (including gang activity and county lines), Drug & Alcohol misuse, Youth Justice, and Organised Crime & Modern Slavery. The Agreement has been updated to reflect this.
- 6.3 The Delivery Groups are expected to:
- Have clear terms of reference;
  - Undertake a strategic assessment;
  - Develop a joint strategy which has been informed by the strategic assessment;
  - Put in place a delivery plan to take forward the strategy;
  - Have a risk register, with escalation of risk as appropriate to the CCSSB for their support and challenge; and
  - Undertake performance monitoring.

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<sup>1</sup> Responsible Authorities are: Local Authorities, Police, Fire and Rescue Service, National Probation Service, Clinical Commissioning Group, Community Rehabilitation Company. The Crime and Disorder Act places a statutory responsibility on Responsible Authorities to reduce crime and disorder in their communities.

- 6.4 Many of these Delivery Groups oversee significant countywide joint working across agencies. Examples include the Sexual Assault Referral Centre, Multi-agency Safeguarding Hub and Mental Health support into the police contact centre. The work of these groups are monitored through the CCSSB.
- 6.5 In April 2018, the CCSSB agreed three principles with respect to the how the Delivery Groups and the six CSPs would relate to each other:
- CSPs to co-ordinate and lead the efforts of Responsible Authorities to increase the resilience of people who are at risk of becoming involved in crime or becoming a victims, e.g. by improving pathways into housing, skills, employment, advice, health service, drug and alcohol services etc.
  - CSPs to co-ordinate and lead the efforts of the Responsible Authorities to increase community resilience and ability of communities to help themselves.
  - Delivery Groups to define the pathways required to manage those at high risk of harm.
- 6.6 CSPs are increasingly 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 create and embed new ways of working in front line practice. For example, the Responsible Authorities from Huntingdonshire CSP used funding from the Commissioner in 2017/18 to co-ordinate existing resources to run two pilot "Transforming Lives" diversionary programmes for young people.
- 6.7 At the July 2018 meeting of the Huntingdonshire CSP both project leads from the Early Help District Teams came to present their final report on each project focusing on outcomes and the impact the project has had on the young people who attended.
- 6.8 The agenda at this meeting included an invitation to the Chair of the County Exploitation and Missing Strategy Group to provide an overview of the work of the strategy group and to ensure that the local delivery, via Huntingdonshire CSP, of the project met the wider strategic aims and actions within the strategy and subsequent action plan.
- 6.9 This was accompanied by a presentation from the Exploitation Coordinator for the Local Safeguarding Children Board (LSCB) who provided an overview of both the exploitation risk assessment and management tool, and an overview of the work across the county, via the LSCB, of the work task and finish groups were doing on reviewing and updating key element of the exploitation strategy.
- 6.10 Partners were also advised of the mapping meetings taking place across the county to raise awareness and see the benefits of joined up agency working and information sharing and how improved outcomes could be demonstrated from this work. Partners were drawn to the attention of the Online Reporting Service which is available on the front page of the Constabulary's website.
- 6.11 The purpose of Huntingdonshire CSP having a focus of the agenda regarding exploitation of young people was to provide all partners with an overview of the locally delivered Transforming Lives Project and outcomes and impact of this. It provided the context of the wider county wide strategic priorities and also raised awareness of new tools and processes via the mapping meetings and updated risk assessment tool.
- 6.12 There are many other examples of local CSPs in Cambridgeshire which are drawing together important streams of work to ensure they have maximum impact in their district and the OPCC continues to support their development and that of the countywide Delivery Groups.

