

## **Police Accountability Board (PAB) – Standard**

**Tuesday 7 July 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))  
Phil Trussell (PT) (Chief Finance Officer, OPCC)  
Jon Lee (JL) (Director of Finance and Resources, Cambridgeshire Constabulary)

**Other Attendees:** Rachel Wilkinson (RW) (Director of Human Resources)  
Sarah Cooper (SC) (Head of Corporate Communications, Cambridgeshire Constabulary)  
Denise Harper (DH) (Superintendent, Cambridgeshire Constabulary)  
Neil Sloan (NS) (Detective Superintendent, Cambridgeshire Constabulary)  
Cristina Turner (CT) (Head of Strategic Partnerships, OPCC)  
Catherine Kimberley (CK) (Head of Communications & Engagement, OPCC)  
Heather Sheldon (HS) (Head of Governance & Compliance, OPCC)  
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 Police Accountability Board held on 27 May 2026 were agreed as a true and accurate record.

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

4.1 The Board reviewed the outstanding actions.

4.2 The new reporting framework will be shared with the Board upon completion.

4.3 Additional information from the Bedfordshire, Cambridgeshire and Hertfordshire (BCH) Tri-force Cameras, Tickets and Collisions department will be provided outside of the Board.

4.4 Feedback relating to the OPCC's Annual Report has been provided.

**5. BCH Collaboration – Human Resources**

5.1 This report was presented by the Chief Constable and Rachel Wilkinson (RW), Head of BCH Human Resources (HR). The purpose of the report was to provide the Board with an update on performance, demand, achievements, risks and priorities across BCH Human Resources. The Board was recommended to note the contents of the paper.

5.2 The Chief Constable recognised the significant savings delivered by HR over recent years and thanked RW and her team for their work in maintaining service delivery while operating within reduced resources. It was noted that work is continuing across BCH to identify further efficiencies and reduce duplication, both within individual forces and the collaborative environment.

- 5.3 RW outlined the department's performance framework, noting that the majority of performance indicators remain within expected levels.
- 5.4 Occupational Health management referral waiting times remain under close scrutiny due to resourcing pressures, although treatment waiting times are currently within target following reinvestment of funding into the service.
- 5.5 Demand pressures were highlighted within Operational Learning and HR Consultancy functions. These pressures are driven by national training requirements, organisational change activity and increasing casework.
- 5.6 The Board noted the benefits delivered through the HR Continuous Improvement Programme, including digital transformation initiatives that have improved efficiency, reduced waste and enhanced customer experience.
- 5.7 Risks associated with ageing HR systems were discussed. Several core systems are approaching end of their contractual lifecycle and no longer meet organisational needs. The Chief Constable confirmed support for future investment in technology where this would improve efficiency and service delivery.
- 5.8 The Commissioner queried the impact that Occupational Health waiting times may have on staff returning to work. Assurance was provided that treatment waiting times have improved and are now within target levels, reducing delays in workforce recovery.

## **6. ASB Action Plan**

- 6.1 This report was presented by the Chief Constable and Superintendent Denise Harper (DH). The purpose of the report was to provide an update on the Constabulary's Anti-Social Behaviour (ASB) Action Plan and progress against national requirements. The Board was recommended to note the contents of the paper.

- 6.2 The Chief Constable reported that the Constabulary remains in a strong position, with established governance arrangements, clear performance measures and a dedicated ASB lead already in place.
- 6.3 DH outlined the 2026–2028 Force ASB Action Plan, which aligns with the Neighbourhood Policing Guarantee (NHPG), His Majesty's Inspectorate of Constabulary. Fire and Rescue Services (HMICFRS) ASB Spotlight Report and associated national frameworks.
- 6.4 The Action Plan focuses on improving ASB recording, training staff to identify and record ASB correctly, strengthening risk assessments, improving problem-solving plans and embedding preventative approaches.
- 6.5 Significant work is ongoing to improve data quality, use of ASB powers, repeat victim identification and performance monitoring through enhanced analytical reporting. The Board noted that ASB demand remains stable over a rolling 12-month period, although seasonal increases have been observed. Public confidence remains strong, however perceptions regarding local crime and ASB have declined.
- 6.6 Discussion took place regarding the operational challenges of balancing neighbourhood policing activity, problem-solving work and frontline response demand. The Chief Constable highlighted growing tensions between national expectations and operational realities.
- 6.7 Assurance was provided that ongoing work is taking place to improve ASB recording standards ahead of future HMICFRS inspections.

