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**The Office of the Police and Crime Commissioner
will replace Cambridgeshire Police Authority on
November 22, 2012.**

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Crimestoppers

To give information anonymously about crime contact
Crimestoppers, an independent charity.

In an emergency always dial 999

Who we are working with

Cambridgeshire Countywide Strategic Community
Safety Board
www.cambridgeshire.gov.uk

Greater Peterborough Partnership
www.gpp-peterborough.org.uk

Cambridge City Community Safety Partnership
www.cambridge.gov.uk

South Cambridgeshire Crime Reduction and Disorder
Partnership
www.scambs.gov.uk

East Cambridgeshire Community Safety Partnership
www.eastcambs.gov.uk

Fenland Community Safety Partnership
www.fenland.gov.uk

Huntingdonshire Community Safety Partnership
www.huntsdc.gov.uk

Safer Peterborough Partnership
www.peterborough.gov.uk

Cambridgeshire Criminal Justice Board
www.lcjb.cjsonline.gov.uk/Cambridgeshire

The Children's Trust
www.cambridgeshire.gov.uk

Victim Support
www.victimsupport.org.uk

Contents

Contact details	inside front cover
Executive summary	2-3
Foreword from Police Authority Chairman Ruth Rogers	4
Foreword from Chief Constable Simon Parr	4
Cambridgeshire Constabulary's Mission, Vision and Values	5
Cambridgeshire Police Authority's key responsibilities	5
Transition to police and crime commissioner	6
The people we serve	7-9
Our workforce	10-11
Community engagement	12-13
How we developed the plan	14-15

Priorities for 2012-15 Incorporating a review of priorities from the 2011-14 plan

Maintain local police performance	16-17
Deliver policing within the available budget	18-20
Reduce crime and disorder	21-23
Keeping people safe	24-26
Maintain the resilience of protective services	28-29

Appendices

Appendix 1 - Finances - including a value for money statement	30-33
Appendix 2 – Cambridgeshire Police Authority risks	34
Appendix 3 – Performance Framework	35

What do you think of this plan?

You can let us know by contacting Cambridgeshire Police Authority using any of the methods detailed above. If you are interested in helping to shape policing in your area, or would like to become a volunteer you can speak to your local police officers face to face at your area's local police meeting. You can find the dates of these meetings across Cambridgeshire and Peterborough on the constabulary website www.cambs.police.uk

A full list of all Cambridgeshire Police Authority's meetings, the agendas, papers and minutes until November 2012 are available from www.cambs-pa.gov.uk

From November 22, 2012 the authority website will be replaced with the website for Cambridgeshire and Peterborough's Police and Crime Commissioner.

Executive Summary

External Influences

The reduction in police funding has been a driving force for much of this plan. To be able to balance the budget of £127.6 million the authority has relied on savings made from an internal change programme and increased collaboration with Bedfordshire Police and Hertfordshire Constabulary. This work will continue into 2013 and look at the collaboration of organisational support services such as information communication technology, finance and human resources. There still remains a budget gap of £8.5 million for the following three years 2013-16.

The plan has also been shaped by the arrival of an elected police and crime commissioner in November 2012 and takes into account the priorities of authorities in the wider community safety and criminal justice arena. Work has also begun to better understand the needs of victims, witnesses and offenders in Cambridgeshire and Peterborough.

Our People

Cambridgeshire and Peterborough have a diverse and rapidly growing population with both wealthy and socially deprived communities in close proximity. Unemployment in the north of the county, although still below the national average, is twice that of the south. Inward migration poses challenges for the constabulary and partner agencies not least through the number of languages spoken, but also in helping new communities settle and integrate with long standing resident populations. When putting together this plan the constabulary also had to consider the county's large transient student population, Gypsy and Traveller communities and the needs of vulnerable adults.

The constabulary strives to reflect the community it serves both through its workforce and how service is delivered. It has set five equality objectives to advance this agenda which includes improving community engagement and ensuring policies do not discriminate against anyone.

The constabulary and authority have maintained their commitment not to reduce the number of officers engaged in policing local communities.

How we developed the plan

This year's plan has been informed by the constabulary's strategic assessment which looks at current and emerging crime trends, but it also reflects the strategic priorities of partner agencies much more than in previous years. The plan has been influenced by the Strategic Policing Requirement which requires police forces to have a greater understanding of national threats such as terrorism, cyber crime and maintaining public order.

The authority understands the importance of listening to the views of the public when setting its priorities and to allow for the differing needs of individual communities. The move towards a six-area policing command structure, aligned to local authority boundaries, will ensure the priorities are tackled in a way which is locally tailored.

The plan also gives local officers and residents the opportunity to set truly local people's priorities to address issues as they arise.

Past and future priorities

The constabulary and authority are set to go through a period of unprecedented change and the local policing plan will ensure that focus is not lost. Within the past year the constabulary has worked to deliver a better service differently with fewer resources. Officers and staff, supported by members of the special constabulary and volunteers, have been empowered to use their professional judgement to decide on the best outcome for victims, witnesses and offenders. In more than 1,000 cases restorative justice has met that need.

Despite the funding pressures local policing has been maintained and invested in, this has enabled officers and staff to tackle the crime which has the greatest impact in local areas. Thanks to the savings made by delivering specialist policing collaboratively the constabulary has also been able to renew its focus on keeping people safe. The creation of the Multi-Agency Referral Unit, which brings together staff from all agencies to tackle domestic abuse and sexual offences is expected to contribute significantly to this..

Priorities for 2012/13

- 
- 1. Maintain local police performance** – to provide an effective policing service which makes innovative use of existing resources and extends public involvement.
 - 2. Deliver policing within the available budget** – to identify and implement activity which will help reduce our costs or improve efficiency.
 - 3. Reduce crime and disorder** – to continue to drive crime and disorder to lower levels, transferring the fear of crime from the law abiding public to those who persistently commit crime.
 - 4. Keeping people safe** – resources are dedicated to ensure those people at most risk from harm are protected.
 - 5. Maintain the resilience of protective services** – the management of resources and delivery of service is maintained to support both local policing and national requirements.

The term protective services relates to a number of areas of police activity which are aimed at protecting the public from serious harm. It includes, for example, policing the road networks, responding to firearms incidents, planning for emergencies and critical incidents.

The authority is working hard to ensure a smooth transition to an elected police and crime commissioner. The commissioner must hold the chief constable to account on behalf of the public, engage with communities, work with partners to tackle crime and disorder, set the constabulary budget and future priorities. These will be detailed in a police and crime plan. The police and crime commissioner's work will be scrutinised by a police and crime panel. For more information about police and crime commissioners visit the Home Office website: <http://www.homeoffice.gov.uk/police/>

Foreword



Chair of Cambridgeshire Police Authority Ruth Rogers

Funding and the organisational change needed to balance the budget will dominate the authority's work until the reins are handed over to the elected police and crime commissioner in November 2012. We have worked extremely hard within the authority to ensure the commissioner is given not only a balanced budget, but a budget which can grow rather than be restricted by a one-off Government grant. It was a challenging decision to increase the council tax for the people of Cambridgeshire and Peterborough, but crucial to ensure longer-term sustainability of our policing services.

We have supported the constabulary in its efforts to take a fresh look at how it delivers policing in the county. The new structures and processes are being embedded throughout the year and will ensure local policing is maintained, while also investing in specialist policing skills to deal with the more complex cases. Collaboration with Bedfordshire Police and Hertfordshire Constabulary will enable us to provide this

specialist support 24/7 and more cost effectively. Further joint working in organisational support functions such as finance, human resources and IT is also being explored.

But none of this changes your right to have a say in what the officers and staff on your patch focus their resources on locally through People's Priorities. This ethos of policing through consultation will be bolstered even more when you, as the residents of Cambridgeshire and Peterborough, have the opportunity to choose who you want to be your police and crime commissioner. The votes on November 15 will dictate who is responsible for supporting the Chief Constable Simon Parr on the next stage of his journey to make Cambridgeshire Constabulary the best it can be.

Chief Constable Simon Parr

A year ago, I promised we would transform every part of our service to ensure we continue to deliver flexible and affordable policing that keeps the people who live in, work in or visit Cambridgeshire even safer.

I remain focussed on dealing with those policing issues that create the greatest levels of risk, threat and harm within the communities we serve. Those who are most vulnerable are still at the heart of this commitment. I intend to maintain the number of officers dedicated to local policing.

Performance in 2011 has continued to improve, in spite of this radical programme of change. Recorded crime has fallen further which means, most importantly, there have been fewer victims of crime and disorder. My pledge to lead a force that relentlessly targets those who commit crime and disorder and brings offenders to justice has been reflected in improved detection rates.

The coming 12 months will be the proving ground for the exceptional amount of dedication and professionalism that has gone into transforming our services. The changes we are making have been developed to be the most effective we can devise within the budget we have been given. We are thinking differently and working differently - we have fewer police officer supervisors and police staff, and are relying on colleagues to shoulder increased responsibility.

It is unlikely that all our new systems and processes will work perfectly first time, every time. We will be closely monitoring our performance to see that things are working - if not, I promise that we will change again.

