



Cambridgeshire Police and Crime Commissioner's Police and Crime Plan 2013-16

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AND SUPPORT THE FORCE!**



Contact

Cambridgeshire Office of Police and Crime Commissioner

Tel: 0300 333 3456

Fax: 01480 425748

Email: cambs-pcc@cambs.pnn.police.uk

Website: www.cambridgeshire-pcc.gov.uk

Follow @PCCCambs on Twitter

Sir Graham Bright
South Cambridgeshire Hall,
Cambourne Business Park,
Cambourne,
Cambridgeshire,
CB23 6EA

Cambridgeshire Constabulary

Tel: 101

Fax: 01480 422431

Email: via www.cambs.police.uk

Website: www.cambs.police.uk

Follow @CambsCops on Twitter

Cambridgeshire Constabulary Headquarters
Hinchingsbrooke Park,
Huntingdon,
Cambridgeshire,
PE29 6NP

Crimestoppers

Tel: 0800 555 111

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

Cambridgeshire and Peterborough Foundation Trust

<http://www.cpft.nhs.uk/>

Cambridgeshire Fire and Rescue Service

www.cambsfire.co.uk

South Cambridgeshire Crime and Disorder Reduction 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

Health and Wellbeing Boards (Cambridgeshire & Peterborough)

www.cambridgeshire.gov.uk & www.peterborough.gov.uk

Safer Peterborough Partnership

www.saferpeterborough.org.uk

Cambridgeshire Criminal Justice Board

www.lcjb.cjonline.gov.uk/Cambridgeshire

Neighbourhood Watch

www.ourwatch.org.uk

The Children's Trust

www.cambridgeshire.gov.uk

Victim Support

www.victimsupport.org.uk

Cambridgeshire, Bedfordshire and Hertfordshire

Collaboration – Details available on respective police force and Police and Crime Commissioner websites

What do you think of this plan?

You can let us know by contacting the Cambridgeshire Office of the Police and Crime Commissioner 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 find out more on the Constabulary website www.cambs.police.uk

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Executive Summary

Cambridgeshire's first Police and Crime Plan

Sir Graham Bright was elected Cambridgeshire's Police and Crime Commissioner in November 2012. The Police Reform and Social Responsibility Act 2011 places a duty on him to issue a Police and Crime Plan within the financial year he is elected. This short time scale prompted Sir Graham to build on last year's Local Policing Plan rather than start completely afresh. That plan had already been written with the priorities of partner agencies and the criminal justice system in mind in preparation for the incoming Commissioner. It had also been influenced by the national Strategic Policing Requirement and engagement with the people of Cambridgeshire.

The Police and Crime Objectives

The five Police and Crime Objectives follow on from those set in 2012/13. However a number of the actions to achieve each of them have changed in line with the Constabulary's strategic assessment, which identifies current and emerging crime trends.

Sir Graham has promised to be the 'voice of the people', not the police and has added a series of personal pledges throughout the plan, which are in direct response to public feedback during his election campaign. He has also made effective engagement with the people who live and work in the county one of his personal priorities.

Sections within the plan will be reviewed in detail over the term of Sir Graham's appointment, working with the Chief Constable Simon Parr.

Cambridgeshire's 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.

This plan gives local residents and the officers working in their community the opportunity to set truly local people's priorities for their area, which ensures policing isn't one size fits all.

The Commissioner will be responsible for commissioning local support services for victims of crime from 2014/15; it is anticipated that work on a county-wide Victim Strategy will inform this.

The Budget

The Commissioner is responsible for allocating a budget of £131.579 million.

This includes a grant of £928,000 from which the Commissioner can award Police and Crime Reduction Grants to organisations who will contribute to reducing crime and disorder in the area. In 2013/14 grants have been made for community safety work, tackling drugs and alcohol misuse, reducing re-offending and reducing youth crime.

Savings of £3.7 million have been found in order to balance the budget for 2013/14. This has been achieved through more efficient working practices and collaboration with Hertfordshire Constabulary and Bedfordshire Police. A commitment has been made to protect the frontline policing service provided by officers, staff and volunteers such as members of the Cambridgeshire Special Constabulary.

Further reductions in spending estimated at £7.3 million will be required by 2016/17 and work has already begun to look at how this can be achieved.

Police and Crime Objectives for 2013/14

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- 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. Continue to tackle crime and disorder** – 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.