- 6.13 It has also been identified that if policing and other county wide organisations are to engage effectively with preventative work an element of commonality through shared approaches and outcome frameworks would be required across the county. The OPCC has updated the Agreement to flag Cambridgeshire and Peterborough's co-ordinated prevention initiatives namely:
- **Healthy and Safer Schools** – a tendering process is currently underway to identify a new provider, with a remit to cover safe as well as healthy schools, to be in place in Autumn 2018.
  - **Children's Early Help** – early help programmes for children are in place across both Cambridgeshire and Peterborough.
  - **Access to employment for vulnerable groups** – working with the Department for Work & Pensions, a public health chaired group has been in place considering access to employment for those affected by drug addiction. The remit of this group will extended to cover other vulnerable groups.
  - **Think Community** – led by the local authorities, a shared approach to community resilience is being developed.
  - **Housing trailblazer** – the Trailblazer Project has co-ordinated early interventions to prevent homelessness.
- 6.14 April 2018 saw the publication of the Government's Serious Violence Strategy in response to significant concerns regarding national increases in serious violence and in particular the recent increases in knife crime, gun crime and homicide.
- 6.15 The Serious Violence Strategy represents a very significant programme of work involving a range of Government Departments and partners, in the public, voluntary and private sectors. It stresses the importance of early intervention to tackle the root causes and provide young people with the skills and resilience to lead productive lives free from violence. The Strategy supports a new balance between prevention and effective law enforcement.
- 6.16 The comprehensive partnership framework which the Commissioner has brought into existence covers every aspect of the new Strategy. The Strategy references the launch of the £11m Early Intervention Youth Fund (EIYF), which upon launch, the size of the Fund was increased to £22m. Locally, the OPCC have submitted two bids that have been developed with partners. Confidentiality clauses in the application process prevent details of bids being detailed in this report.
- 6.17 The crucial role of place-based CSPs in demand management is being increasingly understood. The OPCC undertook an interim review of the funding approach was undertaken with CSPs in Spring 2018. Partnerships were still able to bid for continued funding for projects which risked being destabilised while a review was underway. Just under half of the £155k was awarded. The Commissioner has identified that the remaining crime and disorder grant monies can be used as match funding to bids to the EIYF.
- 6.18 CSPs have a statutory duty to bring partners together and increasingly they will need to drive local 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 demand and manage community safety risks.
- 6.19 The Commissioner has the power to award Crime and Disorder Reduction Grants to secure, or contribute to securing, crime and disorder reduction. In Cambridgeshire a mixed model of grants and commissioning is used. The grants fall into three categories: statutory functions for policing; demand management or management of risk. They are reviewed each year. Where a contribution is made to a wider contract or function the Commissioner agrees to a set of shared outcomes with co-commissioners. These are monitored and scrutinised through existing governance mechanisms. An example of this is the contributions to the Youth Offending Services in both Peterborough and Cambridgeshire. Where the Commissioner is a sole funder the recipient will be asked to sign a grant

agreement and submit twice yearly monitoring forms for scrutiny.

- 6.20 If the Commissioner's 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 unsustainable project work, and instead stimulate work which changes how mainstream organisations reduce demand and manage community safety risks. This will ensure CSPs have improved resilience to changing demand and are able to deploy their resources effectively.
- 6.21 As with other areas, people in Cambridgeshire want a police presence that can be seen to deal effectively with local issues. This continues to be a challenging time for policing as the Constabulary deals with a new kind of demand and the pressures it puts on the frontline. Traditional demand has changed significantly with new threats and issues. This demand needs to be balanced against a rise in some of the more 'hidden' crimes such as domestic violence, child sexual exploitation and cybercrime. The introduction of a new local policing model (also referred to as the 'LPR') in April 2018 has enabled the Constabulary to deliver a demand-led and victim-focused service which provides much needed support to the frontline. The model includes an additional 50 police constables, with 55 more brought about by the increase in the policing element of the council tax.
- 6.22 The new local policing model better matches resources to the risks identified in communities and enables the police to better manage demand and improve the service provided to victims of crime. There were a number of aspects to the new model including the introduction of a Demand Hub that allows for more effective and efficient management of demand and deployment of resources. The Demand Hub brings together the Force Control Room, Police Service Centre and Investigation Management Unit, the latter two relocated from Peterborough to a co-located site in the Control Room building at Force Headquarters. This will create significant operational efficiencies as well as financial ones both in the short and medium term.
- 6.23 The Constabulary publish their public contact performance. In addition, the Commissioner continues to monitor the number and speed of response to 999 and 101 calls and performance on these remains strong as reported to the September Business Co-ordination Board. In the 12 months to June 2018 the Constabulary has seen a 4.4% (+5,344 calls) increase in the demand from emergency 999 calls compared to year ending June 2017. 95.6% of all 999 calls were answered within 10 seconds. 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.
- 6.24 The Prevention and Enforcement Service (PES) in Peterborough is a further example of a working to create system-wide solution to challenging demand pressures. The PES launched in October 2016 and brought together, under a shared management model, enforcement resources from the city council, police resources, and input from both the fire service and Peterborough Prison. A shared approach to tackling the most prevalent issues in communities was developed and delivered, including co-locating staff from across the agencies. Following the most recent neighbourhood policing review, the co-location arrangements ceased but despite this the PES partners continue to work closely together, sharing intelligence appropriately and meeting to jointly problem solve. Given the renewed aspiration to operate as a system to prevent and delay demand for services, the PES model needs to be reviewed to ensure it incorporates the vital preventative and behaviour change work with communities, arguably missing from the model up to this point. Establishing this important link, and setting some clear targets linked to reducing demand for policing.

