

Police Accountability Board (PAB) – Performance

Wednesday 27 May 2026, 13:00

Members present: Darryl Preston (Police and Crime Commissioner)

Simon Megicks (Chief Constable, Cambridgeshire Constabulary)

Jack Hudson (JH) (Chief Executive Officer & Monitoring Officer, Office of the Police and Crime Commissioner (OPCC))

Nicky Edwards (NE) (Assistant Chief Executive Officer and Director of Commissioning, OPCC)

Phil Trussell (PT) (Chief Finance Officer, OPCC)

Jon Lee (JL) (Director of Finance and Resources, Cambridgeshire Constabulary)

Other Attendees: Hazel Robertson (HR) (Head of Cameras, Tickets and Collisions Unit)

Sherrie Nash (SN) (Detective Chief Superintendent, Head of Transformation, Cambridgeshire Constabulary)

Michelle Lord (ML) (Senior Governance and Compliance Officer, OPCC)

1. Welcome and Apologies *(Standing Agenda Item)*

1.1 The Police and Crime Commissioner (the “Commissioner”) welcomed everyone who had joined this Police Accountability Board (the “Board”).

1.2 No apologies were received.

2. Declarations of Interest *(Standing Agenda Item)*

2.1 No declarations of interest were made.

3. Approve previous Board minutes *(Standing Agenda Item)*

- 3.1 The minutes of the meeting held on 2 April 2026 were approved as a true and accurate record.

4. Matters / Actions Arising (*Standing Agenda Item*)

- 4.1 The action log was reviewed.
- 4.2 An action relating to Firearms and Explosives Licensing (FEL) was confirmed as complete.
- 4.3 An update on governance arrangements will be presented at the July Board.

5. Performance Update – Chief Constable

- 5.1 The Chief Constable presented the performance report.
- 5.2 Call handling performance remains strong, with 999 calls answered in an average of 3 seconds and 101 calls in 7 seconds. The abandonment rate has reduced significantly year-on-year.
- 5.3 Incident attendance is improving, however performance against target times remains a concern, with approximately one in five incidents not met within the required timeframe. Work is ongoing to address this through resourcing changes and operational reviews.
- 5.4 Recorded crime shows a mixed picture. Increases were noted in arson and burglary dwelling, while reductions were seen across several volume crime areas.
- 5.5 Knife crime has increased in recorded terms, though overall harm is assessed to be reducing. A significant proportion relates to domestic incidents.
- 5.6 Outcomes continue to improve, with notable increases in key crime types. Victim satisfaction remains positive.

- 5.7 As the force enters the summer period, demand is increasing, with major football events, warmer weather and seasonal pressures expected to place additional strain on policing resources. Plans are in place to manage the impact, while mitigating associated risks such as potential increases in domestic abuse and drink-driving incidents.
- 5.8 The Commissioner welcomed improvements in call handling but highlighted continued concern regarding response times, public expectations, and the impact of wider criminal justice changes on offender behaviour.

6. Performance Reporting at future Boards

- 6.1 The Chief Constable provided an update on the introduction on the forthcoming Police Performance Framework (PPF), expected from July 2026.
- 6.2 The PPF will include a number of key national metrics including Violence Against Women and Girls (VAWG), Knife Crime and Response Times. One of the challenges identified relates to urban and rural definitions. Other associated performance expectations were discussed. Once the PPF is published there is work to do to align performance reporting into the Board.

ACTION: Develop a reporting framework aligned to the new Police Performance Framework (JH / Constabulary).

7. Operation Cube Update – Huntingdon Train Incident

- 7.1 A written update was received and noted, outlining continued progress in relation to Operation Cube activity and associated investigations.
- 7.2 The Board noted that Operation Cube continues to operate within a complex and sensitive investigative context, with work progressing through the criminal justice process.
- 7.3 The Chief Constable discussed plans for a recognition event, which remain under consideration, with timing to align appropriately with the conclusion of

court activity and to ensure that any acknowledgement of work undertaken is conducted proportionately and in line with legal constraints.

- 7.4 The Commissioner noted the importance of ensuring transparency and organisational learning arising from Operation Cube, once proceedings have concluded.

8. BCH Cameras, Tickets and Collisions (CTC) Unit Update

- 8.1 Hazel Robertson presented the report, outlining the role of the unit in processing camera-detected offences and supporting road safety outcomes.
- 8.2 Approximately 200,000 offences are processed annually across BCH. A reduction in volumes has been observed due to the impact of Operation Cabin.
- 8.3 The unit continues to demonstrate strong court outcomes, with high conviction rates and action taken against those attempting to pervert the course of justice. Risks include technical issues and reliance on local authorities for camera maintenance.
- 8.4 The Commissioner sought further clarity regarding abandoned and cancelled cases and discussed broader implications of non-functioning cameras.

ACTION: Provide summary data on ticket abandonments and cancellations (CTC Unit).

ACTION: Consider escalation routes regarding non-functioning cameras (OPCC / Constabulary).

9. Complaints Review Team (CRT) Update

- 9.1 The Chief Constable provided an update on the Q4 summary of complaints and initial handling by CRT. An increase in complaints of approximately 18% year-on-year was reported. While volumes have recently shown signs of stabilisation, levels remain higher than historical norms.

- 9.2 The Board noted that the increase reflects a combination of factors, including greater public awareness, ease of submission and broader expectations of policing services.
- 9.3 Operational learning continues to be actively identified and fed back into the organisation, with themes used to inform training, supervision and service improvement activity.
- 9.4 The potential impact of artificial intelligence (AI) on complaint volumes was discussed, with the use of AI tools making it easier for members of the public to generate detailed submissions. It was noted that while increased accessibility may drive higher volumes, it also presents an opportunity to better understand public concerns and improve transparency.
- 9.5 The Commissioner emphasised the importance of ensuring that learning from complaints is clearly evidenced and that trends are monitored to identify any emerging areas of risk or concern.

10. Draft Outturn Financial Position

- 10.1 Jon Lee the Director of Finance and Resources, provided an overview of the provisional financial position. An underspend of approximately £666k was reported. The position is expected to be maintained in the final outturn.
- 10.2 Variances were primarily driven by staffing vacancies, reduced borrowing costs and higher investment income.

11. Reserves Update

- 11.1 Jon Lee the Director of Finance and Resources, provided an overview of the reserves position which remains strong, with a net increase reported. Financial planning is in place to manage future pressures.

12. Draft Annual Report

- 12.1 The draft Annual Report for 2025/26 was circulated for review.

12.2 The report has been designed to be concise and accessible to the public.

ACTION: Chief Constable to provide feedback on the Annual Report directly to CK so that it can be considered in the final draft of the Annual Report prior to presentation to the Police and Crime Panel.

13. Risk Management Strategy

13.1 Jack Hudson, the Chief Executive Officer & Monitoring Officer, presented a revised Risk Management Strategy and noted that the recent development was aligned with best practice.

14. HMICFRS Update

14.1 The Chief Constable provided an update on a recent HMICFRS/ITCO report which was received with no significant concerns raised.

15. Decision Notices

15.1 Recent Decision Notices were reported and noted.

- CPCC-2026-003 – S22 Agreement Eastern Region Innovation Network
- CPCC-2026-004 – Confidential
- CPCC-2026-005 – Confidential

16. Any Other Business

16.1 No further business was raised.

17. Date of Next Meeting

17.1 The next meeting will take place on Tuesday 7th July 2026.



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Darryl Preston
Police and Crime Commissioner