Foreword

Cambridgeshire Police and Crime Commissioner Sir Graham Bright



“ The election of a Police and Crime Commissioner marked one of the biggest changes to the way in which our Police Service is managed for many years and I am delighted that I was chosen to be your Commissioner at the election. My first task was to take the Oath of Impartiality immediately after the count to signify quite clearly that my role was to represent the public and to hold the police accountable on behalf of the public in an independent and single-minded manner. I made the decision during the campaign that my independence on behalf of the public required me to have my office away from police headquarters in Huntingdon. I have, therefore, set up office at Cambourne to ensure that I am the face of the public and not of the police. Having said that, I have to say that I am impressed by the Chief Constable and his team and have found it very easy to work with them. I have had to take some very major decisions in the first few weeks of holding office. Obviously, the drafting of this Police and Crime Plan, which very much builds on last year’s Local Policing Plan, is one. I do intend to regularly review sections of the plan in consultation with the Chief Constable.

I did have a very difficult decision to take relating to the policing part of the council tax. Together with my Deputy, Brian Ashton, we soon realised that if we were to accept the proposal from the Government aimed at freezing the precept, we would be £500,000 short and this would multiply in the next three or four years. The decision to raise the precept, which is the equivalent of six pence per week for homes in the Band D category, has enabled us to balance the budget, to fund ten extra frontline police officers and to show a sustainable path ahead which I believe not only gives us the police numbers we require but sustains morale amongst all the staff.

It is my intention to continue to work with our strategic partners – Bedfordshire and Hertfordshire – and also to look to share some of our services such as human resources, I.T. and training with other neighbouring police forces. This would enable us to become more efficient and save money to meet the funding reductions that we will be facing as well as to keep our police numbers stable.

I have had to set up a completely new office and procedures following on from the old police authority. This has been a tough call and I have to thank all those staff who have had to help as well as the police force itself for accepting my new role. Thanks must go to the public for the understanding and support that I have received. I am very conscious that we have to, as members of the public, work with and alongside the police, to make Cambridgeshire a safer place in which to live. ”

Key responsibilities of a Police and Crime Commissioner

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, ensuring value for money and engaging with local people.
- Regularly engaging with the public to obtain their views on policing.
- 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.
- Awarding Police and Crime Reduction Grants to organisations who support the Police and Crime Objectives.
- 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.
- Holding the Chief Constable to account for “the exercise of duties in relation to the safeguarding of children and the promotion of child welfare”.
- Holding the Chief Constable to account for the “exercise of duties relating to equality and diversity”.
- Commission local support services for victims of crime from 2014/15.

Chief Constable Simon Parr

“ Transformation to make Cambridgeshire Constabulary even more open, accessible and responsive to the needs of people who live in, work in or visit the county while finding more financial savings is my focus in 2013.

The evolution of policing in Cambridgeshire, which began in 2010, must continue to meet my promise to deliver flexible and affordable policing that keeps people in Cambridgeshire as safe as possible. Technology can help to make us as responsive, efficient and effective as possible and is one of the keys to a sustainable future. The public must be able to contact us in ways that are modern and convenient to them. We will keep in touch with people in ways that suit them, without forgetting that as victims or witnesses of crime everyone deserves to be treated with sensitivity, integrity and respect.

We deal with people at very difficult times in their lives. We may be a service but there is much we can learn from the way businesses engage with their customers. People will notice changes. They should expect to do more for themselves, if they can.

This will be a year of innovation but one thing remains constant – the dedication of the officers and staff who work to meet the needs of the people we serve. The resilience of this frontline response is essential. I will continue to build partnerships with other forces, business and public sector partners to maintain this while continuing to make the savings needed.

Crime continues to fall and we continue to relentlessly target those who commit crime and transfer the fear of crime to criminals. We are never complacent and every action we take must continue to answer a single question – 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



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 804,000 people.

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. The number of overseas visitors who were required to register with the police in the past year has increased by 36 per cent to 2,043. The majority were from China, Russia, Saudi Arabia, Columbia and Brazil.

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 – such as agricultural and food production businesses.

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. Each area has its own individual policing needs.

Officers and staff working in rural areas are supported by their colleagues in specialist departments to tackle reports of theft of plant, farm machinery and diesel, hare coursing and now more commonly metal theft. Local policing teams are also helped by active local watch groups such as Countryside Watch. The policing needs of rural areas are constantly reviewed, particularly alongside any increase in reports of crime and disorder.

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 15.5 per cent of the population is of an origin other than white British, while in Peterborough that figure almost doubles to 29.1 per cent (an increase of 14.8 per cent since the 2001 Census). This is primarily made up of migrants from Central and Eastern Europe, Africa and the Middle East and Asia.

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 multilingual PCSOs and strives to ensure recruitment reflects the demography of the county's communities.

