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Rt Hon Yvette Cooper MP

Home Secretary

2 Marsham Street

London

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8 July 2025

Dear Home Secretary

HMICFRS Report: Improving the response to organised immigration crime

Under Section 55(5) of the Police Act 1996, as Police and Crime Commissioner I am pleased to provide my formal response to the report by HMICFRS entitled 'Improving the response to organised immigration crime'.

Both the Chief Constable and I welcome the publication of this report. The detailed response provided by Cambridgeshire Constabulary, (enclosed at Appendix 1) outlines the considerable work already undertaken locally to address the HMICFRS recommendations to tackle organised immigration crime.

I will continue to seek assurances from the Chief Constable that Cambridgeshire Constabulary is improving its response to organised immigration crime, refining its operational plans and supporting its officers with the resourcing and training they need, in line with the report's recommendations, through local governance arrangements. Specifically, through the Cambridgeshire and Peterborough High

Harms Board which I chair. Just last week I received an update through the Board which highlighted activity to tackle this issue.

In May 2025 the Chief Constable and I re-confirmed our commitment to eliminating modern day slavery by signing the refreshed Modern Slavery Statement. The statement sets out the actions the Constabulary will take to ensure there is no modern slavery or human trafficking, forced labour or exploitation in its own business or its supply chain.

I trust that this response, and that of the Chief Constable, provides reassurance regarding the commitment of both myself as Police and Crime Commissioner, and Cambridgeshire Constabulary to improving its response to organised immigration crime

Yours sincerely

A handwritten signature in black ink, appearing to be 'Darryl Preston', written over a light grey rectangular background.

Darryl Preston

Police and Crime Commissioner for Cambridgeshire and Peterborough

Enc - Appendix 1 – Cambridgeshire Constabulary's response to HMICFRS report 'Improving the response to organised immigration crime'.

Cambridgeshire Constabulary's response to HMICFRS report 'Improving the response to organised immigration crime'.

Recommendation 1

By 31 December 2025, the National Crime Agency, in consultation with the Border Security Command and the Home Office, should review, revise and reissue its roles and responsibilities document, 'Organised Immigration Crime High Level Responsibilities'.

The revised version should:

- describe relevant responsibilities of the Border Security Command; and
- where police forces retain substantial serious organised crime investigation capabilities, extend those responsibilities to include investigating organised immigration crime.

Constabulary Response:

This recommendation is for the National Crime Agency in consultation with the Border Security Command and the Home Office.

Recommendation 2

By 30 April 2026, Chief Constables should make sure that every time a member of their force reports a case to Immigration Enforcement's National Command and Control Unit, the reporting officer completes and submits the required intelligence document.

Constabulary Response:

Progress is being made in respect of this recommendation, with intelligence submission requirements forming part of frontline OIC training, Tactical Advisor (Tac Ad) training and forming part of the initial actions/guides for frontline officers, responding to OIC incidents. To improve in this area, the force recognises the need for stronger governance, to ensure submission of the required intelligence document is completed, which the Director of Intelligence will lead on, to embed a process ahead of the 30th April 2026. The force has taken proactive steps to ensure the

quality of the intelligence being submitted is as relevant and informative as possible, including debriefing of those believed to be victims by Neighbourhood Support Teams, which feeds back in to both the investigative and intelligence strategies and utilising national funding opportunities to expand this capability. An Immigration Enforcement Event has been planned on Thursday 4th September 2025 to meet and support these recommendations with an input from the Joint Debrief Team (JDT) and a focus of intel sharing. There will be attendance across a range of ranks and roles to ensure this information is shared forcewide. This includes Superintendent force Gold Commanders, Chief Inspector Silver cadre, Inspectors and Detective Inspectors, Neighbourhood Policing Teams, Force Duty Managers, Sergeants & Police Staff equivalent including Force Control Room Supervisors, Specialists roles (Investigators e.g. Intelligence, PVP etc).

Recommendation 3

By 30 April 2026, the Border Security Command should further develop the migrant identification and intelligence-gathering processes, including those in operation at Western Jet Foil arrival centre and Manston processing centre facilities.

This should include:

- providing on-site access to the Police National Database and the routine comparison of migrants with the custody and crime scene facial imagery it holds;
- considering the possibility of introducing other forms of automated facial-recognition technology;
- examining the extent to which the 24-hour time limit on detention affects the ability of counter-terrorism policing officers to investigate migrants of interest;
- increasing the proportion of arriving migrants who are debriefed; and
- co-ordinating migrant debriefs between the various agencies to make sure that the most suitable and qualified staff carry them out.

Constabulary Response:

This recommendation is for the Border Security Command.

Recommendation 4

By 31 December 2025, Chief Constables should make sure they have clear plans to collect, analyse and share information related to organised immigration crime.

