



Cambridgeshire Police and Crime Panel - Public Report	
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Agenda Item	X

Cambridgeshire and Peterborough Police and Crime Plan – Thematic Pillar Update

BUILDING TRUST AND CONFIDENCE: DEEP DIVE REPORT

1. PURPOSE

- 1.1 The purpose of this Deep Dive report is to provide an update to the Police and Crime Panel (the “Panel”) on progress in delivering the ‘Building Trust and Confidence’ pillar of the Police and Crime Commissioner’s (the “Commissioner”) Police and Crime Plan 2025–28 (the “Plan”).
- 1.2 This report brings together the key components of trust and confidence in policing, including oversight of integrity, ethics and legitimacy, alongside the wider framework through which policing activity is governed, funded, delivered and held to account. It provides assurance across delivery of the Police and Crime Plan priorities, including commissioning governance, information governance and compliance, criminal justice partnerships, public engagement and community confidence, and sustainability and responsible governance. Together, these areas demonstrate how the Commissioner exercises oversight of funding, statutory compliance, partnership working and community engagement, ensuring that decisions are evidence-based, transparent and aligned to local need, and collectively support public trust and confidence in policing.

2. RECOMMENDATION

- 2.1 The Panel is recommended to review the contents of this report, scrutinise the Commissioner on its contents and provide support to the Commissioner on the effective exercise of his statutory functions.

3. TERMS OF REFERENCE

- 3.1 To review or scrutinise decisions made, or other action taken, by the Commissioner in connection with the discharge of their functions (Item 6), and to support the effective exercise of those functions of the Commissioner (Item 8) of the Police and Crime Panel Terms of Reference.

4. BACKGROUND AND LEGISLATION

- 4.1 The national policing model is based on public co-operation, with trust and confidence influenced both by the behaviour of policing personnel and the effectiveness, transparency and accountability of governance and delivery arrangements. This report reflects those interdependencies, bringing together assurance across the Police and Crime Plan priorities and the wider systems that underpin policing and public confidence.
- 4.2 The report is a Deep Dive, from a Building Trust and Confidence perspective into how policing services are governed, funded, commissioned and delivered, and how these arrangements collectively support transparency, accountability and legitimacy. This broad framework underpins the Commissioner's ability to secure an efficient and effective police service and maintain public trust and confidence.
- 4.2 The Commissioner's role is underpinned by statutory responsibilities set out primarily in the Police Reform and Social Responsibility Act 2011, including securing an efficient and effective police force. This extends beyond oversight of operational policing to encompass performance, resource use, commissioning, partnership working and wider criminal justice outcomes.
- 4.3 In exercising these responsibilities, the Commissioner works with a range of partners across the criminal justice system, recognising that outcomes for communities are shaped by the effectiveness, fairness and cohesion of the wider system. This includes a continued focus on partnership accountability, addressing

disproportionality and ensuring services are aligned to the needs of diverse communities.

- 4.4 The Plan reinforces this approach by promoting policing that is responsive, inclusive and sustainable, supported by robust commissioning, governance and engagement arrangements. This includes the adoption of a commissioning approach to funding, a focus on public engagement and community confidence, and a commitment to delivering services in an environmentally responsible way.
- 4.5 Where performance, delivery or outcomes fall short of expectations, the Commissioner expects the Chief Constable and relevant partners to take appropriate action, address concerns and embed learning to support continuous improvement and better outcomes for the public.
- 4.6 To discharge these responsibilities, the Commissioner relies on a range of governance forums, processes and assurance mechanisms across the Constabulary, the Office of the Police and Crime Commissioner (OPCC) and wider partnerships, supported by independent scrutiny and statutory oversight.
- 4.7 The OPCC maintains direct visibility of these arrangements through attendance at key governance forums, review of performance and compliance information, and targeted scrutiny activity. Through this integrated framework, the Commissioner can monitor performance, challenge decision-making and gain assurance on how effectively policing, integrity standards and wider criminal justice activity are being delivered and continuously improved.

5. INTEGRITY, ETHICS AND LEGITIMACY ASSURANCE

- 5.1 This section summarises the key findings of the Annual Integrity and Assurance Report (AIAR) 2025/26, which provides a consolidated overview of integrity, ethics and legitimacy within the Constabulary. The purpose of the separate AIAR is to:
- Provide the Police and Crime Panel with a clear overview of the Commissioner's position on integrity and ethical policing during 2025/26.
 - Explain how the Commissioner gains assurance that the Chief Constable is maintaining appropriate standards of professional behaviour, transparency and accountability.