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

The changes to the European Union over the coming years will offer opportunities for other nationalities to visit, live and work within the county.

Cambridgeshire and Peterborough attract 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 Department of 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.

The Constabulary has identified the need to understand the impact migration has on criminality and community cohesion. Much work has been done to build trust and confidence in the police while also ensuring the law is upheld without exception.

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.

The Constabulary and staff from the Office of the Police and Crime Commissioner have also helped shape the priorities set by both the Peterborough and Cambridgeshire Health and Wellbeing Boards in their Health and Wellbeing Strategies.

Mental Health is clearly a cross-cutting theme within policing and across the wider public sector. The issue permeates all areas of the criminal justice system. Promoting good mental health will reap rewards across the whole sector.

Victim and Offender Needs Assessment

Cambridgeshire's first Victim and Offender Needs Assessment (completed in 2012) identified that in 2011 32,260 people became victims of crime. Of this number the majority of victims were aged between 16 and 65. Five per cent were aged 15 and under, while ten per cent were aged over 65. More than three quarters of all victims in 2011 were white British.

The assessment also identified people with mental health problems as:

- being more vulnerable to becoming a victim of crime; and
- overrepresented in offender groups.

It also revealed that:

- people with pre-existing mental health conditions who become victims of anti-social behaviour are more likely to have their symptoms exacerbated;
- many perpetrators of anti-social behaviour also have mental health problems and/or alcohol misuse issues.

Tackling anti-social behaviour is one of the Constabulary's priorities within Objective 3: Continue to tackle crime and disorder. (See page 18)

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 continues to be a focus on ensuring officers are able to use discretion, taking the most appropriate course of action in light of all the circumstances. In 2012, 17,000 people were arrested, a reduction of 15 per cent in comparison to the previous year. However we have seen a rise in positive justice outcomes where the arrested person is charged, cautioned or summonsed, from 64 per cent to 65 per cent. This reduction in custody numbers reflects officers using different disposal methods – such as restorative justice and interviewing people at home. This also frees up officer time.

The Cambridgeshire and Peterborough Probation Trust worked with 2,696 people commencing the serving of their sentence in the community during 2012. A quarter of these offenders were aged between 20 and 24. Just under a third were aged over 35. Of the 2,696 two thirds received a detailed assessment to look at their needs. The assessment identified that in 30 per cent of those needs assessments the offending behaviour was linked to drugs, while 42 per cent was linked to alcohol abuse.

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.

Community Engagement

Effective engagement is a vital part of our work. It is a statutory duty and a social responsibility to ensure we are responsive to the views of all people in Cambridgeshire and predictive of their needs.

Engagement was reviewed during 2011 and an engagement strategy written following consultation with staff and partners. It reaffirms the commitment of the Constabulary to be a responsive organisation.

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 Police and Crime Plan, ensuring all communication and engagement contributes to the work needed to meet the five Police and Crime Objectives.

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. This can include street briefings, local surgeries and panel meetings.
- There will be greater use of social media including the force's Facebook page, E-cops service, YouTube channel and Twitter accounts:
 - @CambsCops
 - @FenCops
 - @FootyCops
 - @HuntsCops
 - @PboroCops
 - @RoadSafetyCops
 - @SouthCambsCops

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 the neighbourhood panel meetings and enable people to have an ability to truly affect policing at a local level. The meetings also allow officers to highlight their achievements in tackling previously-set priorities in a publically accountable way.

Corporate Performance

The Policing in Cambridgeshire (PIC) survey asks the views of approximately 3600 randomly chosen respondents per year: "What would you say is the one key issue that you would want the police to try and tackle as a priority in the neighbourhood where you live?" In the previous year, 28 per cent of respondents stated that there were no key issues in their area that they wished the police to tackle as a priority. Of those who did specify particular issues, 15 per cent highlighted speeding whilst eight per cent indicated parking. Furthermore, there remains a keen desire to see an increase in visible policing to provide reassurance to Cambridgeshire's communities.

Victim surveys are conducted by telephone on a monthly basis to establish the level of satisfaction with the service received. In the 12 months to December 2012, 85.1 per cent of victims of burglary, vehicle and violent crime were satisfied with the service received from the Constabulary.



Pledges from the Police and Crime Commissioner

Voice of the people – My role is to be the voice of the people, not the police. Members of the public can speak to me face to face at my regular surgeries; I will be using their feedback to help me to continually support and challenge the provision of policing in Cambridgeshire. I will respond to your letters and emails and want you to share your experiences of policing with me.