I ask every person we serve to appreciate the extent of the changes we have made and must continue to make, and understand that at every turn, as we make operational decisions, we have a single question that must be answered - 'does this make people safer?'



Our Mission:
Creating a safer Cambridgeshire

Our Vision:
To provide a first class policing service in which the public have total confidence

Our Values:
Sensitivity, integrity, respect



Key responsibilities of Cambridgeshire Police Authority

- Consulting with the community - the authority provides an important link between the police and the public.
- Setting an annual plan for policing the area, taking into account of the views of the community - this includes setting priorities and targets for the constabulary.
- Reporting back to the community - the local policing summary tells the public whether the constabulary has achieved the targets set in the plan.
- Setting the police budget for the year and deciding how much money is needed to be raised through local council tax towards the cost of policing.
- Appointing and, if necessary, dismissing the chief constable, the deputy chief constable and the assistant chief constable.
- Ensuring the service provided by the constabulary is value for money and makes the best use of available resources.
- Having regard to duties under the Equality Act 2010.

Transition to Police and Crime Commissioners

A locally elected police and crime commissioner (P&CC) will replace Cambridgeshire Police Authority on November 22, 2012. The commissioner, whose role is to strengthen the link between the police and communities, is also responsible for:

- Delivering an effective and efficient police force
- Holding the chief constable to account for force performance
- Regularly engaging with the public
- Working with partners including local authorities, health services and the criminal justice system to tackle crime and disorder and set the police and crime objectives for Cambridgeshire and Peterborough through the police and crime plan.
- Being responsible for the police force budget and approving the policing element of the council tax
- Working with partners to ensure the efficiency and effectiveness of the criminal justice system in the police area
- Hiring, and if necessary dismissing, the chief constable.

The commissioner will be scrutinised by a police and crime panel made up of local councillors and lay members. To find out more visit www.homeoffice.gov.uk/police/police-crime-commissioners/

Transition Planning

The journey to an elected police and crime commissioner in Cambridgeshire has been well planned. The authority has detailed the work needed in an Organisational Development Plan and Transition Checklist which is scrutinised by members of the authority through established committees.

Staff in the authority have been working with colleagues in partner agencies to help them understand the change through face-to-face briefings, the provision of written briefing material, attendance at meetings and the hosting of a formal stakeholder event. The authority's chief executive has been engaging with counterparts in the local criminal justice system and within voluntary groups who are expected to be affected by the change in governance.

It is expected that a shadow police and crime panel will be established in June 2012 to allow members to get to know each other and ensure its smooth running by November 2012. The panel will be made up of councillors from Peterborough City Council, Cambridgeshire County Council and each of the district councils. The panel will be administered with £53,300 of funding from the Government. There will also be an additional £920 per member available to pay for necessary expenses.

The new arrangement will see this local policing plan replaced by a police and crime plan written by the police and crime commissioner. The plan will need to be written with the chief constable and considered by the police and crime panel by March 2013. This new plan will detail the commissioning arrangements for services, such as the Drugs and Alcohol Team, which from 2013 will be funded from the police and crime commissioner's budget.

The people we serve

Cambridgeshire Constabulary polices the five Cambridgeshire district and Peterborough unitary authority areas through six coterminous policing command units.

Cambridgeshire and Peterborough have a diverse and rapidly growing population of an estimated 790,000 people. The results of the 2011 Census will provide us with more detailed demographic information later this year.

Cambridge's population is increased during term times by the transient student population. More than 17,000 students attend the University of Cambridge and 9,000 students study at Anglia Ruskin University. Many more attend the city's language schools. Of the 1,500 overseas visitors who were required to register with the police this year the majority were from China, Russia and Saudi Arabia.

The county, in particular Peterborough, Huntingdon and Cambridge, is home to a large number of London commuters who take advantage of lower house prices and the 50 minute train journey to the capital. On the flipside many of the county's workers live outside its boundaries and travel to work in the specialist industry, retail and service sectors – in particular agricultural and food production businesses.

Cambridgeshire and Peterborough both have wealthy and socially deprived communities in close proximity. The current economic challenges also highlight the diverse characteristics of the county, with unemployment in Peterborough at 4.5 per cent which is twice that of the south of the county. However this is still well below the national average of 8.4 per cent (figures from December 2011).

The two main conurbations of Cambridge and Peterborough together with market towns and rural farming areas present the police force with a wide range of policing challenges. From managing the city centre night-time economies to tackling rural policing issues the constabulary's officers and staff develop all-round policing skills.

Migration

In Cambridgeshire as a whole 15.7 per cent of the population is of an origin other than white British, with 4.75 per cent declaring themselves of Asian origin and 2.1 per cent identifying themselves as black. Approximately 1.4 per cent of the population within the whole county are non UK nationals.

Cambridgeshire continues to see inward migration which can pose problems as people adapt to new cultural lifestyles and laws. This makes some migrants vulnerable and they can become targets for exploitation. As people become settled, a critical mass is reached, which encourages further migration into the county. The key to ensuring cohesion and protection from vulnerability is early integration between existing and new communities. The constabulary intends to work with partners to strengthen its understanding of migration patterns and to engage with new communities at the earliest opportunity.

Analysis of data from National Insurance Registrations suggests Cambridgeshire has among the highest numbers of migrant workers in the East of England, while the East of England ranks third in the country after London and the South East.

The number of languages spoken within Cambridgeshire and Peterborough now exceeds a hundred. This brings with it additional challenges for officers and staff when they are engaging with non-English speakers or dealing with them as victims, witnesses or offenders. The constabulary has recruited a number of multi-lingual PCSOs to address this such as Latvian and Lithuanian PCSOs and a Lithuanian special constable.

The county also has long standing resident populations of Chinese, Polish, Italian, Indian, Pakistani, West African, African-Caribbean and Bangladeshi decent.

Gypsies and Travellers

Cambridgeshire and Peterborough attracts both transient and residential Gypsy and Traveller communities onto both private and public caravan parks. There are clear cultural distinctions between the Irish Traveller communities and the English Gypsy communities.

According to figures from Communities and Local Government a quarter of the estimated 18,600 Gypsy and Traveller caravans recorded in July 2011 were located in the East of England – the highest of any area in England and Wales. Of those caravans in Cambridgeshire and its neighbouring counties 28 per cent were on unauthorised sites and more than half (59 per cent) were on non-Gypsy owned land. The issue of Gypsy and Travellers establishing unauthorised encampments causes problems for all authorities in the area and often leads to complaints from local residents. For example in Peterborough in 2011 there were 50 reports of unauthorised encampments.

Racism towards Gypsy and Travellers is still wrongly regarded by some as socially acceptable fuelling discrimination and increasing their distrust of support services including the police. Members of both of these communities are hesitant to seek police support. This has been addressed through a Gypsy and Traveller Engagement Action Plan which involved targeting under reporting of crime by building trust and confidence in the police service. This work has now been integrated into community cohesion plans within each neighbourhood policing area.

Members of the Gypsy and Traveller community also joined the constabulary- run Cambridgeshire Independent Advisory Network (CIAN) and have provided advice and guidance on working with their communities.

Vulnerable Adults

There are many people who because of mental health or another disability, age or illness, are not as able as others to protect themselves from harm. The last year has seen the constabulary progress its approach to the safeguarding of vulnerable adults. Officers and staff are working in partnership with colleagues from statutory and voluntary services through the Multi-Agency Referral Unit (MARU). This unit prevents duplication of effort between service providers and ensures the right information is made available to the professionals who need it. Within the MARU cases are referred to the Safeguarding of Vulnerable Adults (SOVA) Team to assess the risk and discuss the case with safeguarding professionals. This will lead to an agreed multi-agency plan to protect the vulnerable adult in question.

Victim and Offender Needs Assessments

Cambridgeshire Police Authority is working with partner agencies to create a Victim and Offender Needs Assessment to inform the 2013 police and crime plan. While this work was not complete in time to fully inform this year's local policing plan it has allowed the authority to get a picture of victims and offenders in 2010 and ensure a greater awareness of their needs.

In 2010 38,433 people (21,123 men and 17,310 women) became victims of crime. Of this number the highest proportion of victims were aged between 20 and 29 accounting for 8,800 victims. Just over 1,000 of the total number of victims were under 14 years of age and 1,348 victims were aged 75 and over. Just short of 30,000 victims in 2010 were white British.

The constabulary is committed to supporting victims of crime and transferring the fear of crime from those victims, and the witnesses who provide evidence, to those people who commit crime. Much work is being done to reduce the number of new offenders and the number of people re-offending.

There has been a focus on ensuring officers are able to use discretion and take the most appropriate course of action in light of all the circumstances. This includes assessing the need to arrest people. In 2011 more than 20,000 people were arrested, but this was a reduction of approximately 20 per cent on the year before. However we have seen a rise in positive justice outcomes where the arrested person is charged, cautioned or summonsed, from 59 per cent to 64 per cent, which indicates that the original arrest was proportionate. This reduction in custody numbers also reflects officers using different disposal methods – such as restorative justice (see page 18) and interviewing people at home. This also frees up officer time.

