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To: **Police Accountability Board**

From: **Neil Stacey - Head of Organisational Improvement Centre**

Date: **30 September 2026**

STRATEGIC POLICING REQUIREMENT

1. Purpose

1.1. The purpose of this paper is to provide a situational update following the previous BCB paper (submitted in September 2025) concerning the 2023 Strategic Policing Requirement and the capabilities held within the Constabulary to counter the national threats.

2. Overview

2.1. Section 77 Police Reform and Social Responsibility Act 2011 dictates that the Secretary of State must, from time to time, issue a Strategic Policing Requirement. This document must set out what the Secretary of State believes are national threats and what are appropriate national policing capabilities to counter those national threats.

2.2. The 2023 Strategic Policing Requirement names the national threats as VAWG, Terrorism, Serious and Organised Crime (including county lines and fraud), National Cyber Event, Child Sexual Abuse, Public Disorder and Civil Emergencies.

2.3. The Strategic Policing Requirement also includes guidance relating to outcomes, capacity, capability, national standards, collaboration and partnership working which will support policing to be more efficient and effective in their response to the national threats.

3. Cambridgeshire's Checkpoint Assessment

3.1. To provide internal assurance against the six pillars of each of the 7 national threats, a checkpoint assessment has been conducted. The Checkpoint assessment considered three areas. These being:

- The current position
- Red, Amber, Green (RAG) assessment; and
- Any improvements identified.

4. Violence Against Women and Girls

4.1. The previous checkpoint assessment rated this area GREEN and there is no change to this status.

4.2. The Constabulary continue to work in close partnership with the National Centre for Violence Against Women and Girls and Public Protection (NCVPP), and the Op Soteria Team. The Constabulary have now published a new force Vulnerability Strategy, in accordance with the national strategy. The Strategy covers a range of VAWG themes to ensure a holistic and consistent approach to tackling vulnerability. This covers a number of themes including Domestic Abuse, RASSO, Child Sexual Exploitation and Stalking and Harassment.

4.3. Governance arrangements have been established over the course of the last year. The previously known Vulnerability and Prevention Group has now been replaced by two more focused forums. The monthly Child Protection Strategic Group, chaired by the Detective Chief Superintendent, Head of Crime and Vulnerability reports into the DCC's Force Performance Accountability Meeting (FPAM). This group provides assurance across a number of themes, and assists in the Constabulary's preparedness for a forthcoming National Child Protection Inspection. The second group is the VAWG Strategic Board chaired by the ACC, this group seeks to provide strategic oversight, coordination, scrutiny and

accountability for Cambridgeshire Constabulary's response to Violence Against Women and Girls, across prevention, perpetrator pursuit, victim support and partnership activity to improve outcomes and public confidence. In addition to these two groups progress against the Domestic Abuse Improvement Plan, and the Op Soteria transformation plan is reported to the Crime Standards Delivery Group, also chaired by the Head of Crime and reporting into the DCC's FPAM.

4.4. Cambridgeshire Constabulary has moved its Domestic Abuse Improvement Plan from development into delivery, establishing a clear governance framework through the Crime Standards Delivery Group and Violence Against Women and Girls Governance Board, supported by dedicated action owners and enhanced performance oversight. Key achievements include the introduction of a force-wide Domestic Abuse performance dashboard, significant reductions in Domestic Violence Disclosure Scheme backlogs, refreshed perpetrator management arrangements, and the implementation of the RAPID investigative model, which sets clear expectations around risk assessment, safeguarding, positive action, evidence-led investigation and supervisory oversight. The programme has also progressed workforce training, improved organisational understanding of domestic abuse risk and vulnerability, and strengthened victim-focused approaches through enhanced safeguarding and the incorporation of victim and child-centred principles. Within the Force Communication Centre Raneem's Law went live in June 2026, and a new innovative process to deliver Clare's law from the point of first contact has been implemented.