Engagement Outreach Worker – An engagement outreach worker, initially for Peterborough and Fenland and then for the south of the county and Cambridge, will enable me to learn more about what the public need and want.

Working in partnership – I will also be keeping in touch with colleagues working for partnership agencies through formal and informal meetings.

Dealing with Complaints

Cambridgeshire Constabulary

The Constabulary deals with:

- All complaints against police officers (below the rank of Chief Constable) and all police staff (including Police Community Support Officers) and members of the Special Constabulary;
- General complaints regarding the provision of the policing service in Cambridgeshire.

For issues where a simple resolution can be achieved a local supervisor will usually deal with the complaint. More serious matters are referred to the Professional Standards Unit who oversee the complaints process. In some cases matters will be referred to the Independent Police Complaints Commission.

Complaints can be reported by letter, telephone, email and in person at a police station.

In 2010/11 there were 455 cases investigated and this dropped to 354 cases in 2011/12. In the year 2012/13 there has been 272 recorded cases from April 2012 to January 2013.

Office of the Cambridgeshire Police and Crime Commissioner

The Commissioner:

- Deals with complaints against the Chief Constable; and
- Monitors the handling of complaints against the Constabulary. However concerns on specific individual complaints should be directed either to the Constabulary's Professional Standards Unit or the Chief Constable.
- Complaints can be reported by letter, telephone and email, in some cases an appointment can be made with the Police and Crime Commissioner.

The Chief Executive:

- Deals with complaints against the Police and Crime Commissioner relating to his policies or practice, including access to information under the Publication Scheme, the Deputy Police and Crime Commissioner and members of staff working in the Office of the Police and Crime Commissioner.

Complaints must be made in writing, although contact can initially be made by telephone.

The Police and Crime Panel

- Deals with complaints relating to the conduct of the Police and Crime Commissioner and their Deputy.

Integrity

Upon acceptance of his post Sir Graham Bright signed an Oath of Impartiality which is detailed below:

Police and Crime Commissioner's Oath of Impartiality

"I Sir Graham Bright of Cambridgeshire do hereby declare that I accept the office of Police and Crime Commissioner for Cambridgeshire.

- In making this declaration, I solemnly and sincerely promise that during my term of office:
- I will serve all the people of Cambridgeshire in the office of Police and Crime Commissioner.
- I will act with integrity and diligence in my role and, to the best of my ability, will execute the duties of my office to ensure that the police are able to cut crime and protect the public.
- I will give a voice to the public, especially victims of crime, and work with other services to ensure the safety of the community and effective criminal justice.
- I will take all steps within my power to ensure transparency of my decisions, so that I may be properly held to account by the public.
- I will not interfere with the operational independence of police officers."

Role of Police and Crime Panel

Cambridgeshire's panel is made up of 11 elected councillors and two co-opted members. The panel acts as the Police and Crime Commissioner's critical friend providing support and challenge. Its responsibilities include: reviewing the policing part of the council tax, the draft Police and Crime Plan and annual report. The panel must also approve or veto new chief constable appointments. Find out more about the panel by visiting: <http://democracy.peterborough.gov.uk/mgCommitteeDetails.aspx?ID=543>

How we developed the Police and Crime Plan

The Police Reform and Social Responsibility Act 2011 places a responsibility on Police and Crime Commissioners to issue a Police and Crime Plan within the financial year they are elected. Commissioners must keep this plan under review and may at any time vary the plan, or issue a new plan. Commissioners must consult Chief Constables on their draft plans before they are sent to the Police and Crime Panels for consideration.

This plan will run for the whole of Sir Graham Bright's term of office (election will be in May 2016), and will be subject to regular reviews.

The plan's objectives are informed and influenced by a range of factors which are detailed over the following pages.

1. Cambridgeshire Constabulary's Strategic Assessment

This looks at previous, current and emerging trends in criminal and related activity. This information is then used to identify long-term risks to the people of Cambridgeshire and Peterborough which for 2013/14 are:

- Anti-social behaviour
- Burglary
- Child sexual exploitation
- Domestic abuse
- Drug misuse
- Organised crime

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

2. Community Safety Partnership Priorities

Peterborough

One continuing target to reduce the number of victims of crime by 10 per cent in the three years 2011-14. This will be delivered through a number of themes:

- Vulnerable people and groups
- Anti-social behaviour /quality of life and road safety services
- Integrated Offender Management
- Domestic abuse
- Reducing the harm caused by substance misuse

- Dwelling burglary
- Violent crime linked to the night-time economy.
- Racially aggravated offences and hate crime
- Sustainability, performance, value for money and communication

Fenland

The Fenland Community Safety Partnership targets have been developed to reduce total crime figures across the district, focussing on the following themes:

- Anti-social behaviour.
- Alcohol related crime
- Acquisitive crime
- Children and Young people

Domestic abuse, Integrated Offender Management and substance misuse run throughout the above four themes.