- Bring together evidence from governance, scrutiny, inspection and performance activity into a single, high-level assurance picture.

5.2 Consistent ethical and professional behaviour in policing

5.2.1 This provides assurance on how the Commissioner holds the Chief Constable to account for ensuring that ethical and professional standards are embedded across all aspects of policing, in line with the [Code of Ethics](#) and national guidance. The AIAR sets out how these standards are maintained through a comprehensive framework of governance, scrutiny and independent oversight, bringing together evidence from across policing activity rather than a single area of practice.

5.2.2 The AIAR demonstrates that ethical and professional behaviour is reinforced through multiple, interrelated mechanisms, including workforce integrity and vetting arrangements, complaints and misconduct processes, scrutiny of police powers, and organisational learning. Independent validation through HMICFRS inspection, IOPC data and national confidence measures provides further assurance that policing is delivered lawfully, proportionately and in line with expected standards. Taken together, these arrangements provide confidence that ethical and professional behaviour is embedded consistently across both operational and organisational activity, supported by effective governance, oversight and continuous improvement.

5.3 Promoting equality and diversity

5.3.1 This provides assurance on how the Commissioner holds the Chief Constable to account for promoting equality and diversity and ensuring that obligations under equality legislation are embedded within policing. The AIAR outlines the governance framework supporting equality, diversity and inclusion (EDI), including oversight through established boards such as the Ethics, Diversity, Equality and Inclusion Strategic Group, the Race and Inclusion Board and the Equality, Diversity and Inclusion Board.

5.3.2 These arrangements provide structured oversight of workforce representation, organisational culture and disproportionality, supported using data, performance information and scrutiny processes to identify and challenge inequalities. The AIR highlights increasing visibility of disproportionality within governance discussions,

ensuring that fairness, inclusion and representative policing remain a focus of oversight and decision-making. Together, this provides assurance that equality and diversity are embedded within governance arrangements and organisational practice, with mechanisms in place to support transparency, accountability and continuous improvement.

5.4 Overseeing police complaints

5.4.1 This provides assurance on how the Commissioner oversees police complaints and ensures that the handling of dissatisfaction is fair, transparent and supports organisational learning. The Commissioner's oversight arrangements are set out within the AIAR, which details a structured framework of internal and independent scrutiny, including OPCC-led complaint reviews, dip-sampling and governance oversight.

5.4.2 The AIAR evidences that complaint handling outcomes are generally appropriate, with independent review mechanisms identifying a small number of cases where improvements are required, demonstrating the effectiveness of the framework. It further highlights that learning from complaints is captured through organisational learning arrangements and translated into improvements in practice, particularly in relation to communication, service delivery and professional standards. These arrangements provide assurance that complaints are not only handled fairly but are used to drive continuous improvement across policing.

5.5 Scrutinising police actions

5.5.1 This provides assurance on how the Commissioner supports independent scrutiny of police powers and policing activity to ensure they are used lawfully, proportionately and fairly. The AIAR describes a well-established framework of community scrutiny panels, which review the use of police powers including stop and search, use of force and custody practices, providing independent challenge and enhancing transparency.

5.5.2 The AIAR further highlights the role of the Independent Custody Visiting Scheme, which provides unannounced visits to custody suites to safeguard detainee welfare and ensure accountability in practice. Evidence from scrutiny activity, inspection findings and performance data confirms that police powers are generally used

proportionately and with appropriate safeguards, with feedback mechanisms supporting organisational learning and continuous improvement. Together, these arrangements provide strong assurance that policing activity is subject to effective and independent scrutiny.

5.6 Supporting the use of new tools and technologies

- 5.6.1 This provides assurance on how the Commissioner oversees the use of new and emerging technologies to ensure they are applied in a way that is necessary, proportionate and maintains public trust and confidence. The AIAR outlines the governance framework supporting digital ethics, including oversight through boards responsible for information management, organisational change and evidence-based policing.
- 5.6.2 These governance arrangements ensure that new tools and technologies are subject to appropriate scrutiny, with consideration given to ethical use, privacy, proportionality and operational necessity. The AIAR also highlights the Commissioner's engagement with national governance structures, supporting alignment with wider policing standards and strengthening transparency and accountability. This combined framework provides assurance that innovation is balanced with ethical oversight and that the use of technology supports, rather than undermines, public trust and confidence.
- 5.7 The Commissioner is assured that robust and effective arrangements are in place to support ethical, transparent and accountable policing, with evidence that integrity is embedded across both governance and operational practice and operating in line with expected standards.