Over the coming months, the focus will be on embedding and assuring the quality of these improvements. This includes the introduction of Domestic Abuse Scrutiny Panels to provide systematic review of investigations from first attendance through to case closure, implementation of the DRIVE perpetrator programme, development of Domestic Abuse Protection Order arrangements ahead of national rollout, and strengthened joint working with the Crown Prosecution Service to improve evidence-led prosecutions. Further activity will focus on enhancing frontline and supervisory training, improving the use of preventative and protective orders, strengthening perpetrator management and ensuring consistent application of the RAPID model across all domestic abuse

investigations. Collectively, these measures are intended to improve victim safety, increase offender accountability and deliver a more consistent and effective response to domestic abuse across Cambridgeshire.

4.5. Operation Soteria continues to be the primary mechanism through which Cambridgeshire Constabulary is transforming its response to rape, serious sexual offences and wider Violence Against Women and Girls offending. Over recent months, the programme has delivered continued progress across offender management, repeat perpetrator arrangements, civil orders, workforce capability, supervisory practice and victim-centred investigations. Activity has also supported the redesign of specialist RASSO structures, strengthened governance and performance oversight, and further embedded the principles of the National Operating Model across operational policing.

Current priorities include the implementation of revised supervisory frameworks, development of new sexual offence problem profiles, strengthening of perpetrator management arrangements, and continued rollout of training and organisational learning. The principal challenge remains digital forensic capacity, where delays continue to impact investigative timeliness and victim outcomes. Work is underway to review future operating models, prioritisation processes and resource requirements to improve performance in this area and support delivery of the wider Op Soteria transformation programme.

4.6. Cambridgeshire Constabulary is progressing a significant redesign of its public protection arrangements through the introduction of the Multi-Agency Child Protection Team (MACPT), with implementation of Phase 1 planned by March 2027. The programme aligns with the nationally mandated Family First Partnership Programme and is intended to improve safeguarding outcomes for children, adults and vulnerable victims through a clearer separation between safeguarding assessment functions and complex investigative activity. The new model will establish a police staff-led Integrated Front Door, an officer-led Multi-Agency Child Protection Team, a Multi-Agency Adult Protection Team and a dedicated Child High Harm Team responsible for the most serious and complex

child abuse investigations. The redesign is intended to improve continuity of safeguarding, strengthen partnership working, reduce reliance on abstractions and overtime, and ensure that police officers are focused on activity requiring warranted powers and specialist investigative expertise.

Phase 2 will build upon these foundations and support wider organisational change associated with implementation of the new national RASSO operating model by December 2027. The officer capacity released through the Phase 1 redesign will not be permanently allocated until wider force priorities and Phase 2 requirements have been assessed. This will provide flexibility to direct resources towards frontline policing, specialist investigations, safeguarding demand or the future RASSO model as required. Taken together, the two phases represent a long-term workforce modernisation programme designed to strengthen investigative capability, improve safeguarding outcomes and ensure the Constabulary remains aligned with both national reform programmes and future demand.

4.7. Management of Sexual or Violent Offenders (MOSOVO) and the Online Child Abuse Safeguarding Team (OCAST) continue to provide effective management of some of the highest-risk offenders in Cambridgeshire. Since HMICFRS closed the previous cause of concern, the Constabulary has maintained enhanced governance, performance management and senior oversight arrangements, with both areas subject to scrutiny through Child Protection and Public Protection governance structures. Recent reports have identified MOSOVO performance as stable, with offender management, compliance activity and safeguarding arrangements continuing to operate within expected parameters despite increasing demand and a growing number of high-risk nominals.

4.8. Operation Redford has introduced an additional cohort of offenders into the community through the national early-release arrangements, including individuals assessed as presenting risks linked to violence, domestic abuse and wider Violence Against Women and Girls offending. Cambridgeshire

Constabulary has implemented a structured, intelligence-led operating model in partnership with Probation, ensuring all eligible nominals are subject to risk assessment, governance and allocation through established offender-management arrangements. Higher-risk individuals are managed through bespoke risk-management plans incorporating safeguarding, victim-focused interventions, partner engagement, intelligence development and disruption activity where appropriate. Monthly multi-agency governance arrangements and ongoing review processes provide further assurance that emerging risks are identified and managed at the earliest opportunity. Importantly, the force response recognises that Operation Redford is not solely an offender-management programme but a safeguarding and harm-reduction initiative. Existing public protection structures, including MOSOVO and specialist safeguarding teams, are integrated into local arrangements where offenders present heightened risks to women, girls or previous victims. This ensures domestic abuse and VAWG considerations remain central to decision-making and that safeguarding measures, monitoring activity and partnership interventions are proportionate to the level of identified risk. The approach is designed to balance public protection, offender management and victim safety while maintaining effective oversight through established governance mechanisms.