Cambridge City

- Reducing alcohol related violent crime
- Reducing anti-social behaviour – focusing on anti-social behaviour linked to people who misuse alcohol or drugs and/or who suffer from mental ill-health.
- Responding to emerging trends of victim-based acquisitive crime – including personal robbery, dwelling burglary, theft from a motor vehicle, theft of a pedal cycle and theft from person.

East Cambridgeshire

As a partnership we aim to work together to:

- Challenge crime and the fear of crime
- Challenge anti-social behaviour
- Challenge domestic violence

South Cambridgeshire

- Tackling anti-social behaviour and supporting troubled families
- Preventing and reducing crimes against businesses
- Shaping and supporting new growth, including taking account of its impact on existing communities.
- Committing support and appropriate resources to the Integrated Offender Management scheme in Cambridgeshire.
- Supporting work to reduce domestic abuse

Huntingdonshire

- Violent crime including domestic violence
- Anti-social behaviour focusing on the individuals, families and groups who are involved with, or committing this crime type.
- Support of the development of the Integrated Offender Management Scheme

3. Criminal Justice Board Priorities

The Cambridgeshire Criminal Justice Board (CCJB) formally brings together 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. This provides 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 victims and witnesses. The criminal justice system is undergoing unprecedented reform and modernisation, implementing the creation and transmission of electronic evidence throughout the criminal justice system, aiming at delivering value for money. Co-operation between the local criminal justice agencies has increased since the creation of the CCJB. The sharing of the CCJB priorities, by engaging the wider stakeholders involved in delivery, through combined planning approaches has co-ordinated strategies and established responsibilities.

4. Health and Wellbeing Strategies for Peterborough and Cambridgeshire

Within 2012 both Cambridgeshire and Peterborough's Shadow Health and Wellbeing Boards have produced Health and Wellbeing Strategies. These documents identify the health and wellbeing priorities which meet the needs of the local populations.

Cambridgeshire Priorities

- Ensure a positive start to life for children, young people and their families.
- Support older people to be independent, safe and well.
- Encourage healthy lifestyles and behaviours in all actions and activities while respecting people's personal choices.
- Create a safe environment and help to build strong communities, wellbeing and mental health.
- Create a sustainable environment in which communities can flourish.
- Work together effectively.

Peterborough Priorities

- Ensure that children and young people have the best opportunities in life to enable them to become healthy adults and make the best of their life chances.
- Narrow the gap between those neighbourhoods and communities with the best and worst health outcomes.
- Enable older people to stay independent and safe and to enjoy the best possible quality of life.
- Enable good child and adult mental health through effective, accessible health promotion and early intervention services.
- Maximise the health and wellbeing and opportunities for independent living for people with life-long disabilities and complex needs.

5. Strategic Policing Requirement (SPR)

The 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.

6. Government Strategies and Legislation

Many relevant strategies and pieces of new legislation across a wide range of themes have been considered in the writing of this plan.

7. Home Office Business Plan 2012-15

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
- Equal treatment and equal opportunity

Police and Crime Objectives for a safer Cambridgeshire

1. Maintain local police performance

This objective is set to ensure that the Constabulary considers performance in the widest sense, rather than being constrained by numerical targets. The emphasis is on delivering a better service with less money through redesigning how policing is delivered, collaborating with Bedfordshire and Hertfordshire forces and focusing on the Police and Crime Objectives set. The Constabulary has improved its performance from the previous year, with increases in victim satisfaction from 84.8 per cent to 85.1 per cent and in public confidence from 68.6 per cent to 71.4 per cent.

Call handling

The Constabulary strives to continually improve its call handling processes. In December 2012, over 95 per cent of emergency calls were answered within 10 seconds and in excess of 90 per cent of non-emergency calls were answered within 30 seconds. The establishment of an Incident Review Team focussing on the resolution of non-emergency incidents together with the continued provision of both home and police station appointments helps to release officers to respond to emergencies.

Making the best use of resources

Special Constabulary

Special constables are an integral part of modern policing and the Constabulary currently has 267 officers. Almost 40 per cent have Independent Patrol Status and the majority are deployed by local area commanders. Special constables also work within training departments, economic crime, rural policing and public protection.