## **7. Increase public involvement to improve community understanding and resilience**

- 7.1 The Commissioner delivers this aspect of the Plan's objectives through work led by the Constabulary, the OPCC and most recently via a grant agreement with the County Council to support creation and delivery of a Cambridgeshire and Peterborough's community resilience strategy.
- 7.2 The Constabulary has developed a Visibility Strategy to ensure presence and visibility is treated as a priority by them. Part of this is increasing public awareness and promoting the message that while officers '*can't be everywhere, they could be anywhere*'.

7.3 Equally, internally the Constabulary will be demonstrating that everyone plays a role in keeping the county safe and police visibility is 'everyone's business'. This will be delivered through strategic communications advice, training, guidance and targeted communications activity, such as targeted opportunities towards demographics and various communication channels. Evaluation is a key part of the strategy to measure engagement, impact, return on investment and value for money. This will be done through such means as perception testing, and focus groups.

7.4 The above work is complemented by the OPCC's and Constabulary's engagement strategy:

- The public are given regular information from the OPCC about who to contact about what, and the correct route to escalate an enquiry/complaint if necessary. Details about how to make a complaint are provided on the OPCC website: <http://www.cambridgeshire-pcc.gov.uk/contact-us/>.
- The Commissioner holds monthly surgeries which are advertised to each district where members of the public can request a face to face meeting, or a telephone meeting to discuss issues and concerns. He also holds Street Surgeries and Parish Council Conferences (every six months) and sends out a bi-monthly newsletter which reaches 20,000 people through subscription: <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2015/05/Connect-Newsletter-July-2018.pdf>. All events and opportunities are promoted via social media, on the OPCC website and through the Commissioner's newsletter.
- Additionally, the Commissioner hosts targeted public engagement events such as the recent 'Celebrating us' event which marked the diversity of community groups across Cambridgeshire: <http://www.cambridgeshire-pcc.gov.uk/police-commissioner-hosts-celebration/>.
- Local councillors are updated on policing priorities and activities via the Commissioner's Parish Council Conferences and at public surgeries. The Commissioner also attends Area Committee meetings when relevant.
- Local MPs are updated on policing priorities and activities via regular meetings in Westminster and a twice a year round table update hosted by the Commissioner.
- In order to communicate with hard to reach communities, the Commissioner regularly attends community group meetings, such as those held by the Speak Out Council, and Cambridge Deaf Association, lending his name to campaigns instigated by disabled groups for better understanding of their needs. An example of this is his support for Cambridge Blind Forum: <http://www.cambridgeshire-pcc.gov.uk/police-commissioner-walks-blind-folded-support-visually-impaired/>.
- The Commissioner conducts regular surveys via his website on various topics including a proposal to increase the precept, and a proposal to take on the governance of Cambridgeshire Fire and Rescue. Surveys are presented clearly with plain English and are also available in Easy Read Format: <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/06/Easyread-version.pdf>.
- Finally, an Annual Report is produced to feedback progress made against the Plan to the public.
- The Constabulary regularly promotes the variety of ways the public can contact the force, via 999 (for emergencies) and 101 (for non-emergencies). The public can also report concerns anonymously or ask for an online web-chat: <https://www.cambs.police.uk/report/Report>.
- The Constabulary makes use of a Neighbourhood Alert system, Ecops, to update communities on action taken to address spikes in local crime. Members of the public can submit intelligence to specific requests for local information through the force website.