The Cambridgeshire and Peterborough Probation Trust worked with 2,890 people commencing a new community order during 2010. A quarter of these offenders were aged between 20 and 24. A third were aged over 35. Of the 2,890 a third were identified as having problems with alcohol, a quarter with drugs. This is recognised by the community safety partnerships across the county and is reflected in their strategic priorities.

The constabulary is working with partner agencies to tackle the issue of re-offending through, for example, the Integrated Offender Management scheme (see page 28).

The authority supports the constabulary in undertaking local surveys to measure victim satisfaction (see page 14).

Equality Duties

The constabulary strives to reflect the community it serves, both through its workforce and how services are delivered. The Equality Act 2010 sets out the general duty and specific duty of public sector bodies to ensure that discrimination, harassment and victimisation among those individuals with 'protected characteristics' is eliminated and equality is promoted. The term 'protected characteristics' refers to the personal characteristics of individuals such as age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This means that public bodies, including the constabulary have a responsibility to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The constabulary has set five equality objectives to advance this agenda:

1. To maintain and improve community engagement in the development and delivery of services
2. To ensure the constabulary's employment policies and procedures are non-discriminatory and compliant with equalities legislation as a minimum standard
3. To work towards a more representative workforce
4. To maintain an open trusting workplace culture to encourage a diverse workforce

5. To meet the requirements of the Equality Act

Staff employed by the constabulary have access to local and national staff support associations. The Stonewall Workplace Equality Index, which measures efforts to tackle discrimination and create an inclusive workplace for lesbian, gay and bisexual staff, ranked the constabulary in the top third of the 360 employers who submitted evidence. The organisation has also maintained its 'two tick' status from Jobcentre Plus which shows its commitment to support the employment of people with disabilities.

Budget cuts have hindered the constabulary's efforts to improve the representation of minority groups among its staff. However there are plans for further recruitment in 2012/13 and positive action will be taken to ensure this is publicised among under-represented groups and that applicants are supported through the recruitment process.

The workforce

- 1,370 Police Officers (990 dedicated to local policing)
- 195 Police Community Support Officers
- 837 Police Staff
- 270 Special Constables

A full review of all posts during 2011/12 has resulted in many officers being re-deployed to frontline operational policing and a greater proportion of police staff in office-based roles. This has maximised the number of operational hours available for policing in the county; extending beyond visible work within communities to armed and road policing, intelligence and surveillance work for example. This work has been bolstered by the recruitment of 58 probationary constables and 50 special constables.

Increased collaboration with Bedfordshire Police and Hertfordshire Constabulary has presented a challenge for the human resources departments to ensure harmonisation of policies and procedures across the three forces. A complete review of the provision of organisational support services (such as human resources, information communication technology and finance) has begun, exploring options for shared delivery.

Review of terms and conditions

The national review of police officer and staff pay and conditions has not yet delivered its final set of recommendations. However these are expected in 2012 and will need to be implemented during 2012/13 to bring the changes and any consequential savings to fruition. The constabulary will also continue to support staff through the process and help them plan for change.

Maximising Contribution

The constabulary recognises that with limited resources it must maximise the capacity and capability of its workforce through inspirational leadership and strong management. Managers will encourage staff to develop their skills so they can take advantage of opportunities as they arise. This will be supported by a new Personal Development Review system.

Seminars have been held to empower managers to deal with unsatisfactory performance. In 2012/13 HR Managers will be offering training and coaching on how to apply performance management procedures in different circumstances. Work is also ongoing to reduce levels of absence through ill-health.

Health and Safety

A health and safety audit carried out by the British Safety Council during 2011/12 gave the constabulary a two-star rating. Work is ongoing to review the areas for improvement identified in the audit which praised firearms, POLSAs (Police Search Advisor), first aid and DSE (Display Screen Equipment) arrangements.

Costed Workforce Plan

The table below describes the establishment (budgeted for full time equivalents) and financial costs of the workforce.

Police Officer	2011/12		2012/13		2013/14	
	Establishment (Budgeted FTE)	£000	Establishment (Budgeted FTE)	£000	Establishment (Budgeted FTE)	£000
Totals	1,391	56,910	1,370	55,478	1,347	55,274

Police Staff	2011/12		2012/13		2013/14	
	Establishment (Budgeted FTE)	£000	Establishment (Budgeted FTE)	£000	Establishment (Budgeted FTE)	£000
Police Staff	896	29,413	837	27,375	837*	27,284
PCSOs	195	5,941	195	5,983	195	6,072
Total	1,091	35,354	1,028	33,358	987	33,356

*The budgeted number of police staff posts will reduce in 2013/14 when collaboration outcomes are clearer.

	2012/13 Budget £000	2013/14 Projected £000
Overtime		
Police	2,000	2,000
PCSO	-	-
Other	288	238
Total	2,288	2,238

Other workers

	2011/12	2012/13	2013/14
Special Constabulary			
Special Constables	202	270	300

Community Engagement

Effective engagement is a key part of the work we do. It is not only a statutory duty, but a social responsibility to ensure that our policies and operational work reflect both the views and the needs of the people of Cambridgeshire.

Engagement across the constabulary and authority has been reviewed during 2011 as part of Operation ReDesign. A joint engagement strategy written following consultation with staff and partners, has now been launched which reaffirms the commitment of the force and authority to be listening, predictive and responsive organisations.

The engagement strategy provides a framework for this while also giving area commanders the flexibility to tailor their work to fit the needs of the particular communities they serve. It is also more closely aligned to this local policing plan, ensuring all communication and engagement contributes to the work needed to meet the five local policing priorities. Members of the authority remain committed to engaging with the public as part of their role in ensuring the constabulary provides a service which addresses local needs.

Engagement within local policing

- Engagement across the policing area will seek to meet the needs of the communities.
- Senior officers and staff will attend key strategic meetings.
- Local officers and staff will use a mix of engagement tactics including street briefings, local surgeries and panel meetings.
- There will be greater use of social media including the force's Facebook page, E-cops service, You Tube channel and Twitter accounts @CambsCops @PboroCops and @FootyCops

Locally-set People's Priorities

People who live and work in the county are able to suggest priorities for policing in their particular area. These 'people's priorities' are set at 'neighbourhood panels' and enable people to have an ability to truly affect policing at a local level. This process also allows officers to highlight their achievements in tackling previously-set priorities in a publically accountable way.

Corporate Performance

The Policing in Cambridgeshire (PIC) survey asks 300 people (3,600 each year) chosen at random each month: "What would you say is the one key issue that you would want the police to tackle as a priority in the neighbourhood where you live?" In the past 12 months just under a third of respondents stated there were no issues in their area that they wished police to tackle as a priority. Of those who did cite issues: 20 per cent highlighted speeding and 15 per cent shared that teenagers or youths gathering in groups worried them even though they knew they were not doing anything wrong. It was suggested that there needs to be a collective discussion with partners and communities to address youth provisions. There remained a steadfast desire for an increase in visible patrolling to increase reassurance within communities.

Regular telephone surveys are also carried out to understand whether victims are satisfied with the service they have received. In the 12 months ending January 2012 84.4 per cent of victims of burglary, vehicle and violent crime were satisfied with the service provided by the constabulary.

Integrity, Inspections and Audits

The constabulary and police authority will continue to work in an open and transparent manner. This extends beyond the accountability of every employee through to working practices and financial management.

The authority and constabulary are inspected by Her Majesty's Inspectorate of Constabulary (HMIC), the Office of the Surveillance Commissioners. These organisations, along with external and internal auditors, provide scrutiny to ensure integrity and correct practices are followed. The new collaborated professional standards unit will continue to promote personal integrity and ensure the highest standards are maintained by all staff.

Dealing with Complaints

Cambridgeshire Constabulary

Complaints, which can be reported by letter, telephone, email and in person at a police station, about the conduct of police officers or police staff are always taken seriously. The nature of the complaint determines who will deal with it. For issues where a simple resolution can be achieved a local supervisor usually deals with the complaint with guidance from specialist officers and staff. More serious matters are referred to the professional standards unit who oversee the complaints process to ensure investigations are appropriate and retain the public's confidence. There has been a slight rise in the number of complaints recorded from 730 in 2011 to 756 in 2012. The constabulary seeks to learn from all complaints and where necessary provides the appropriate support and training to help staff develop. In some cases matters will be referred to the Independent Police Complaints Commission.

Cambridgeshire Police Authority

The authority is responsible for handling complaints about the conduct of police officers of the rank of assistant chief constable and above and for the general oversight of the conduct of complaints and professional standards through its People and Professional Standards Committee. Complaints can be made in writing, by phone or online via the IPCC website. The authority will then decide whether to record and then investigate the complaint. If the complainant is unsatisfied with the outcome they have the right to appeal to the IPCC within 28 days. Complaints against members of the authority can be made to the chief executive, who is the Monitoring Officer. Complaints against the chief executive can be directed to the chair of the police authority. More information on how complaints are dealt with can be found on at www.cambs-pa.gov.uk

How we developed the local policing plan

The three-year plan, which is refreshed annually, is drafted jointly by the authority and constabulary. It sets out the future direction for policing in Cambridgeshire and Peterborough by outlining what our priorities and objectives will be, and how we will achieve them.