Complementing the Constabulary response, the Office of the Police and Crime Commissioner has enhanced local victim support services to ensure victims affected by offender release arrangements can access timely, trauma-informed assistance. Supported by Ministry of Justice funding, the enhanced offer is coordinated through the Victim and Witness Hub and includes personalised victim needs assessments, practical safety planning, target-hardening measures for those concerned about their personal safety, and enhanced emotional support for victims and their families. The arrangements have been developed in partnership with probation, commissioned victim services and the Constabulary, and are intended to ensure that victims of domestic abuse, stalking and other serious offences remain informed, supported and protected throughout the offender release process.

4.9. The Constabulary continues to progress implementation of the recommendations arising from the Angiolini Inquiry through an established bi-monthly meeting chaired by the Head of Crime and Vulnerability. National reporting has been submitted as requested in relation to recommendations 14-16. These focus on strengthening safeguarding and prevention for vulnerable people, embedding best practice to improve the policing response to women and girls, and improving workplace culture, support and working conditions for officers and staff. The force are also training a cohort of officers in October 2026 in order to commence Op Vigilant deployments under the local operational banner – Op Armour. These will commence before and over the Christmas period to assist in Police this high demand and risk period.

5. Terrorism

5.1. The previous checkpoint assessments rated this area GREEN and there is no change to this status.

5.2. Counter-Terrorism (CT) functions are performed at a regional level by the Eastern Region Special Operations Unit (ERSOU). This continues to provide evidence against regional and local delivery of the national CONTEST strategy. Strong connectivity between Cambridgeshire and ERSOU and Regional Military Liaison has been noted.

5.3. Collaboration and partnership working are central to the delivery of the CONTEST strategy, which is driven through quarterly, multi-agency CONTEST boards now chaired by ACC Leighton Hammett. Cambridgeshire Constabulary was proactive in establishing a performance framework in 2024 aligned with 21 principles within the CONTEST Strategy. The Force was an early adopter of a new national maturity matrix in early 2026 which remains under development. In using that tool, the Force scored 68%, reflecting good practice in most areas and evidence of clear plans for areas of development. A CONTEST Tactical Group, chaired by Superintendent Steve Kerridge as Head of Operations, leads delivery in pursuit of the CONTEST Boards aims and objectives.

5.4. A national policing operation monitoring community tensions, with a particular focus on protest against national government policy on immigration. The Force has been integrated into national arrangements and the summer period past within minimal community tension or public order concerns.

6. Serious Organised Crime

6.1. The previous checkpoint assessment of Serious Organised Crime (SOC) rated this area GREEN and there is no change to this status.

6.2. The force has strengthened its understanding of the serious and organised crime threat through the SOC Master List on APMIS, which records and scores organised crime groups, priority individuals, vulnerabilities and wider thematic threats across Cambridgeshire. A new Power BI dashboard provides more efficient oversight of active and monitored OCGs, while Project Sentinel will improve the visibility of OCG-linked individuals and provide frontline officers and staff with clearer tasking when they are encountered.

6.3. APMIS disruption data remains the principal measure of the operational impact of the force response to SOC. Over the performance year of 2025 / 2026 the Constabulary recorded its highest levels of SOC related disruptions. This also reflected in recorded disruptions across the PREVENT, PURSUE, PROTECT and PREPARE spectrum. Disruption performance across the early part of 2026 / 2027 shows continued levels of SOC disruptions taking place and being recorded. Activity relating to child sexual abuse and exploitation, cybercrime and fraud contributed significantly, and the operational activity in support national intensification periods will create further opportunities to target organised immigration crime, illicit businesses and the gig economy.