6. OPCC COMMISSIONING GOVERNANCE

- 6.1 Commissioning governance provides the Commissioner with assurance that commissioned services and funding arrangements are subject to robust oversight, transparency and compliance. Through a combination of strategic commissioning, due diligence, supplier assurance and ongoing monitoring activity, it ensures that services are delivered effectively, risks are managed and public resources are used responsibly.

6.2 Taking a commissioning approach

- 6.2.1 The Commissioning and Grants Strategy sets out the approach taken by the OPCC to oversee the 2025/26 £6m budget which involved managing 85 funding awards (excluding small grants) across 49 providers. This included appropriate and proportionate due diligence and financial and outcome monitoring and the completion of detailed returns to government departments. In the past year the team has led multiple successful commissioning processes to ensure key services are available to people who live in our communities.
- 6.2.2 Further details about the commissioning approach were provided in the [Strategic Approach to Commissioning and Grants thematic deep dive](#) paper shared with the Police and Crime Panel at the November 2025 meeting.

6.3 Commissioning dip-sampling

- 6.1.1 Commissioning dip-sampling by the OPCC provides a mechanism for ongoing compliance and governance assurance across commissioned services. Sampling is undertaken on a regular basis, supported by a structured tracking process which records each provider review and enables monitoring of coverage across all commissioned contracts.
- 6.3.2 Findings are recorded and used to identify any areas of risk, inconsistency or improvement, ensuring that commissioning arrangements operate transparently and in line with required standards. This approach provides assurance that commissioned services are subject to appropriate scrutiny and oversight, with clear visibility of compliance and governance across the portfolio.

6.2 Equality Impact Assessments

- 6.2.1 Equality Impact Assessments (EqIAs) by the OPCC provide a key mechanism for ensuring that commissioning and service development activity considers the needs of individuals with protected characteristics and complies with the Public Sector Equality Duty. EqIAs support decision-making by identifying potential impacts, informing service design and mitigating risks of disadvantage, ensuring services are accessible, inclusive and responsive to diverse communities.

- 6.2.2 EqlAs are embedded within OPCC commissioning governance processes, including business cases, service specifications and procurement activity, and are subject to structured oversight and approval. During 2025/26, strengthened processes were introduced, including standardised screening templates, full assessment frameworks and a defined process flow, supporting greater consistency and earlier integration of equality considerations within service design and commissioning activity.
- 6.2.3 During the reporting period, seven EqlAs were completed, covering all major commissioning and service redesign activity, including victim services and rehabilitative programmes such as Cautioning and Relationship Abuse, Youth Mentoring and the [Victim and Witness Hub](#). These assessments informed service specifications, particularly in relation to accessibility, targeted support and delivery approaches for vulnerable and underrepresented groups.
- 6.2.4 Key themes identified included barriers to access, disproportionate impacts on victims of abuse and young people, and limitations in available data. Mitigating actions included adjustments to service design, strengthened equality requirements within provider specifications and targeted support for those most at risk of exclusion.
- 6.4.5 Overall, there is evidence that EqlAs are being applied consistently and are influencing commissioning decisions in practice. The introduction of standardised tools, screening templates, deep dive assessments and improved governance processes has strengthened the quality and visibility of equality considerations. This has included the development of Victim Services equality impact assessment flowchart to support consistency, and an increased expectation that EqlAs are completed during tender preparation and service design. While further work is ongoing to strengthen tracking of mitigation actions and improve data quality, the current position provides assurance that equality considerations are embedded within commissioning activity and are supporting more inclusive and equitable service delivery.

6.3 Modern slavery statement

- 6.5.1 The publication and approval of the [Constabulary's Modern Slavery Statement](#) in April 2025 provides transparency and compliance assurance in relation to the Constabulary's approach to preventing modern slavery and human trafficking within its operations and supply chains. The statement, made in accordance with Section 54 of the Modern Slavery Act 2015, sets out the framework through which risks are identified, managed and mitigated across both internal practices and commissioned services.
- 6.5.2 From a governance perspective, the Commissioner provides oversight through formal approval of the statement and scrutiny of the controls it describes, including due diligence processes, procurement standards and supplier compliance arrangements. These controls require suppliers and commissioned partners to demonstrate ethical labour practices, safe working conditions and compliance with modern slavery legislation, supported by structured procurement processes and ongoing monitoring.
- 6.5.3 The statement also reflects a broader partnership and system-wide response, recognising modern slavery as a strategic policing priority and aligning commissioning activity with victim support arrangements funded through the Commissioner. This includes services delivered through the Victim and Witness Hub, ensuring that safeguarding, support and recovery for victims are integrated within commissioned provision.
- 6.5.4 Taken together, the Modern Slavery Statement provides a clear mechanism through which the Commissioner can hold the Chief Constable to account for both operational and organisational responses to modern slavery, while also demonstrating that commissioning, procurement and partnership activity operate transparently and in line with statutory and ethical requirements.