**ACTION:** Future update on the effectiveness of the “3 in 30” process, including evidence of the impact on identifying vulnerability and reducing repeat ASB demand, to be incorporated into a future ASB Action Plan update.

## **7. Neighbourhood Policing Guarantee**

- 7.1 This report was presented by the Chief Constable and DH. The purpose of the report was to provide an update on the implementation of the NHPG and progress against national commitments. The Board was recommended to note the contents of the paper.
- 7.2 The Chief Constable reported that the Constabulary remains on track to meet current requirements and has successfully implemented named officers for every neighbourhood and enhanced online public information. DH confirmed that the Year 2 NHPG grant provides funding for an uplift of 18 neighbourhood policing posts and that recruitment remains on track.
- 7.3 Improvements have been made in responding to neighbourhood queries within 72 hours, increasing from 67% to 70%, although additional work is required to achieve full compliance.
- 7.4 The Chief Constable raised concerns regarding future workforce abstractions and the potential impact of national neighbourhood policing targets on wider policing priorities, particularly response policing and investigative functions.
- 7.5 The Commissioner expressed concern about the operational implications of ring-fenced neighbourhood funding and noted the importance of maintaining flexibility to address broader policing demand.
- 7.6 It was noted that significant uncertainty remains regarding Years 3 and 4 of the programme, including workforce expectations, future funding allocations and whether Special Constabulary numbers will contribute towards targets.

**ACTION:** Clarify the source and purpose of forthcoming NHPG quality assurance activity and provide an update to the OPCC.

## **8. Knife Crime Concentration Fund Update**

- 8.1 This report was presented by the Chief Constable and DH. The purpose of the report was to provide an update on progress against the Knife Crime

Concentration Fund programme in Peterborough. The Board was recommended to note the contents of the paper.

- 8.2 The Constabulary continues to deliver activity within the designated knife crime concentration area identified by the Home Office (HO).
- 8.3 Early activity has included patrols, arrests, problem-solving work and engagement with partner agencies. Eleven arrests have been made across a range of offences including possession of offensive weapons, burglary and drug-related offences.
- 8.4 Work is underway to develop a formal problem-oriented policing plan which will be submitted to the HO and College of Policing for approval.
- 8.5 Community and stakeholder engagement activity is ongoing, including youth surveys and consultation work to understand perceptions of knife crime within Peterborough city centre.
- 8.6 Discussion highlighted the importance of partnership working and environmental improvements in addressing the underlying causes of crime and ASB.

**ACTION:** Timescales for completion and approval of the Knife Crime Concentration Fund problem-oriented policing plan to be shared with the OPCC outside of the Board.

## **9. Corporate Communications Update Q1**

- 9.1 This report was presented by Head of Corporate Communications, Sarah Cooper (SC). The purpose of the report was to provide an update on communications activity during Quarter 4 2025/26. The Board was recommended to note the contents of the paper.

- 9.2 The Board noted that proactive communications had reduced during this quarter due to significant operational incidents which generated substantial media interest.
- 9.3 Storytelling and case-study led communications continued to perform strongly, resulting in increased engagement with support services and reporting channels.
- 9.4 Campaign activity supporting Violence Against Women and Girls generated higher engagement than national campaign materials and increased third-party reporting.
- 9.5 Work continued to support channel shift, including public awareness of call handling processes and online reporting pathways.
- 9.6 The Board noted improvements in online engagement and the continued promotion of neighbourhood policing activity.
- 9.7 Discussion took place regarding opportunities to engage newly elected councillors through existing neighbourhood policing and partnership forums.