The plan's priorities are informed by the constabulary's annual strategic assessment. This looks at previous, current and emerging trends in criminal and related activity, the priorities identified by the six community safety partnerships (detailed below), national policing issues and public engagement. This information is then used to identify long-term risks to the people of Cambridgeshire and Peterborough which for 2012-13 are:

- Domestic abuse
- Missing from home
- Metal theft
- Organised crime
- Drugs misuse
- Anti-social behaviour

The constabulary has also identified the need to understand the impact migration has on criminality and community cohesion.

External Influences

The plan has been developed against a backdrop of significant change – not least the deep cuts to police funding and the change in the governance of policing. The impending move from a police authority to a police and crime commissioner with a wider responsibility for community safety has encouraged the authority to have a greater focus on the priorities of other agencies in this plan. The removal of centrally set targets has enabled the constabulary to produce a truly local plan and still take into account the following external influences detailed below.

1. Community Safety Panel Priorities

Peterborough

- Reducing re-offending
- Developing modern, effective and efficient substance misuse (drugs and alcohol) schemes
- Developing the neighbourhood management model
- Developing an over-arching strategy on domestic abuse
- Improving perceptions of safety in Peterborough City Centre by prioritising violent crime linked to the night time economy
- Making Peterborough's roads safer
- Anti-social behaviour and improving the quality of life in our neighbourhoods
- Targeting the family networks that cause most harm, cost and disruption to the city

Fenland

- Violent crime (initial focus on Wisbech)
- Domestic violence
- Anti-social behaviour
- Serious acquisitive crime (including Integrated Offender Management)
- Shoplifting
- Substance misuse as a theme through the above

Cambridge City

- Alcohol-related violent crime
- Anti-social behaviour
- Domestic violence
- Preventing re-offending

East Cambridgeshire

- Domestic violence
- Anti-social behaviour
- Adult re-offending
- Young people at risk of offending
- Emerging issues
- Road safety and community cohesion

South Cambridgeshire

- Reducing offences against businesses
- Anti-social behaviour
- Supporting at a county level
- Road safety
- Domestic violence
- Reducing re-offending

Huntingdonshire

- Prevention, awareness and intervention
- Anti-social behaviour
- Domestic violence
- Preventing re-offending
- Vulnerable locations - currently alcohol-related violence in Huntingdon

2. Criminal Justice Board Priorities

The Cambridgeshire Criminal Justice Board (CCJB) formally brings together in partnership the constabulary's senior officers, Her Majesty's Court & Tribunal Service, Crown Prosecution Service, Youth Offending Teams, the National Offender Management Service (NOMS – incorporating Cambridgeshire Probation Area and the Prison Service), Victim Support and the Legal Services Commission to provide a 'joined up' criminal justice system aimed at being effective and efficient. Collective focus is being given to protecting the public, reducing re-offending and improving the service to victim and witnesses. The Criminal Justice System (CJS) is undergoing unprecedented reform and modernisation, implementing the creation and transmission of electronic evidence throughout the criminal justice system. In turn this will speed up the joint processes and security of distribution of evidence and deliver significant efficiencies to all partners. Co-operation between the local criminal justice agencies has increased since the creation of the CCJB, through joint planning and identification of local priorities, followed up by agreeing co-ordinated strategies and establishing responsibilities.

3. Strategic Policing Requirement (SPR)

The forthcoming Strategic Policing Requirement describes the national responsibilities police forces have and the expectations on how chief constables and police and crime commissioners will meet these national needs (see page 30).

4. Government Strategies

The constabulary and authority have also considered a number of specialist relevant strategies on a range of themes, including:

- Drugs Strategy 2010
- Counter-Terrorism Strategy
- Organised Crime Strategy
- National Infrastructure Plan 2011
- Cyber Crime Strategy 2010

5. Home Office Business Plan 2011-15

- empower the public to hold the police to account for their role in cutting crime
- free up the police to fight crime more effectively and efficiently
- create a more integrated Criminal Justice System
- secure our borders and reduce immigration
- protect people's freedoms and civil liberties
- protect our citizens from terrorism
- build a fairer and more equal society

Priorities for a safer Cambridgeshire

1. Maintain local police performance

Last year this priority was set to ensure that the constabulary considered performance in the widest sense, rather than being constrained by numerical targets. The emphasis was on delivering a better service with less money through redesigning how policing is delivered, collaborating with Bedfordshire and Hertfordshire forces and focusing on the priorities set. The constabulary has improved its performance from the previous year, with an increase in public satisfaction from 83.1 per cent to 84.5 per cent and confidence from 87.3¹ per cent to 89.3 per cent.

Operation ReDesign

This change programme has drawn together officers and staff experienced in continuous improvement to develop and implement a new operational policing model. The model enables the constabulary to maintain performance and balance its budget.

The team has worked in consultation with officers and staff to identify opportunities to:

- streamline processes
- reduce bureaucracy
- encourage the application of professional judgement, and
- redistribute the reduced resources.

The constabulary has transformed how non-emergency calls for service are handled and while staff answered 85 per cent of all calls in the first month (July) this has improved to 97 per cent of calls in January. A centralised appointment team provides expert advice to callers and makes appointments where appropriate for non-emergency incidents, releasing officers to respond to emergencies. Almost 4,500 home appointments have been made with a further 11,000 appointments at police stations. More than a third of calls for service (36 per cent) have not required the deployment of officers.

In challenging bureaucracy the constabulary has undertaken a culture change empowering the workforce to think differently and use their professional judgement to focus on the best outcomes for communities and individuals. The restorative justice scheme involved training more than 800 officers and PCSOs enabling them to seek alternative resolutions to incidents. In one case two youths stole food and drink from a milk float. The offenders attended the milk depot, apologised and donated £5 to the British Heart Foundation. This resolution met the

needs of the victim and preventing the youths from being criminalised. In the last year restorative justice has been used, with positive feedback, to deal with more than 1,000 people saving £780,000 of police time.

The constabulary has developed two new centralised structures, an Investigation Management Unit (IMU) to manage crime and a Central Intelligence Bureau (CIB) to improve the handling and use of intelligence. The economies of scale achieved by centralisation will release some police officers, including constables, sergeants and inspectors, to return to frontline policing. A review of business support functions has allowed the force to reduce costs while maintaining frontline delivery.

Making the best use of resources

Special Constabulary

Special constables are an integral part of modern policing and the constabulary increased its establishment in 2011/12 to 274 officers, an increase of 52 officers. These officers have provided in excess of 80,000 duty hours, including 1,500 extra hours of patrols during the disorder in summer of 2011, supporting regional ANPR (Automatic Number Plate Recognition) initiatives and the policing operation at Dale Farm in Essex. Special constables also work within training, economic crime and public protection departments.

Police Support Volunteers

In the past year 18 local people have supported the constabulary working in departments such as crime support investigation and hate crime administration. In East Cambridgeshire volunteers, trained by local officers, act as CCTV operators. The constabulary has supported the 'Future Jobs Fund', providing young people with policing experience to enhance their career opportunities. Within the authority 38 people act as volunteers for the Independent Custody Visitors' Scheme, checking on the conditions of detainees in the constabulary's cells.

Watch Schemes

The constabulary supports five watch schemes which provide an invaluable service as additional eyes and ears, but also by ensuring information is shared among local communities. Neighbourhood Watch, Countryside Watch, Boat Watch, SpeedWatch and local business against crime schemes all contribute to this.

Community Safety Accreditation Scheme (CSAS)

The scheme was launched in 2009 and enables the chief constable, under the Police Reform Act 2002, to confer powers to accredited people wearing a recognisable uniform featuring the CSAS emblem. A total of 23 members of staff at Addenbrooke's Hospital have been accredited with a number of police powers, including being able to issue fines, to help them deal with low-level disorder within the hospital estate. In June 2011 two traffic management companies were accredited with traffic control powers for the duration of Burghley Horse Trials, reducing the number of police officers required.

Local Policing

The challenge for the forthcoming year is to maintain the performance of the constabulary by reducing crime and maintaining the standards of professionalism, integrity and confidence in the services we deliver. Despite the budgetary constraint the constabulary will continue to focus on those areas which local people say causes them most harm.

The new local policing delivery model will be implemented. It is designed around existing local authority and community safety partnership boundaries and creates six local policing areas: Peterborough, Fenland, Huntingdonshire, East Cambridgeshire, South Cambridgeshire and Cambridge City.

Local policing will be based on the principle of officers and police staff being dedicated to their local district, understanding their communities and being visible and responsive to the local demands. This structure will ensure that the most appropriate resource is deployed and that areas are supported by specialist teams to ensure quality investigations and resolutions. The traditional barriers between investigation, response and neighbourhood policing are being removed so that 195 PCSOs, 550 constables and special constables form local policing teams under the leadership of the six area commanders.

OUTCOME: A policing model which provides better local policing, effective responses and uses resources efficiently.