7 INFORMATION GOVERNANCE AND COMPLIANCE

- 7.1 This section provides assurance on how the OPCC manages information governance and meets its statutory transparency obligations. It focuses on data protection arrangements and compliance with the Specified Information Order, ensuring that information is handled securely, risks are managed appropriately, and

key information is published in line with legislative requirements. Together, these controls support transparency, accountability and public confidence in how the OPCC operates.

7.1 OPCC data protection Data protection is supported through a clear governance framework, with shared oversight provided by a joint Data Protection Officer (DPO) with the Constabulary, who acts as the single point of contact for data protection-related advice, compliance and incident management. Responsibility for data protection is embedded across the OPCC, supported by defined policies and procedures.

7.1.2 Compliance is monitored through an Information Asset Register and a Data Breach Incident Log, alongside established policies on [privacy](#), [data breach management](#) and [information retention and disposal](#), which are reviewed annually to ensure alignment with statutory requirements and best practice. These mechanisms provide structured oversight of how information is managed, stored and protected.

7.3 OPCC Specified Information Order

7.3.1 Compliance with the [Specified Information Order](#) (SIO) provides assurance that the OPCC meets its statutory requirements for transparency, ensuring that key information is published and accessible to the public in accordance with legislative expectations.

7.3.2 Compliance is managed internally through a structured governance process, including the maintenance of a centralised policy log which tracks all SIO requirements. This includes recording last and next review dates for each requirement, supported by scheduled reminders to ensure that information is reviewed and updated in a timely manner. This approach provides clear visibility of compliance activity and supports effective monitoring of statutory publication requirements.

7.3.3 During 2025/26, compliance with SIO requirements has been maintained, with all required information published and kept up to date on the OPCC website. This demonstrates that statutory transparency obligations are being met consistently and

that appropriate controls are in place to support ongoing compliance. Our publication scheme can be accessed [here](#).

8 WORKING WITH THE CRIMINAL JUSTICE SYSTEM

- 8.1 As well as the Commissioner's duties for holding the Chief Constable to account, the Police Reform and Social Responsibility Act 2011 places wide-ranging statutory duties and powers on the Commissioner relating to working with criminal justice agencies and making arrangements so that their functions provide an efficient and effective criminal justice system.
- 8.2 Detail on partnership activity and governance arrangements is set out in the [Tackling Crime and Anti-Social Behaviour – Thematic Deep Dive](#) report, shared with the Police and Crime Panel at the March 2026. The Cambridgeshire Criminal Justice Board (CCJB) is chaired by the Commissioner. The Board is a non-statutory body whose purpose is to contribute to improving the efficiency and effectiveness of the criminal justice system at a local level by bringing together senior strategic partners from the relevant criminal justice agencies such as the police, courts, and the Crown Prosecution Service (CPS). Through chairing the (CCJB), the Commissioner ensures that multi-agency reviews of local processes are undertaken on key issues.
- 8.3 Understanding and addressing disproportionality**
- 8.3.1 The Plan includes a priority on working with criminal justice partners to look at how the criminal justice system disproportionately impacts on some of our communities. The CCJB receives updates from partner organisations on activity to address disproportionality within their respective areas. This includes, for example, work undertaken by the CPS through its Disproportionality Action Plan, which forms part of a wider programme to address racial bias in decision-making. Updates enable good practice to be shared and support a more consistent, system-wide approach.

9 SUSTAINABILITY AND RESPONSIBLE GOVERNANCE

- 9.1 This provides assurance on how the Constabulary are progressing sustainability and environmental responsibility through operational delivery, estate management, fleet transformation and governance arrangements. This includes renewable energy and carbon reduction initiatives, sustainable estate management and infrastructure,

and sustainable fleet and operational governance. It focuses on tangible activity and outcomes that demonstrate progress towards the ambition of achieving net zero by 2035.

9.2 Delivering a policing service in a sustainable way

- 9.2.1 The Police and Crime Plan priority is to deliver a policing service in a sustainable way by ensuring that the Constabulary is taking steps to reduce its impact on the environment in the way it works now and, in the future, including working towards a net zero target by 2035.