## **10. Annual Integrity and Assurance Report**

- 10.1 This report was presented by the Chief Executive. The report primarily focused upon the Building Trust and Confidence pillar of the Commissioners Police and Crime Plan 2025-28. The report provided assurance regarding ethical standards, legitimacy, transparency and professional conduct during 2025/26. The report had been reviewed by the Constabulary for factual accuracy and will be presented to the Police and Crime Panel in July 2026.
- 10.2 The Board noted the significant work undertaken to identify and document the mechanisms through which the Commissioner holds the Chief Constable to account.

**ACTION:** Consider whether the Annual Integrity and Assurance Report should be referenced within the Annual Governance Statement.

## **11. Building Trust and Confidence Pillar Update**

- 11.1 This report was presented by the Chief Executive. The report complemented the Annual Integrity and Assurance Report, discussed at section 10. The report provided an update on delivery against the Building Trust and Confidence pillar of the Police and Crime Plan 2025-28 Updates included commissioning governance, equality and diversity activity, transparency obligations, data protection compliance and sustainability initiatives.
- 11.2 The Commissioner highlighted the effectiveness of commissioned services delivered through the OPCC and noted the scale of funding successfully overseen through governance arrangements.

## **12. Draft Annual Governance Statements**

- 12.1 This update was presented by the Chief Executive and Director of Finance and Resources. The Board received the draft Annual Governance Statements for both the Commissioner and Chief Constable.
- 12.2 Internal Audit had provided an opinion that governance, risk management and control arrangements remained adequate and effective.
- 12.3 The Director of Finance and Resources highlighted several key areas, including the national audit backlog, police pension remedy activity, HMICFRS causes of concern and future governance implications arising from police reform and local government devolution.
- 12.4 The Board noted the draft statements.
- 12.5 Discussion took place regarding the recent HMICFRS letter confirming removal of the Cause of Concern relating to responding to the public.

### **13. Draft Statement of Accounts**

- 13.1 This report was presented by the Chief Finance Officer. Draft Statements of Accounts for the Commissioner and Chief Constable had been published in accordance with statutory requirements.
- 13.2 An update was provided on progress towards resolving the national local audit backlog.
- 13.3 It was noted that a disclaimer opinion remained possible due to historic opening balance issues rather than current-year financial management.
- 13.4 The Board noted the draft Statement of Accounts.

### **14. Modern Slavery & Human Trafficking Verbal Update**

- 14.1 This update was provided by the Detective Superintendent Neil Sloan. The update was requested by the Board to provide assurance regarding delivery against the Modern Slavery and Human Trafficking Statement.
- 14.2 A review of the statement had been undertaken with relevant department leads to confirm that commitments contained within the statement remained accurate and operationally embedded. Additional assurance is provided through the Serious and Organised Crime Oversight Group, which will undertake periodic reviews of compliance with the statement.

### **15. HMICFRS Verbal Updates (*Standing Agenda Item*)**

- 15.1 The Chief Constable provided an update on HMICFRS activity.
- 15.2 The Board noted the receipt of a formal letter confirming the removal of the Cause of Concern relating to responding to the public.
- 15.3 The Chief Constable provided assurance that work to improve call handling and response performance would continue despite the removal of the Cause of Concern.

15.4 Preparations continue for future inspection activity.

**16. Decision Notices** (*Standing Agenda Item*)

16.1 Recent decision notices were reported and noted:

- CPCC-2026-006 Confidential
- CPCC-2026-007 Pension Forfeiture Outcome
- CPCC-2026-008 S26 Deployment Overseas
- CPCC-2026-009 Confidential

**17. Any Other Business**

17.1 The Commissioner formally noted the HMICFRS removal of the Cause of Concern regarding responding to the public.

17.2 The Board noted the super-complaint submitted by the Centre for Women's Justice relating to the length of police investigations into sexual offences and agreed that developments would continue to be monitored.

17.3 The next meeting of the Police Accountability Board will take place on 25 August 2026.



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Darryl Preston  
Police and Crime Commissioner