ACTIONS

- **Promote a policing style based on threat, harm, risk and opportunity.**
- **Support, and develop with partners, initiatives which promote community involvement in policing.**
- **Evaluate the effectiveness of service delivery.**

The current climate reinforces the need to extend the policing family. The constabulary will continue to develop innovative ways of including the community in delivering policing, both through statutory partners and increased engagement with voluntary, faith and community groups. The support these groups can provide is invaluable and enables the constabulary to deliver a truly locally influenced service.

OUTCOME: Enhanced local policing, responding to local priorities through close working relationships with communities and volunteers.

ACTIONS

- **Develop the contribution from, and feedback to Watch schemes.**
- **Provide effective engagement processes to identify local priorities.**
- **Extend the Community Safety Accreditation Scheme in traffic management and community policing.**

MEASURES OF SUCCESS

- **An increase in the percentage of local people who feel the police are dealing with issues of greatest concern in their area as measured by a local engagement survey.**
- **An increase in the percentage of victims of crime who are satisfied with the overall service provided by the police as measured by a local satisfaction survey.**
- **Achieve and maintain 300 special constables.**

¹ Mar – Feb Policing in Cambridgeshire survey

2. Deliver policing within the available budget

Her Majesty's Inspectorate of Constabulary (HMIC) has reported that the constabulary is efficient in that it has the second lowest cost for its services in the country, the second lowest workforce, and yet has achieved a 10 per cent reduction in crime². This is better than any other police force in the Eastern region. This year around £170 per person is being spent on policing in Cambridgeshire and Peterborough. The constabulary has the fifth lowest number of police officers per head of population and the third lowest number of police staff. Despite this low funding, the constabulary deals with an above average number of recorded offences and detects 30 per cent of recorded crimes. The constabulary has reduced police officer numbers by 36 and police staff by 75 during 2011/12.

Cambridgeshire	Crime per 1000 people	Victim Satisfaction ³ with police service	Cost of policing per head of population	Workforce per head of population
National ranking (out of 43)	25th (mid table)	22nd (mid table)	2nd lowest	2nd lowest

During 2011/12, the learning and development department centralised the training activity for new students from the previous three bases. This has not only ensured consistency of training, but has also delivered savings in trainer requirements.

Through the strategic alliance with Bedfordshire Police and Hertfordshire Constabulary the constabulary has collaborated its procurement and professional standards departments. A single stores facility is also now operating in Huntingdon and saves £465,000.

No less significant is how the constabulary has developed a responsible approach to energy use. Total spend on utilities between April and October 2011 has decreased by £136,000 compared to the same period in 2010. This is in part due to the re-negotiation of utility contracts and a reduction in force establishment.

While the budget constraints define the parameters within which the constabulary must deliver a service, it has not been a limiting factor in ensuring the service provided is the best it can be. This year 84.5⁴ per cent of people felt satisfied with the service they received from the constabulary, which demonstrates improved working practices.

Balancing the Budget

There are three strands which will enable the constabulary to deliver policing in Cambridgeshire over the next four years:

- Continuous improvement
- Strategic collaboration with other forces or local authorities
- Enhanced partnership working.

Continuous Improvement (Operation ReDesign)

The constabulary will continue to provide a leaner, less bureaucratic and more efficient service through a process of continuous improvement. Business areas being evaluated to ensure they are delivering the most effective service possible include:

- Officer skills
- Asset management
- Fleet
- Contact management

Information Communication Technology (ICT)

An effective ICT infrastructure offers many opportunities to release officers to carry out visible front line policing within the community. The constabulary will progress these opportunities, brought about through collaboration and specific projects, by implementing software to support more efficient working practices and reduce bureaucracy such as:

- Mobile data technology
- Inter-force connectivity
- Paperless systems
- Project Athena– which is a multi-force project to provide an ICT system to streamline crime and custody processes.

Estates

The estates department is carrying out an analysis of all sites used by officers and staff in each new locality team. This process will identify where savings can be made from properties which are under used. The team is working with partners to look at opportunities for shared resources – both with officers and staff moving into partner-owned premises and the sub-letting of unused space in police-owned buildings. In Peterborough this is part of the 'Green Shoots' initiative, in Cambridgeshire it is called 'Making Assets Count'. In 2011 the police opened facilities at Linton Fire Station and Melbourn Village College, put up for sale a piece of unused land in Bretton, Peterborough and moved the enquiry office function in Peterborough city centre into a building shared with the city council. The future of Bridge Street Police Station site is now being reviewed. The estates department is also looking at bidding for funding from third parties such as developers.

Strategic Collaboration

The strategic alliance is set to save between £15 -£20 million by the end of 2015/16. While at its heart collaboration is about saving money it will also deliver equal or improved effectiveness and resilience for the three forces. It is anticipated that collaboration will meet future demands for the next three to 10 years, taking account of new and emerging developments. It will cover all aspects of:

- **Protective services** (Dogs, roads policing, counter terrorism and domestic extremism, contingency planning, serious and organised crime)
- **Organisational support services** (including ICT, finance, HR, corporate communications, estates and facilities)
- **Operational support services** (including contact management, criminal justice, administration and custody)

An established three-force programme team is responsible for researching, designing and implementing collaborative approaches to areas of work agreed by the force executives and police authorities and, in due course, police and crime commissioners. The team will also be responsible for ensuring that each implementation is followed by an effective evaluation process – to include a rigorous assessment of benefits realisation/return on investment.

It is anticipated that savings of £800,000 over three years will be realised when the scientific support unit, major crime and the tactical firearms units are conjoined in April 2012. The major crime unit, which will investigate all serious crime, will operate from two centres in Welwyn Garden City and Huntingdon and will consist of four operational teams with a fifth team to provide all the support functions.

² Recorded crime by police force area, English region and Wales, percentage change between 12 months to September 2010 and September 2011

³ Victims of burglary, vehicle crime and violent crime

⁴ Mar 2011 – Feb 2012

Enhanced Partnership Working

An effective policing service will meet the needs of local communities, whilst also being able to support the national demands of the forthcoming Strategic Policing Requirement. The six district-based statutory community safety partnerships bring together police, police authorities, local authorities, fire and rescue, primary care trusts, probation and other local representatives to tackle issues of crime and disorder. It is expected this partnership will be strengthened by the new police and crime commissioner who will have a wider remit for community safety and will bring the criminal justice agencies on board. The Cambridgeshire County Community Safety Board attended by members of the community safety partnerships, influenced by the Shadow Health and Wellbeing Board, is set to shape future partnership working.

The authority has balanced the budget for 2012/13 by making savings of £6.6 million. The challenge remains to identify further savings of £8.5 million in the period 2013-16. There is a relentless drive to challenge all spending within policing functions due to the 'overhanging' of police officer salaries (officers outside planned structures) over the next two years.

The reduction in police officers, other than those in the rank of constable, will be controlled by recruitment and retirement and this is not predicted to be concluded until well into 2014. Therefore the authority will close the gap in these years by one-off use of reserves, ensuring the local policing capability is maintained.

OUTCOME: High standards of local policing are sustained within the budget available through the most effective use of resources.

ACTIONS

- Establish a continuous improvement regime to identify efficiencies.
- Pursue collaborative opportunities.
- Implement the new engagement strategy to enhance partnership working.

MEASURES OF SUCCESS

- The budget for 2012/13 set at £127.5 million will be balanced within +/- 0.5 per cent.

3. Reduce crime and disorder

The challenge has been to achieve this goal within the budgetary constraints. There has also been a significant emphasis on the need to work with communities, both in terms of tackling the issues which have the most impact on their lives, but also in improving the confidence communities have in the police.

Crime has fallen by 9.2 per cent, which means 563 fewer victims of burglary, 188 fewer victims of robbery and 736 fewer victims of assaults⁵. This has been achieved by focussing on those who persist with a life of crime and holding them to account, and by ensuring support and diversion programmes are available. Maintaining high standards extends beyond the behaviour of the workforce and includes how business is conducted. A recent HMIC inspection of how the constabulary records incidents and crimes showed comprehensive and effective processes for ensuring incidents are recorded correctly and the contact between staff and victims was generally very good.

The constabulary has maintained a focus on those who cause most harm to our communities for example:

- In one investigation, 20 burglars and thieves who made Cambridge residents' lives a misery were imprisoned for a combined total of 47 years.
- More than 60 people were caught in the year-long crackdown on burglary and theft in Cambridge. The operation resulted in a 49 per cent drop in burglaries from April to June (compared to 2010) which equates to 133 fewer victims.
- Twenty-six drug dealers, caught as part of a crackdown in Peterborough, were jailed for more than 70 years as part of a continuous initiative to tackle the misuse of drugs and improve the environment of law abiding communities.
- There has been many successes dealing with organised crime where proceedings are still active which prevents details being given here, but include cases of people trafficking, prostitution, the supply and importation of Class A drugs and rogue trader offences targeting the most vulnerable.
- The Economic Crime Unit with partner agency colleagues have obtained 79 confiscation orders worth £375,000 and a further 19 restraining orders this year.
- The constabulary has tackled drug misuse at a street and organised crime level where a substantial number of cannabis factories have been closed down.