9.3 Headquarters Solar PV Programme

- 9.3.1 The development and delivery of a solar photovoltaic (PV) scheme at Constabulary Headquarters represents a significant step forward in reducing carbon emissions and improving energy resilience. The project was supported through external funding secured via the Mayoral Renewables Fund, with £700,000 awarded towards delivery.
- 9.3.2 The scheme combines roof-mounted solar panels and car park canopy installations and is expected to generate approximately 300,000–345,000 kWh of electricity annually, meeting almost 20% of Head Quarters electricity demand. This contributes to reduced reliance on external energy sources and supports a step change in lowering carbon emissions across the estate.
- 9.3.3 The scheme has enabled a reduction in the Constabulary's carbon emissions of approximately 7%, and alongside other measures to reduce electricity consumption, will deliver ongoing savings in energy costs. These savings can be reinvested to support operational policing demand, whilst also contributing to longer-term sustainability objectives. Estimated annual financial savings range from approximately £45k to £88k, with a short payback period on the Constabulary's contribution. Over the lifetime of the project, the scheme is expected to deliver substantial carbon savings and support wider public sector sustainability objectives.

9.4 Estate decarbonisation and efficiency improvements

- 9.4.1 A range of estate-based initiatives have been delivered to improve energy efficiency and reduce environmental impact. These include the rollout of LED lighting, installation of Building Management Systems (BMS) to centrally manage energy

use, improvements to insulation and heating systems, and the transition to zero-carbon electricity supply.

9.4.2 These measures have contributed to a sustained reduction in energy consumption and carbon emissions, including a reduction of over 25% in scope 1 and 2 emissions since 2021/22. Ongoing investment in infrastructure, including solar generation, electric vehicle charging and heating system upgrades, continues to support long-term sustainability objectives.

9.4.3 Further work is planned to address challenges associated with an ageing estate, including opportunities to integrate renewable energy into future capital works and improve energy efficiency across operational buildings.

9.5 Fleet management and transition to lower emissions

9.5.1 Fleet management arrangements provide a structured framework for supporting the transition to a more sustainable vehicle fleet. Governance is delivered through a Fleet Governance Board and supporting groups, with performance monitored through data-driven systems and regular reporting.

9.5.2 An internal audit completed in February 2026 provided reasonable assurance that fleet management controls are well designed and operating effectively, including governance, policies, insurance arrangements and data quality. A Fleet Transition Plan is in place, setting out actions to support the move towards lower-emission vehicles and sustainable operational practices.

9.5.3 While some areas for improvement were identified, including stronger governance around plan ownership and compliance monitoring, these are understood and are being addressed through ongoing governance arrangements.

9.6 Milton Police Station – sustainable design and delivery

9.6.1 [Milton Police Station](#) represents a key example of how sustainability principles are being embedded into new estate development, complementing wider estate decarbonisation activity. The site has been developed as an all-electric building, including roof-mounted solar photovoltaic panels, electric vehicle charging infrastructure and energy-efficient lighting systems with daylight compensation and presence detection.

- 9.6.2 The design approach supports reduced energy consumption and carbon emissions while maintaining operational capability, with further opportunity to enhance the site to net zero through future installation of solar canopy infrastructure. This provides assurance that sustainability considerations are embedded into new infrastructure projects, supporting long-term environmental and operational resilience.
- 9.6.3 As part of the Milton Police Station development, social value commitments have been delivered through engagement with local communities, including work experience opportunities for police cadets in partnership with the construction contractor. During November 2025, a structured work experience programme was delivered for police cadets, providing practical insight into construction and project delivery. Participants were supported to develop and present their own project proposals, including design and costing elements, culminating in a presentation event attended by representatives from the Constabulary, Wilmott Dixon (the contractor) and the Commissioner.

10 VOLUNTEER ENGAGEMENT AND PUBLIC CONFIDENCE

10.1 You Make a Difference Event

- 10.1.1 This event was held in July 2025 and provided an opportunity to recognise and celebrate the contribution of volunteers who support the work of the OPCC in building trust and confidence in policing. The event brought together approximately 30 volunteers from across key schemes, including the Independent Custody Visiting Scheme, the Animal Welfare Scheme and Community Scrutiny Panels and was attended by the Commissioner.
- 10.1.2 The event formed part of a wider approach to volunteer engagement, acknowledging the important role that independent scrutiny, community oversight and specialist volunteer activity play in supporting transparency, accountability and public confidence. Volunteers were personally thanked by the Commissioner and were provided with engagement activity, including a demonstration from a working police dog, which helped strengthen understanding of policing activity and the impact of their contribution.

10.1.3 This activity provides assurance that the OPCC actively recognises and supports its volunteer network, reinforcing engagement, retention and the continued contribution of independent community perspectives. In turn, this supports the effectiveness of scrutiny and oversight arrangements and enhances public confidence in policing.