6.4. Clear Hold Build remains the main place-based partnership response in communities most affected by SOC. Operation Alliance was the flagship for this activity in Lincoln Road, Peterborough, and a second site has been commissioned in Norfolk Street, Fenland. SOC FUSION provides the wider county partnership framework, with established work on OCGs, modern slavery and organised immigration crime now being extended to serious organised

acquisitive crime and fraud. Knowledge events are also increasing partnership awareness, attracting 75 attendees for Organised Immigration Crime in April and 98 attendees for COM Networks in July 2026.

6.5. The force SOC training delivery plan and training master list have been refreshed to improve oversight of internal, external and specialist training, particularly in organised immigration crime, modern slavery and fraud. This recognises the changing landscape of SOC and informs the development of the Constabulary's and partners workforces so to be able to respond to these changing threats.

7. National Cyber Event

7.1. The previous checkpoint assessment of Serious Organised Crime (SOC) rated this area GREEN and there is no change to this status or the information being provided to support.

7.2. The Constabulary continues to engage in national and regional governance structures aligned to the National Cyber Strategy including, via our dedicated Economic and Cyber Crime Unit, links with the NCA to support law enforcement responses.

7.3. The Strategic Policing Requirement requires Constabularies to maintain a cyber crime functions within the Economic and Cyber Crime Unit, and sets minimum standards for these. Cambridgeshire Constabulary meets these standards through an ability to interact and support the NCA as well as regional resources, provide resource resilience in terms of investigators and analysts and provide an effective response to victims who have been subject to a cyber-attack.

7.4. Through local and regional governance, work continues within our Digital Forensics Unit to maintain national ISO accreditation. This is a significant undertaking for all forces, with national acknowledgement that timescales in relation to the ever-changing digital landscape are challenging.

7.5. The capability and capacity of our Economic and Cyber Crime Unit continues to focus on supporting victims of fraud and cyber with bespoke support provided by

Cyber and Fraud Prevention officers who also deliver significant support and advice to a wide range of community groups and partner agencies across Cambridgeshire.

8. Child Sexual Abuse

8.1. The previous checkpoint assessment rated this area GREEN and there is no change to this status.

8.2. Child Sexual Abuse and Exploitation remain significant priorities for the Constabulary and safeguarding partners. Governance is provided through the Child Protection Strategic Meeting, VAWG governance and wider partnership arrangements.

8.3. The Constabulary continues to maintain specialist capability through CAISU, the Online Child Abuse Safeguarding Team, the Child Exploitation Hub and wider Public Protection teams. Operation Soteria continues to strengthen investigative standards, supervision, offender management and victim-centred practice across sexual offence investigations. The forthcoming Public Protection change programme, as detailed above, will further develop these arrangements through the introduction of a dedicated Child High Harm Team for the most serious and complex child abuse investigations, alongside an officer-led Multi-Agency Child Protection Team.

8.4. Child exploitation activity continues to be supported through the Child Exploitation Hub, bringing together intelligence, victim and perpetrator information, safeguarding activity and tactical interventions. Daily partnership arrangements provide a route for timely consideration of emerging threats, while established Risk Outside the Home pathways support multi-agency assessment of contextual safeguarding concerns. Strategic oversight is maintained through child protection and partnership governance, ensuring that exploitation risks, intelligence gaps and opportunities for prevention and disruption remain visible to senior leaders.

8.5. OCAST has sustained the improvements previously recognised by HMICFRS, with governance arrangements in place to monitor workloads, risk, safeguarding

and investigative standards. Performance reporting during 2026 has assessed workloads and safeguarding risk as stable, supported by the continued use of prioritisation processes, regular reviews of legacy investigations and ongoing oversight of investigative demand. While national forecasts indicate further growth in online child abuse referrals and increasing pressure on digital forensic services, these risks are well understood and are being actively managed through force governance arrangements and workforce planning.