In 2012 these officers provided almost 70,000 duty hours covering more than 7,000 duties. They were instrumental in supporting the Olympics at Cambridge Airport where dignitaries were arriving for onward travel to London for the Games.

Cambridgeshire special constables, along with colleagues in the eastern region, received a team award for mutual aid in 2012 in the National Special Constabulary and Police Service Volunteers Awards. The support they all provided has saved more than £223,000 for police forces across the region.

Police Support Volunteers

Police Support Volunteers (PSVs) represent a significant opportunity to increase the capacity and capability of the Constabulary and to increase the trust and confidence of the public in its police.

This is not about replacing police staff or giving volunteers police powers. It is about asking well motivated local people to work directly with the Constabulary in helping to deliver the best outcomes for local communities. This work will be built upon over the life of this plan. This position is entirely supportive of the government's drive for active citizens as reflected in ACPO's 'Citizens in Policing' programme. Volunteers currently work within a wide variety of roles.

The Office of the Police and Crime Commissioner manages 40 people who act as volunteers for the Independent Custody Visitors' Scheme, checking on the welfare of detainees in the Constabulary's cells.

Watch Schemes

The Constabulary supports a number of watch schemes which provide an invaluable service as additional eyes and ears, and 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 Community Safety Accreditation Scheme (CSAS) enables the Chief Constable, under the Police Reform Act 2002, to confer powers to the employees of appropriate external organisations. The accredited persons, or APs, as they are known, are recognisable by the CSAS emblem on their uniform.

CSAS powers are conferred to address local issues such as disorder, road safety and other low level offending and to improve community safety. All schemes are managed through formal protocols with the Constabulary and are subject to review.

There are currently three schemes in Cambridgeshire with a total of 55 APs; 25 are security staff at Addenbrooke's Hospital, the remaining 30 are from two Traffic Management Companies.

CSAS offers opportunities for greater community safety by extending the range of policing resources.

Local Policing

The challenge for the forthcoming year is to maintain the performance of the Constabulary by tackling 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 local policing delivery model is designed around existing local authority and community safety partnership boundaries and created six local policing areas: Peterborough, Fenland, Huntingdonshire, East Cambridgeshire, South Cambridgeshire and Cambridge City.

Local policing is 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 ensures 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 have been removed so that 180 PCSOs, 742 constables together with special constables form local policing teams under the leadership of the six area commanders. A project to review the role of PCSOs within Cambridgeshire Constabulary will be carried out in 2013. The work will look at how the PCSO role can best serve the needs of the public and the organisation in the future.

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

ACTIONS

- **Continue a policing style based on threat, harm, risk and opportunity.**
- **Support, and develop with partners, initiatives which promote community involvement in policing.**

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.**
- **Maintain 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.**



Pledges from the Police and Crime Commissioner

Call handling – I want to see a better and faster response to all telephone calls, not just 999 calls. The aim should be to answer every call in 30 seconds.

Special Constables – I want to see their numbers increased and would like to personally encourage people to volunteer.

Local Policing – We must meet local needs. Different local communities face different local problems; rural crime for example is no less important than what happens in the towns and cities. Policing cannot be one size fits all. The police should focus on the individual needs of each community and see that the resources allocated are delivering positive outcomes.

Working in partnership – There is a need to champion local initiatives between the police, local councils, including the parishes, the voluntary sector and all those working to reduce crime and build safer communities. In particular I want to encourage more people to get involved with local Neighbourhood Watch groups. I will be supporting Neighbourhood Watch in 2013/14 with a grant to enable them to play an even more active part in improving community safety.

Hold to account – I intend to properly hold the police to account with a genuine public partnership.

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 fifth lowest cost for its services in the country, the second lowest workforce, and yet has achieved a six per cent reduction in crime^[1] The Constabulary has the fourth lowest number of police officers per head of population and the fifth lowest number of police staff. Despite this low funding, the Constabulary detects 30 per cent of recorded crimes.

2012/13

| Cambridgeshire | Crime per 1000 people | Victim Satisfaction ^[2] with police service | Cost of policing per head of population | Workforce per head of population |
|------------------------------|-----------------------|--|---|----------------------------------|
| National ranking (out of 43) | 28th (mid table) | 22nd (mid table) | 5th lowest | 2nd lowest |

The budget for 2013/14 has been balanced by making savings of £3.7 million. The challenge remains to identify further savings of around £7.3 million in the period to 2016/17 and ensure the local policing capability is maintained.

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.