Constabulary Response:

Cambridgeshire Constabulary has a local, regional and national intelligence requirement in relation to Organised Immigration Crime. Locally, analysts conduct scanning exercises which then feed information sharing and intelligence requirements across the organisation and multi-agency partnership into governance meetings such as the MSHT OIC emerging issue meeting, Serious Organised Crime (SOC) Fusion Anti-Slavery Partnership and the MSHT OIC working group. The detailed SOC/MSHT/OIC strategies and collection / action plans are regularly reviewed and updated with progress and developments and supported at operational level through monthly Tactical Tasking Coordination Group taskings and direction. The force also has embedded relationships with the region (including TOEX) and also the national MSOICU, with whom information is regularly shared directly if there are additional requirements outside of the above structures. Annually the force undertakes a strategic OIC analysis which forms part of the local SOC profile and is shared and presented across the organisation and to key external stakeholders. The force crime and intelligence system ATHENA, automatically uploads to the Police National Database allowing sharing of information to facilitate situational awareness and opportunities for prevention and disruption. To improve our information sharing, the force is working to build on performance recording and reporting around OIC, such as APMIS disruptions, to continue to feed local information into the national landscape.

Recommendation 5

By 30 April 2026, the National Crime Agency, working with the Home Office, should develop the Joint Fusion Cell.

This should include:

- making sure that vacancies are filled;
- making sure it has access to all relevant intelligence systems and removing the need to copy information from one system to another;

- designing formal data-sharing agreements and processes with other agencies; and
- providing greater access to analytical support.

The National Crime Agency should also examine the possibility of automating processes to link the intelligence systems of the law enforcement agencies involved in tackling organised immigration crime.

Constabulary Response:

This recommendation is for the National Crime Agency.

Recommendation 6

By 31 December 2025, the National Police Chiefs' Council, working with the Border Security Command, should introduce a system mandating all law enforcement agencies to use the correct crime identifier code when submitting intelligence concerning organised immigration crime to the Police National Database.

Constabulary Response:

This recommendation is for the National Police Chief's Council working with the Border Security Command.

Recommendation 7

By 30 April 2026, the National Crime Agency should establish and begin operating a system to regularly assess the known organised crime groups recorded on the Police National Database and serious and organised crime master list. The National Crime Agency should make sure all opportunities to investigate and disrupt them are taken.

Constabulary Response:

This recommendation is for the National Crime Agency.

Recommendation 8

By 30 April 2026, Chief Constables, working with the Modern Slavery & Organised Immigration Crime Unit, should make sure that relevant personnel in all Home Office police forces complete the Hydra training package on organised immigration crime.

Constabulary Response:

The Hydra training package has been completed by 30 Inspectors/Detective Inspectors between September 2023 and May 2024 as key “relevant personnel”. Relevant personnel is defined by the HMICFRS as Police Officers and Police Staff. The next focus will be personnel in decision making roles, specifically front-line officers and staff. Course delivery was paused whilst undergoing a review but following recent update from MSOICU courses will now be recommenced with launch of the refreshed Hydra package. The force will be conducting a further needs analysis to ensure all ‘relevant personnel’ are booked to attend. Of note, and in addition, the force has significantly expanded its internal OIC training capability within the last 12 months as follows:

- OIC leads undertook the Train the trainer course
- Delivery of OIC training to all frontline response officers
- 22 frontline officers (including Sgts, constables & FCR staff) trained to be OIC Tac Ads

The overall level of capacity and capability to respond to OIC within Cambridgeshire has significantly improved through the investment in training across the organisation.

Recommendation 9

By 30 April 2026, Chief Constables, working with the Modern Slavery & Organised Immigration Crime Unit and the College of Policing, should make sure that relevant personnel in all Home Office police forces complete the four modules of the organised immigration crime e-learning package

Constabulary Response:

This is ongoing and remains mandatory training on iLearn for officers to complete.

MSOICU have provided a breakdown of staff having completed in Bedfordshire, Cambridgeshire and Hertfordshire (BCH). 2527 officers have completed the College of Policing modules (as of March 2025). BCH breakdown to date as follows:

- Cambs - 719
- Beds - 701
- Herts – 694

MSOICU have provided briefing slides to use internally to aide in the drive for completion across the organisation which will be overseen by the OIC leads across the force to ensure compliance by 20th April 2026. Completion of mandatory training is monitored and managed via monthly Operation Workforce Planning meetings chaired by ACC Operational Policing.

Recommendation 10

By 30 April 2026, the Home Office, working with the National Police Chiefs' Council, should extend and, where appropriate, modify the Modern Slavery & Organised Immigration Crime Unit peer review process to include:

- other UK police forces;
- the National Crime Agency;
- Immigration Enforcement;
- Border Force; and
- the nine regional organised crime units.

Constabulary Response:

This recommendation is for the Home Office working with the National Police Chiefs Council.