There has been a 15.7 per cent reduction in the number of anti-social behaviour incidents during March 2011 to February 2012 compared to the same period in 2010/11. Surveys also show only 1.14⁶ per cent of the county's population feels there is a high level of anti-social behaviour in their area. This success is down to joint initiatives between the constabulary and partner agencies. A pilot project in Fenland has changed the way anti-social behaviour is dealt with as a result of the police, council and residential social landlords working together.

The constabulary response to incidents of anti-social behaviour is now no different to that for reports of crime. Resources are deployed according to the needs of a situation. The most recent British Crime Survey shows that 66.9 per cent of our population agree the police are dealing with local concerns⁷. A significant challenge is to continue the recent good performance and, where possible, drive crime and disorder to lower levels, transferring the fear of crime from the law abiding public to those who persistently commit crime.

The constabulary will improve the links between the economic crime unit, serious and organised crime team and staff investigating volume crime to embed the principle and practices to identify and seize assets. Based on the strategic assessments from the constabulary and the six community safety partnerships, the focus will be on tackling the following key areas:

- Anti-social behaviour
- Metal theft
- Organised crime
- Drug misuse

The constabulary will continue to make effective use of restorative justice which balances the concerns and rights of victims without the need to criminalise offenders unnecessarily. It also is a cost effective tactic which helps maximise the operational visibility of officers.

MEASURES OF SUCCESS

- The overall level crime is reduced over the next 12 months.
- Reduce victim based crime⁸.

⁶ Mar 2011 – Feb 2012

⁷ Results from the British Crime Survey interviews in the year to Feb 2012

⁸ As per Home Office definition

⁵ Recorded violence with injury Apr 11 – Feb 12

Tackling Anti-Social Behaviour

Anti-social behaviour will be managed on a risk-based approach, with an emphasis on partnership working to identify and resolve the root of the problem, not just the symptoms. The implementation of a standardised risk assessment will ensure parity across the county. A key element to this is ensuring agencies share information to assist in identifying those who suffer repetitive incidents of anti-social behaviour and the most vulnerable individuals and locations.

OUTCOME: An effective police and partnership response is provided to protect the most vulnerable individuals and communities from anti-social behaviour.

ACTIONS

- Develop meaningful information sharing mechanisms to identify vulnerable victims.
- Ensure effective use of information informs resource deployment (patrol plans) .
- Establish community involvement initiatives.
- Ensure an appropriate framework exists to manage and prioritise cases.
- Reduce the time taken to resolve an incident.

OUTCOME: Incidents of anti-social behaviour are dealt with to the same standard as criminal investigations, ensuring those responsible are effectively held to account.

ACTIONS

- Make effective use of anti-social behaviour contracts and orders.
- Support partners to make innovative use of civil remedies and injunctions.
- Make positive use of media opportunities.

MEASURES OF SUCCESS

- Maintain the low levels of perceived anti-social behaviour.

The majority of community safety partnerships have identified the connection between alcohol and both anti-social behaviour and other types of criminality as a priority. Whilst this is not prioritised specifically within this plan, the issue of alcohol misuse features in many of the priorities identified. The constabulary will work with the partnerships to make effective use of licensing legislation, preventative orders and will support agencies contributing to tackling this issue.

Metal Theft

Metal theft has the potential to cause significant harm, both to the infrastructure of the county and business continuity. The constabulary will focus on the theft of cable and crimes affecting rural communities by establishing a robust framework that will enable suitable responses to tackle the problem and provide reassurance to communities. There will be a drive to cause a significant interruption or setback to the criminals' activities.

OUTCOME: Create a hostile environment for criminals involved in the theft of metal by disrupting their ability to realise the value from this type of crime.

ACTIONS

- Establish a baseline for metal theft in the county
- Effective intelligence processes to enable responses
- Disrupt the illegal markets
- Establish effective response mechanisms
- Implement partnership preventative initiatives.

MEASURES OF SUCCESS

- Reduction in the number of communication and power cable thefts in the county.

Organised Crime

Organised crime can provide a driver for many types of criminality, blighting the lives of communities. The organised crime management group, chaired by the head of the intelligence bureau and attended by all key stakeholders, helps disrupt active organised crime groups.

The constabulary is also committed to tackling this problem through the support of the Eastern Region Specialist Operations Unit (ERSOU) and other partner agencies, disrupting those intent on bringing crime to the county while ensuring that assets gained through their criminality are also removed.

There will be a clear thread running from local neighbourhood policing through to our serious and organised crime teams and beyond. This will be managed through a new centralised intelligence bureau, ensuring that what impacts on communities is considered in light of the broader understanding of organised criminality and local needs. As crime groups are identified and disrupted, the constabulary will work with a variety of agencies to help make Cambridgeshire a hostile place for organised crime.

OUTCOME: At least 75 per cent of all identified crime groups will be the subject of disruption activity. Those identified as posing the greatest threat, risk and harm to our communities will be dismantled. The constabulary will aim to dismantle two appropriate groups per year and increase the volume of assets removed from organised crime groups active in the constabulary area.

ACTIONS

- Improved mapping and understanding of organised crime groups within the county.
- Improve communications between the constabulary, including the investigations directorate and affected communities.
- Work with partners to ensure unenforced assets are removed from those guilty of crime.
- Work with partners to effectively identify and target those engaged in organised crime.

MEASURES OF SUCCESS

- The value of assets removed from criminal enterprises.

Drugs Misuse

The National Drugs Strategy describes the police's responsibility to address the market availability, whilst other agencies are directed to focus on demand and recovery. The constabulary will focus on drug misuse which fuels other types of crime or has a significant impact on local communities. It is recognised that those involved in drug misuse can succumb to a myriad of problems and the new drug services provision across the county will seek to address these, often in conjunction with the Integrated Offender Management scheme.

OUTCOME: Communities feel reassured that drug misuse impacting on their communities is being tackled.

ACTIONS

- Define the drugs market within the county, identifying areas to reduce demand and restrict supply.
- Work with partners to implement initiatives, through community safety partnerships, aimed at those most vulnerable to drug misuse.
- To restrict supply by ensuring effective response mechanisms to intelligence opportunities
- Extend the Drug Testing on Arrest initiative.

MEASURES OF SUCCESS

- Reduction in the percentage of respondents who consider drug misuse to be a problem in their area.

4. Keeping people safe

The constabulary remains committed to keeping the most vulnerable in our communities safe from harm, particularly those who are vulnerable to domestic abuse and sexual offences. Agreements with Peterborough City Council and Cambridgeshire County Council led to the creation of the Multi Agency Referral Unit (MARU) in 2011, co-locating domestic abuse and child protection services for Cambridgeshire, and Adult Services for Peterborough, at Godmanchester. Work is ongoing to bring more partners into the unit. Throughout the course of the year new referral pathways, particularly within the context of safeguarding vulnerable adults, ensure that the right support is provided to the right victims. In addition, a harm reduction resource will deliver IOM and violent or sex offenders will be managed through the Multi Agency Public Protection Arrangements (MAPPA).

Domestic Abuse

Domestic abuse currently accounts for 22.2 per cent of all violent crime within Cambridgeshire and Peterborough; between April 2011 and January 2012 the force recorded in excess of 9,500⁹ domestic abuse incidents and crimes. New agreements with local voluntary agencies working with victims of domestic abuse now provide support to victims who previously were at too low a risk to receive ongoing support. The establishment of the public protection department and their dedicated teams will tackle this complex and challenging area of crime, increasing the confidence of victims to contact the police.

A new domestic abuse safeguarding and investigation unit of specially trained officers will deal with all domestic abuse across the force. The staff will also offer a specialist service for victims of honour-based violence.

OUTCOME: The most vulnerable individuals are protected from abuse through the provision of a police and partnership response that meets the needs of the individuals and challenges the behaviour of offenders.

ACTIONS

- Develop and deliver joint marketing strategies, reaching relevant communities.
- Maximise opportunities for partners to use civil remedies.
- Promote the national decision making model to staff to improve the management of the threat risk and harm to victims.
- Work with partners to develop a perpetrator program for offenders of domestic abuse.

MEASURES OF SUCCESS

- Improvement in the ratio of reported incidents of domestic abuse to prosecutions.
- Increase in detection rate for domestic abuse crimes.

⁹ Cambridgeshire Constabulary Apr 2011 – Jan 2012

Integrated Offender Management (IOM)

A key to keeping communities safe and free from crime is to ensure that there is a clear focus on those who commit the most crime. The Integrated Offender Management program is a structured and co-ordinated approach to reduce the re-offending of those individuals whose offending behaviour causes the most harm to their communities. The constabulary has, with other statutory bodies, established a team to manage a cohort of offenders who cause most harm to the community.

Through the Operation ReDesign programme police resources dedicated to IOM are now co-ordinated through the harm reduction branch of the public protection department. Resources are now dedicated to working with high demand families through the Family Intervention Project in Cambridgeshire, and Family Recovery Project at Peterborough.

A single information sharing agreement for Cambridgeshire and Peterborough, together with a directory of interventions has also been created. A multi-agency performance framework will report on the effectiveness of IOM in reducing the volume and seriousness of re-offending and identify the effectiveness of the interventions used.