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. In the period February 2012 – January 2013 85.7 per cent of people were 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

To protect the front line the Constabulary will continue to provide a leaner, less bureaucratic and more efficient service through a process of continuous improvement. Work is being undertaken to better exploit existing IT systems; this will provide the opportunity to automate and improve the

flow of information across the Constabulary. This will get the information to the officer on the beat when they need it. It will also provide the opportunity for the public to digitally access the police. This work is called Programme Metis.

This programme will address the need for a three-force collaborative platform for sharing information and reduce the Constabulary's dependence on paper. It will also link with pre-existing initiatives such as the multi-force mobile data project Project Athena which will provide an ICT system to streamline crime and custody processes.

Alongside this work business areas, such as the Public Protection Department and Multi-Agency Referral Unit, are being evaluated to ensure they are delivering the most effective service possible.

Strategic Collaboration

Work will continue with local, regional and national partners to maintain the momentum on collaboration.

It will be ensured that any work not only enables the budget to be balanced, but also successfully contributes to the delivery of an efficient and effective police service while protecting local policing.

Building on historical success, future collaboration across operational and organisation support services will be used to generate significant savings.

While at its heart collaboration is about saving money it must also deliver equal or improved effectiveness and resilience for forces compared to what they could deliver on their own.

1 Recorded crime by police force area, English region and Wales, percentage change between 12 months to September 2011 and September 2012.

2 Victims of burglary, vehicle crime and violent crime

Estates

The Estates Department has carried out an analysis of all sites used by officers and staff in each new locality team. This process identifies 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 2012 the police opened a new facility at the John Mansfield Centre in Dogsthorpe, Peterborough. The estates department continues to bid for funding from third parties such as developers, and for shared premises to support the larger new communities.

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 Strategic Policing Requirement. The six district-based statutory community safety partnerships bring together the police, local authorities, fire and rescue, health, probation and representatives from other local statutory and voluntary agencies to tackle issues of crime and disorder. These partnerships come together at a county-level at the Cambridgeshire County Community Safety Board.

This wider partnership working will be strengthened over the life of this plan by the Police and Crime Commissioner who has a wider remit for community safety. He is also responsible for the allocation of the Community Safety Fund (see page 26).

The Office of the Police and Crime Commissioner has been working with the Health and Wellbeing Boards to develop the action plans needed to achieve their strategic priorities. It is clear these priorities will only be achieved if all agencies work together.

The Commissioner also has a responsibility to ensure an efficient and effective criminal justice system.

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

ACTIONS

- **Maintain engagement to enhance partnership working.**

MEASURES OF SUCCESS

- **Manage services within the approved budget for 2013/14 of £131.579 million.**
- **Demonstrate progress toward making budget savings of £7.3 million in the period to 2016/17.**

Pledges from the Police and Crime Commissioner



Visible policing – I will give priority to frontline and as much visible policing as possible. Money saved through efficiencies should go to protecting the frontline.

Increased collaborative working – I intend to improve efficiencies and make cost reductions by more co-operation with neighbouring forces over and above the Bedfordshire, Hertfordshire and Cambridgeshire Strategic Alliance.

3. Continue to tackle crime and disorder

The challenge is to achieve this goal within the budgetary constraints. There will need to be a significant emphasis on working with communities, both in terms of tackling the issues which have the most impact on their lives, but also in working with them to make our communities safer.

Crime has fallen by six per cent, which means almost 3,000 fewer victims of crime. 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.

Surveys^[3] show only 1.3 per cent of the county's population feels there is a high level of anti-social behaviour in their area. The survey of local residents also shows that 36 per cent have concerns about rubbish and litter, 16 per cent about drug misuse and 24 per cent about drunken rowdiness.

The Constabulary's response to incidents of anti-social behaviour is no different to that for reports of crime. Resources are deployed according to the vulnerability of the victim. The 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 and acquisitive crime activity to improve its ability 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
- Burglary
- Child sexual exploitation
- Domestic abuse
- Drug misuse
- Organised crime

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

- **Victim based crime is reduced over the next 12 months.**

3 Policing in Cambridgeshire survey 2012/13

Tackling Anti-Social Behaviour

Tackling anti-social behaviour continues to be a policing priority within this objective. The police service recognises the impact that repeated and targeted incidents of anti-social behaviour can have on individuals and local communities. The Constabulary commits to working actively with other agencies to co-ordinate an effective response to anti-social behaviour. It will consider a wide range of civil and criminal action to deliver sustained improvement in local communities. Key to this is ensuring agencies share information to help identify those who suffer repetitive incidents of anti-social behaviour, the most vulnerable individuals, and locations.