- The Constabulary also conduct regular Days of Action to both raise awareness of particular crime types such as County Lines and provide the public with crime prevention advice. The days are supported and promoted by the Commissioner and his Communications Team.
- 7.5 Cambridgeshire County Council's "Think Communities" focuses on building resilient communities, where people are part of well-networked communities, where they play an active role within their neighbourhoods to help themselves and each other.
- 7.6 The work commenced in April 2018, which aims to:
- strengthen partnership working and the commitment of the local authorities to the Plan.
  - have stronger strategic links between local authorities and the OPCC through the Communities shared outcome to further mitigate the risk of inconsistent commissioned pathways and improve the outcomes for the people who live and work in the county.
  - provide further opportunities to identify and strategically plan future cost improvement plans between both local authority, Public Health and the OPCC based on the increasing cost pressures local authorities face which could see them retreat to solely statutory responsibilities.
- 7.7 Officers from eight public sector partner organisations (the seven Cambridgeshire and Peterborough Councils plus the Constabulary) have developed a shared approach to community resilience, called Think Communities. The new Think Communities concept provides an important set of principles on which the public sector system can build.
- 7.8 The Think Communities approach has either full agreement or provisional support of all partners, as well as the in-principle support of other public sector partners. Following discussions at the Senior Officers Communities Network meeting, a few partners remain in the process of agreeing the approach through their own elected members and administration routes.
- 7.9 This shared approach was considered by CCSSB in July 2018. Officers are presenting the Think Communities approach at all Living Well Partnerships and District Community Safety Partnerships during October and November.
- 7.10 Work is underway to align the Think Communities priorities and action plan to those emerging from Cambridgeshire Public Service Board on place-based working, which is aimed at reducing demand on all our services. It is important to recognise the more sustainable longer term benefits of aligning to the wider system changes currently emerging. To make the most of these opportunities, work on completing the Local Authority actions in the Plan has been aligned to fit in with these timescales, and are therefore slightly delayed from that originally forecast.
- 7.11 Meanwhile, work has continued apace. Officers have continued to progress actions together including developing a set of shared tools and available resources to help willing and able communities to help themselves and each other. This includes developing case studies and examples of resident and community good practice which others can learn from and replicate in their areas.
- 7.12 To practically test the new ways of working, geographical and/or thematic pilots are being developed. It will be important to develop ways of working that are specific enough to make a rapid and sustained difference, but that are generic enough to be scalable and affordable across wider geographies. Emerging likely areas of focus include:
- Soham and St Ives - building on the Neighbourhood Cares pilots and already-agreed investment into these areas which aims to help people find the support they need locally to help them live independently
  - North Huntingdon - learning from the community led approach taking place in Yaxley to have a community led forum and locally led community hub containing a mix of services including mental health services
  - Wisbech – building on the approaches being taken as part of the Wisbech 2020 programme;

- Prevention at Scale project focusing on community development; and Growing Fenland (the Masterplan for Whittlesey, March and Chatteris) - with a focus on community development
- Cambridge Southern Fringe and Northstowe – a focus on new communities, learning from the experiences of those living in the Southern Fringe and developing a resilient new community in Northstowe.
  - Abbey ward in Cambridge – affected by poverty, low skills and aspiration, and low levels of engagement and participation
  - Littleport - with a focus on ASB, linking to the East Cambridgeshire District Council Vulnerable Communities Strategy data.
  - Peterborough - Integrated Community Strategy, using that opportunity to create a channel shift on community capacity work and carry over the learning to other places across Cambridgeshire.
- 7.13 Specifically on the subject of community safety and the Plan priorities, work has progressed and officers have been holding informal exploratory discussions with existing community volunteer networks to understand their local concerns, and promote their public involvement through active participation and support initiatives aimed at building community understanding and resilience. As a result, one Parish Council is developing their own Community Safety Awareness day. With pre-event advice and guidance from the Constabulary, the Fire Services, and Cybercrime and Community Protection Teams, they plan on sharing ‘top tips’ and practical advice on how to keep property and people safe within their community. With Constabulary guidance the volunteers will undertake bike and property marking. Those residents who need help or advice in securing their property can register for a Timebank volunteer to carry out the work. Neighbourhood Watch are invited and will be aiming to encourage more volunteers to work with them.
- 7.14 A number of shared concerns have emerged which would benefit from public sector wide delivery and which are being picked up through the Think Communities Partnership shared approach. One shared concern was identified that would benefit from a much wider shared approach, which was the growing need to prevent and protect residents from financial scams. A few representatives from both statutory and non-statutory contacts were invited to attend a meeting in July to explore how we could work better together to improve the impact of prevention and protection for actual or potential scam victims and make more efficient use of all our resources. Attendees unanimously agreed to progress with a partnership approach.
- 7.15 The partners are in final stages of agreeing a Partnership Charter which the Commissioner will be asked sign at an official launch event. A realistic shared action plan is being developed and the group have agreed four main areas of focus:
- Communication and media campaigns, consistency of key messages, sharing resources.
  - Supporting Victims
  - Streamlining referral and reporting pathways
  - Sharing prevention and training tools
- 7.16 The Think Communities approach links in and resonates with the Constabulary’s own Citizens in Policing Strategy and the work of the OPCC to engage with and respond to the needs of individuals and communities.
- 7.17 The involvement of the county’s citizens is vital and the Constabulary continues 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 and includes Special Constables, Police Support Volunteers and Volunteer Police Cadets.
- 7.18 The Commissioner has funded a Watch Co-ordinator post that sits within the Constabulary which focuses on supporting and developing Neighbourhood Watch and Speedwatch, whilst also considering other schemes.
- 7.19 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 to check on the treatment of ICVs.