8.6. The Constabulary continues to respond proactively to emerging online harms, including the growing threat posed by organised online criminal (COM) networks that target and exploit children through coercion, grooming, self-harm encouragement, sexual abuse and other harmful behaviours. Demand associated with these investigations has increased, reflecting both improved identification of victims and greater national awareness of this threat. Alongside operational activity, the Constabulary has undertaken extensive work to raise awareness of the threat through countywide safeguarding structures, briefing statutory and voluntary-sector partners, schools, health professionals and safeguarding practitioners to improve recognition of risk factors and support earlier intervention for vulnerable children.

8.7. Operation Beaconport is the national policing review of group-based Child Sexual Abuse and Exploitation investigations recorded between 1 January 2010 and 31 March 2025. Cases are being reassessed against current investigative and safeguarding standards and may be returned to forces for reopening or reinvestigation where concerns or missed opportunities are identified. The operation runs alongside the Independent Inquiry into Grooming Gangs, which will examine failures or obstruction by statutory services, establish accountability and identify improvements required across safeguarding and the criminal justice system.

8.8. Cambridgeshire submitted approximately 210 cases for national review, with a national indication that around 10 may be returned for further investigation. The first cases were expected to arrive in October but have not yet landed. Detective Superintendent Ben Martin is leading the local response, with risk, tasking and resourcing overseen through the Force Tactical Tasking and Coordination

Group. Planning includes additional investigative and analytical capability and a sustainable process for assessing, recording, tasking and allocating returned cases. The Cambridgeshire Victim and Survivor Strategy provides a trauma-informed framework for renewed engagement, placing safety, dignity, choice, control and access to support at its centre. Extensive information-preservation requirements arising from the Inquiry are being managed with the collaborated Information Management Department. The wider Public Protection change programme will support a sustainable model for returned Beaconport cases and current and future grooming and group-based exploitation investigations.

9. Public Disorder

9.1. The previous assessment in relation to Public Order was AMBER. This remains the current assessment.

9.2. Plans for the potential purchase of a site in Norfolk for Regional training will not come to fruition following the sale of the land as part of work development asylum accommodation. Interim arrangements continue, with Bassingbourn Barracks providing local facilities, but continuation is subject to the needs and development of that site as part of contemporary military needs in the current geo-political environment. Facilities in Avon and Somerset are also being accessed once again for other training needs, but this comes with additional cost and time impact.

9.3. Work has commenced to ensure that Cambridgeshire has -and sustains- the right capacity and capability to meet predicted local, regional, and national demands identified as part of the Summer 2028 period. This is projected to be the highest demand period in UK policing for some time, with a number of events and matters of note, including the hosting of the Euro 2028 football tournament in the UK.

9.4. Cambridgeshire remains actively engaging with national de-briefing, learning, and onwards planning, via NPOCC, the College of Policing and NPCC. Effective governance of specialist operations, in conjunction with Joint Protective Services and continuing cross-pollination between Regional forces is

evident. The Constabulary maintains good succession plans for Public Order and Public Safety command, with a focus on wellbeing as well as effective operational delivery.

9.5. The Force's "Operations - Statement of Intent" remains in place and fit for purpose. This clearly shows the Force's approach to contemporary challenges in this area of policing, and the Critical Success Factors being pursued.

10. Civil Emergencies

10.1. The previous checkpoint assessment rated this area GREEN. The remains the assessment.

10.2. The Constabulary continues to have good governance arrangements in relation to the collaborative functions and interoperability within the Local Resilience Forum (LRF).

10.3. The Constabulary continues to play an active role in developing, delivering and leading various multi-agency exercises to ensure capacity, capability, and preparedness for a range of major events and incidents. There has been a marked uptake in joint training and exercising, noted by national bodies and the Ministry of Housing, Communities, and Local Government.

11. Cross-Cutting Capabilities

11.1. Whilst the Strategic Policing Requirement treats the national threats separately, many of the threats, and the capabilities required to respond, will overlap and should not be considered in isolation or as the only capabilities required to respond to the national threats.

11.2. Many of the cross-cutting capabilities such as Armed Policing and Roads Policing sit within JPS who, through their own governance, manage the capability and capacity but with strong links into BCH forces. All these areas have the necessary defined capabilities and with opportunities for increased resilience where required.

12. Recommendation

13.1 The Board is recommended to note the content of this paper.