OUTCOME: Offenders who are engaged on the scheme reduce their offending and the seriousness of that offending and offending behaviour is addressed at the earliest opportunity to minimise the harm to the public.

ACTIONS

- Introduce a single structure of identification, assessment and case management to ensure that all partners understand their role and to ensure an efficient and co-ordinated approach to managing offenders.
- Ensure that appropriate engagement occurs to deter young offenders from engaging in criminal activity and those that are identified as posing the highest risk of offending are prioritised in line with IOM principles.

MEASURES OF SUCCESS

- Reduce the percentage of offenders who re-offend within the 12 month follow-up period after discharge from the IOM scheme.

Vulnerable People

Victims and witnesses look to the police to help keep them safe and guide them through the criminal justice process. The constabulary has established specialist investigators who work alongside adult social care workers to ensure that the best evidence is captured from those who are vulnerable or have specific needs. The constabulary endorse the Code of Practice for Victims of Crime and will continue with a victim-focussed approach in the delivery of its service. In particular the constabulary will focus on:

- Missing persons, and
- Hate crime.

Missing Persons

People who go missing, either because of disorientation or as a result of trauma, can become vulnerable to harm, either as a victim or perpetrator of crime. In addition, there are complexities within migrating communities, where some people are reported missing, but may have just moved on, often back to their home country.

ACTIONS

- Implement a robust management process making best use of technology.
- Work with partners to address those individuals most likely to go missing.
- Identify levels of victimisation and criminality amongst those people reported as missing from home.

MEASURES OF SUCCESS

- Reduce the number of people who become victims of, or commit crime while missing.

Hate Crime

Hate crime is unique as it is about crimes committed against people because of who they are, not what they have, or what they have done. It can have a significant impact on victims, both emotionally and on their confidence in the police. The constabulary has strived to improve reporting processes to encourage people to report hate crimes. Performance in this area cannot be measured in purely quantitative terms, but we have seen detection rates of 53.5 per cent and satisfaction rates of 79.4¹⁰ per cent. The constabulary recognise that the majority of victims of hate crime are likely to be repeat victims, even if they have not contacted the police before.

ACTIONS

- **Support a third party reporting scheme.**
- **Develop partnership initiatives to promote the reporting of hate crime.**

MEASURES OF SUCCESS

- **Increase the satisfaction rate of victims of hate incidents.**

¹⁰ Mar 2011 – Feb 2012

5. Maintain the resilience of protective services

The term protective services relates to a number of areas of police activity which are aimed at protecting the public from serious harm:

- major crime investigation
- organised crime
- counter terrorism
- critical incident handling
- civil contingency planning
- domestic extremism
- firearms
- policing the strategic road network
- protecting vulnerable people
- public order

The constabulary has completed a review of all these areas of protective services and implemented improvements which had been highlighted by the National Policing Improvement Agency (NPIA). One assistant chief constable now leads the protective services for the Cambridgeshire, Bedfordshire and Hertfordshire police forces.

Locally the constabulary has:

- expanded the training to staff in managing critical incidents;
- demonstrated the ability to maintain service delivery during the peak resource demands of the summer of 2011;
- ensured a firearms capability, command structure and resilience to deliver a demand-led response;
- invested resources to help protect the most vulnerable in our communities.

The constabulary will ensure that it is able to deliver specialist skills where they are needed, both to support local policing, but also to meet national needs. The forthcoming Strategic Policing Requirement describes how chief constables and police and crime commissioners need to ensure their force's national responsibilities are fulfilled in being able to tackle threats which extend beyond local boundaries, such as public order and terrorism. Major events such as the Queen's Diamond Jubilee celebrations and the 2012 Olympic and Paralympic Games are examples where the constabulary will be contributing to national requirements.

The Government Cyber Crime strategy reflects the significance of crime through the internet, both in terms of fraud, but also in the protection of vulnerable people. The constabulary will explore its regional and collaborative capability in respect of cyber-crime, reflecting direction from the Police Central e-crime Unit (PCeU). The focus will be on achieving resilience through collaboration.

OUTCOME: The constabulary is resilient in all areas of protective services, managing local demand with the ability to support national requirements.

Policing the Roads

The constabulary will, through a careful mix of enforcement, education, engagement and technology, keep people safe on our roads and tackle the criminals who use them.

ACTIONS

- **Target illegal drivers and deny criminals the use of the roads by making best use of Automatic Number Plate Recognition.**
- **Reduce road traffic casualties by increasing the number of diversionary and education courses offered to drivers in line with National Driver Alertness Course (NDAC).**
- **Participate in national, regional and local road safety campaigns and initiatives such as BikeSafe and The Road Victims Trust.**

MEASURES OF SUCCESS

- **Reduction in the number of people killed or seriously injured in road traffic collisions.**

Tackling Extremism

Officers have delivered more than 200 presentations to groups from schools, universities, places of worship, community and statutory partnerships on the risks posed by extremism and what they can do locally to prevent it. This work is part of the prevent strand of the Government's counter terrorism strategy (CONTEST) which describes how all forms of extremism can undermine the stability of the country. This engagement with the community will continue throughout the forthcoming year. In addition, the constabulary will work with the National Counter Terrorism Security Office to help protect vulnerable locations.

OUTCOME: The constabulary, local partners and communities work together to understand the impact of extremism on communities and individuals, helping to support those individuals who are vulnerable to recruitment by violent extremists and increase the resilience of communities to violent extremism.

ACTIONS

- **To deliver the prevent strand of national counter terrorism strategy with partner agencies and communities to identify and close knowledge gaps around extremist ideologies.**
- **Dedicate resources to work with, and provide expert advice and guidance to partners and communities identified as being vulnerable to extremism.**
- **Work with partners to develop and implement an appropriate intervention and support mechanism to individuals vulnerable to violent extremism.**

Appendix 1

Finances

Financial Background

2011/12 was the first year of the Government's four-year Spending Review 2010 (SR10). The authority estimated that it would need to save £17 million in the four-year period to 2014/15

The authority approved the 2011/12 (balanced) budget in February 2011, having identified £7 million in savings. It was noted that a further £10 million would need to be saved in the following three years.

The budget for 2012/13 is balanced, with £6.6 million of savings identified. Reserves will be used in 2012/13 (£1.2 million) whilst some of those savings are realised.

The authority refused the one year only 2012/13 council tax freeze grant (because it would have added £1.4 million to the budget gap in 2013/14) and agreed the budget and council tax on February 9, 2012. The policing part of the council tax has increased by £4.95 a year (2.92 per cent) to £174.51 (Band D).

There remains a budget gap, estimated at £5.7 million for the final two years of SR10 (2013/14 and 2014/15) and the gap in 2015/16 (which will presumably be year 1 of a new Spending Review) is estimated at £3 million. £1.2million of this is attributable to the ending of the four-year council tax freeze grant (receivable for the SR10 spending period).

The authority wished to leave its finances in good shape for the arrival of the police and crime commissioner in November 2012.

Savings

The constabulary introduced a vacancy freeze in May 2010 (when the first in-year cuts were announced). Since then every vacancy has been scrutinised and only filled if essential.

Some 150 police staff posts have been deleted and the constabulary has reviewed and radically changed the structure of the organisation. As a result some £3.5 million has been saved and 45 police officer posts are now outside the new structures. These posts (ranks of sergeant and above) will be removed as officers leave after 30 years' service over the next couple of years. The force is maintaining the number of constables (1,010) and the numbers of officers engaged in local policing (990) as promised by the authority and the chief constable and set out elsewhere in this plan.

The net budget for policing Cambridgeshire in 2012/13 is £127.6 million. About 38 per cent of this comes from council tax payers and the rest from the Government grants.

The Medium Term Financial Plan

A number of protective (operational) services will be delivered by collaborated units from April 2012 (including major crime and firearms). This means that officers employed by Cambridgeshire may carry out operations in Hertfordshire or Bedfordshire and vice versa. The table below gives an indication of the numbers of officers engaged in collaborative services and in local policing (Cambridgeshire and Peterborough only).

Police Officer Estimates	2012/13	2013/14	2014/15	2015/16
	£'000	£'000	£'000	£'000
Local Policing	39,477	40,301	41,083	41,880
1st Phase Collaboration (Protective Services)	3,523	3,557	3,596	3,636
2nd Phase Collaboration (Operational Support)	10,373	10,638	10,689	10,740
Collaboration team	118	117	119	120
Police Offices outside planned structures	1,987	661	-	-
Total	55,478	55,274	55,487	56,376
Police Officer FTE	2012/13	2013/14	2014/15	2015/16
	FTE	FTE	FTE	FTE
Local Policing	986.4	986.3	986.4	986.4
1st Phase Collaboration (Protective Services)	80.6	80.6	80.6	80.6
2nd Phase Collaboration (Operational Support)	256.0	256.0	256.0	256.0
Collaboration team	2.0	2.0	2.0	2.0
Police Offices outside planned structures	45.3	18.9	0.5	-
Total	1,370.2	1,343.9	1,325.4	1,324.9

It is intended that the budget gaps in 2013/14 and beyond are bridged by further collaboration with Bedfordshire Police and Hertfordshire Constabulary. This will ultimately result in all policing (except local policing, but eventually including organisational support being delivered by collaborated units).