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

- 8.1 The Constabulary has a strategy in place which focusses on 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. The Constabulary's recent report to the Commissioner's BCB on Equality and Diversity outlines the positive action they are undertaking regarding recruitment and retention. Work includes targeted recruitment campaigns, one to one sessions with candidates from under-represented groups, actively supporting a workforce mentoring scheme, buddy schemes, and recognising and supporting staff networks of representative groups.
- 8.2 The Commissioner continues to monitor complaints through the PSD Governance Board quarterly meetings. The Governance Board is pro-active in monitoring progress against Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Legitimacy recommendations and areas for improvement and Independent Office for Police Conduct requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. The OPCC undertakes dip sampling of complaints to monitor the Constabulary's handling of complaints and lessons learnt. The OPCC is working with PSD to prepare for the future role of the Commissioner in respect of the forthcoming complaints reform legislation.

**9. CONCLUSION**

- 9.1 The 2017 deep dive report to the Panel on Communities concluded that creating stronger, safer communities cannot be achieved by one organisation alone. It identified a system wide approach was needed to solve long standing, deeply entrenched problems in a rapidly changing world. This report highlights that feelings of safety remain high in Cambridgeshire but confidence in the way policing and local councils are dealing with things that matter to people in the community is falling.
- 9.2 Across the sectors we are starting to develop a better shared understanding of the challenges and pressures each of our organisations face and many public services are actively seek ways to share capabilities, intelligence and facilities to meet people's needs in the most cost effective way. This partnership approach must extend to the public, ensuring there are good links with the knowledge, good-will and enthusiasm of our citizens.
- 9.3 The Plan sets out that the OPCC, the Constabulary and wider partners need to:
- Join-up service provision to listen and respond to day to day community safety issues
  - Increase public involvement to improve community understanding and resilience
  - Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust
- 9.4 The above report describes how we are working in partnership to drive this. The support of the Panel is sought to encourage all public sector organisations to fully engage with this theme of the Plan.

**BACKGROUND DOCUMENTS**

Police and Crime Plan 2017-20 Community Safety and Criminal Justice, Cambridgeshire and Peterborough

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

Countywide Community Safety Strategic Board and Countywide Community Safety Agreement 2017-2020

<http://www.cambridgeshire-pcc.gov.uk/work/cambridgeshire-peterborough-countywide-community-safety-strategic-board/>

Serious Violence Strategy, HM Government, April 2018

<https://www.gov.uk/government/publications/serious-violence-strategy>

Cambridgeshire Constabulary Public contact performance

<https://www.cambs.police.uk/information-and-services/About-us/Performance/Public-contact-performance>

'Equality and Diversity update', Agenda Item 7.0, Business Co-ordination Board, 1<sup>st</sup> November 2018

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-1st-november-2018/>

'Integrity Controls Assurance', Agenda Item 9.0, Joint Audit Committee, 31<sup>st</sup> October 2018

<http://www.cambridgeshire-pcc.gov.uk/work/joint-audit-committee/>

'Professional Standards and Complaint Handling – April 2017 to March 2018', Agenda Item 5.0, 13<sup>th</sup> September 2018

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-5.0-Professional-Standards-and-Complaints-Handling-April-2017-to-March-2018.pdf>