The county's population continues to increase with predicted growth by 2021 of 31 per cent for Cambridge; 21 per cent for South Cambridgeshire and 21 per cent for Peterborough. This authority also has the second lowest net spending per head of population in the country (out of 41 forces in England and Wales, excluding London). All of this means continuing pressure to serve many more people with much less money.

Funding Headlines

- Government grant funding **£79 million**
- Council tax funding **£48.6 million**. That is £174.51 a year or £3.36 a week for the average council tax payer (a Band D property)

Value for Money Statement

The streams of work which drive efficiency include:

- **Efficiency in productivity and improvement in deployment of officers and staff:** The latest HMIC profiles (comparative data sets) show Cambridgeshire has the second lowest workforce per head of population of the 41 forces (excluding London) in England and Wales. The constabulary therefore depends on good productivity to be able to deliver policing services. As described in the body of this plan, the ambitious programme of redesigning the policing services for Cambridgeshire has saved over £3 million and performance has been maintained and improved.
- **Reduction in overtime spending:** over the past three years overtime spending has been driven down to £0.2 million. The use of a single resourcing unit ensures deployment across the county are fully co-ordinated, and the next phase of the development of the workforce system will promote further opportunities to rationalise overtime.
- **Programme of business process improvement:** business support functions have been centralised under the resources directorate and this has driven out £0.7 million of back office savings. Collaboration will drive out further savings in the future. The constabulary has put in place 'Professional Judgement' and 'Restorative Justice' initiatives during 2011/12. This has had a positive impact on front line policing and reduced costs, not least by a lower throughput in custody suites.
- **Reduction in bureaucracy:** the constabulary continues to make best use of technology and has continued its programme of upgrading the outdated IT infrastructure, for example, providing laptop computers and improving the functionality of other hand held devices.
- **Adoption of national frameworks for procurement:** where possible national framework contracts are adopted to ensure best prices in the procurement of, for example, fleet and uniform. The new joint procurement and stores arrangements with Hertfordshire and Bedfordshire will help to further align purchasing contracts over the next five years. A three-force uniform and dress code has been agreed with Hertfordshire and Bedfordshire and this will drive efficiencies in the purchase of uniforms.
- **Local approaches and collaboration:** Bedfordshire, Hertfordshire and Cambridgeshire have agreed joint arrangements for major crime, firearms teams, scientific services and professional standards. These are delivering efficiencies and cost savings. The Eastern Regional Special Operations Unit is now fully operational and delivering efficiencies for regional crime, particularly around witness protection, organised crime groups and undercover unit capability. The next major task for the collaboration team is to look at organisational support services (e.g. finance, HR and ICT). These are likely to move to a shared service and then outsourcing.sds

Cambridgeshire Police Authority - Medium Term Financial Forecasts

Council Tax Increase at 2.92%

	Ref.	Budget 2011/12 £'000	Estimate 2012/13 £'000	Incr %	Forecast 2013/14 £'000	Forecast 2014/15 £'000	Forecast 2015/16 £'000
Police Office Pay & Allowances	1	56,911	55,478	-2.5%	55,274	55,487	56,376
Police Officer Overtime	2	2,060	2,000	-2.9%	2,000	2,000	2,000
PCSO Pay & Allowances	3	5,941	5,983	0.7%	6,072	6,224	6,411
Police Staff	4	29,413	27,375	-6.9%	27,284	27,737	28,197
Police Staff Overtime	5	238	238	0.2%	238	238	238
Training	6	790	800	1.3%	800	800	800
Other Employee Expenses	7	57	123	100.0%	123	123	123
Police Pensions	8	15,175	14,648	-3.5%	14,712	14,859	15,007
Total Employee Costs	9	110,585	106,645	-3.6%	106,503	107,468	109,152
Premises Costs	10	4,352	4,570	5.0%	4,844	5,038	5,239
Transport Costs	11	2,281	2,487	9.0%	2,636	2,742	2,851
Supplies & Services	12	17,021	17,720	4.6%	18,703	19,245	19,288
Capital Financing Costs	13	2,287	2,929	28.1%	3,363	4,334	4,958
Revenue Contribution to Capital	14	-	-	0.0%	-	-	-
Third Party Payments	15	681	683	0.3%	710	732	754
Change Management Contingency	16	904	-	-100.0%	-	-	-
GROSS REVENUE EXPENDITURE	17	138,110	135,033	-2.2%	136,760	139,558	142,242
Grant Income	18	-4,505	-3,862	-14.3%	-3,765	-3,708	-3,675
Other Income	19	-2,087	-2,139	2.5%	-2,225	-2,291	-2,360
Total Income	20	-6,592	-6,001	-9.0%	-5,990	-6,000	-6,035
NET REVENUE EXPENDITURE	21	131,518	129,032	-1.8%	130,770	133,558	136,207
Contributions +To/-From Reserves	22	137	-1,417	-	-534	-	-
NET BUDGET	23	131,655	127,615	-2.9%	130,236	133,558	136,207
Budget -Decrease/+Increase Year on Year	24	-	-3.1%	-	2.1%	2.6%	2.0%
Financed by:							
Formula Grant	25	83,445	77,852	-	75,907	74,768	74,095
Precept	26	46,900	48,793	-	50,346	51,955	53,622
Council Tax Freeze Grant	27	1,173	1,173	-	1,173	1,173	-
Collection Fund - Deficit / +Surplus	28	137	-202	-	-	-	-
TOTAL FINANCING	29	131,655	127,615	-	127,426	127,896	127,717
BUDGET GAP (Cumulative)	30	-	-	-	-2,811	-5,662	-8,489
Year on Year	31	-	-	-	-2,811	-2,851	-2,828
Band D Council Tax	32	£169.56	£174.51	-	£177.93	£181.44	£185.04
	33	-	+2.92%	-	+1.96%	+1.97%	+1.98%

NB Figures may not cast exactly due to rounding.

KEY ASSUMPTIONS INCLUDED ABOVE

Council Tax base increases						
Actual	1.21%	1.08%				
Forecast				1.20%	1.20%	1.20%
Council Tax Band D increases						
Actual	0.00%	2.92%				
Forecast				2.00%	2.00%	2.00%
Taxbase	276,599	279,599		282,954	286,350	289,786
Grant increase / Decrease (-)						
Actual	-5.14%					
Forecast		-6.70%		-2.50%	-1.50%	-0.90%
Police officer pay rise (w.e.f 01/09)	0.00%	0.00%		1.00%	1.00%	1.00%
Police staff pay rise (w.e.f 01/09)	0.00%	0.00%		1.00%	1.00%	1.00%
General Inflation	2.50%	4.00%		4.00%	3.00%	3.00%
Fuel & Energy Inflation	4.00%	6.00%		6.00%	4.00%	4.00%

Appendix 2

Cambridgeshire Police Authority Risks

The authority's risks are grouped into five broad areas of police authority accountability as detailed below:

- Strategic – setting the constabulary's strategic direction, determining strategic objectives and providing clear definitions of responsibility.
- Resources – ensuring that the necessary human and financial resources to enable the constabulary and the authority to meet their key objectives.
- Performance – setting and monitoring performance of the management of the constabulary.
- Engagement – ensuring that the authority's strategic objectives for the constabulary are informed by the wishes of the public and are widely known and understood by partners and local people.
- Values and Standards – setting clear standards for the authority and the constabulary including standards of behaviour and standards of service delivery.

Risks linked to not achieving each of the key accountable activities are documented in the authority's risk register, this also takes into account the wider issue of strategic collaboration and ensuring an efficient and effective transition to a police and crime commissioner. All risks are available to view in full at www.cambs.pa.gov.uk

The police authority's ambition for risk management is to embed the new risk register and risk management processes and move the organisation from a risk-managed to a risk-enabled organisation. This is the highest level of risk maturity according to the Institute of Internal Auditors.

Appendix 3

Performance Framework

Maintain Local Performance	Baseline
Dealing with local concerns	68.6%
Satisfaction with service delivery	84.8%
Achieve and maintain 300 Specials Constables	267

Reduce Crime and Disorder	Baseline
Perception of high anti-social behaviour	1.4%
All recorded crime	51,658
Victim-based crime	44,156
Theft of power and communication infrastructure	No Baseline Available
Asset recovery	No Baseline Available
Perception of drug misuse	17.1%

Keeping People Safe	Baseline
Ratio of domestic violence incidents to prosecutions ¹	8.9%
Detection rate for domestic abuse crime	41.8%
Integrated Offender Management re-offending	No Baseline Available
Missing person involvement in crime	No Baseline Available
Satisfaction with service delivery - racist incidents ²	78.9%
Reduce the number of people killed and seriously injured on the roads	404 ³

¹ Number of domestic violence cases where the Crown Prosecution Service has authorised a charge and which have gone through the court system, as a percentage of all domestic violence incidents.

² This is a measure of racist incidents only.

³ Provisional data for 12 months to March 2012