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

ACTIONS

- **Develop meaningful information sharing mechanisms with partners to identify vulnerable victims.**
- **Ensure effective use of information and community feedback informs resource deployment (patrol plans).**
- **Ensure an appropriate framework exists to manage and prioritise anti-social behaviour cases.**

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

- **Support partners to make innovative use of civil remedies and injunctions to reduce harm.**
- **Make positive use of media opportunities to influence perceptions of anti-social behaviour.**

MEASURES OF SUCCESS

- **Maintain the low levels of perceived anti-social behaviour.**
- **The level of anti-social behaviour does not increase over the next 12 months.**

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.

Dwelling Burglaries

Everyone wants to feel safe and secure in their home, but a proportion of criminals continue to steal from people's homes. Encouraging new housing developments to adopt the 'Secured by Design' specifications will assist in preventing this type of crime but the eyes and ears of local residents and watch schemes will help to create a hostile environment for offenders.

OUTCOME: A reduction in the number of dwelling burglaries.

ACTIONS

- Implement overt prevention initiatives with partners.
- Target those who persist in committing burglary offences.
- Develop teams of expertise.
- Establish effective predictive and response mechanisms.
- Enhance forensic opportunities to identify offenders.

MEASURES OF SUCCESS

- Reduction in the number of dwelling burglaries.
- Improved detection rate⁴.
- Increase in percentage of victims who were satisfied with the service provided by police.

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 Centralised Intelligence Bureau and attended by all key stakeholders, helps disrupt active organised crime groups, including those involved in supplying controlled drugs.

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 the 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. The Constabulary will aim to increase the volume of assets removed from organised crime groups active in the Constabulary area.

ACTIONS

- Improve the 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

- Reduction in the total harm caused by Organised Crime Groups operating within Cambridgeshire.
- Increase the volume of assets removed from criminals.
- Increase the value of assets removed from criminals.

⁴ This includes community resolutions, restorative justice and other out of court disposals.

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. 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

- Identify local areas where drug misuse is of concern to communities.
- Work with partners to implement preventative initiatives, through community safety partnerships, aimed at those most vulnerable to drug misuse.
- To ensure effective response mechanisms to local concerns.

MEASURES OF SUCCESS

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

Pledges from the Police and Crime Commissioner



Anti-social behaviour – The effects of anti-social behaviour can be far more wide reaching than other offences. It can damage the quality of life of a whole community. It must be systematically tackled

Burglary – All burglaries should be investigated by the police within an appropriate time of the offence taking place. We need to catch burglars. I will be monitoring burglary detection rates.

Drugs – I am supporting work with partners to tackle drugs misuse and associated crimes.

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. The Multi Agency Referral Unit (MARU), established with Peterborough City Council and Cambridgeshire County Council co-locates domestic abuse and child protection services for Cambridgeshire, and Adult Services for Peterborough. Work is on-going to bring more partners into the unit. This unit will ensure that the right support is provided to the right victims. In addition harm reduction will be delivered by Integrated Offender Management and violent or sex offenders will be managed through the Multi Agency Public Protection Arrangements (MAPPA).

Domestic Abuse

Domestic abuse accounts for 28 per cent of all violent crime within Cambridgeshire and Peterborough. This year more than 11,300 domestic abuse incidents and crimes were reported. In 2012/13 many more of those victims received ongoing support from local voluntary agencies than in previous years. The Constabulary's Public Protection Department will tackle this complex and challenging area of crime, increasing the confidence of victims to contact the police. In addition the staff will offer a specialist service for those 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.
- Continue to make use of the 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.

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 programme 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.

Police resources dedicated to IOM are co-ordinated through the harm reduction branch of the Public Protection Department. Resources are dedicated to working with high demand families through the Family Intervention Project and Together for Families in Cambridgeshire and Connecting Families at Peterborough.

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

- Explore effective options for geo-tagging of offenders.
- Identify software which enables multi agency case management.

MEASURES OF SUCCESS

- Reduce the percentage of offenders who re-offend within the 12 month follow-up period after discharge from the scheme.
- Limit the number of people who commit offences whilst on the 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 endorses 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:

- Child sexual exploitation
- Hate crime

Child Sexual Exploitation

The country has seen a number of high profile child sexual exploitation cases in the last three years. These cases have not only damaged the victims concerned but also the local communities, fracturing integration and cohesion.

ACTIONS

- **Implement the Association of Chief Police Officers (ACPO) Child Sexual Exploitation plan.**
- **Develop a better understanding of the risks of child sexual exploitation within the county.**
- **Work with partners to help protect the children and young people most at risk from this type of crime.**

Hate Crime

Hate crime is unique as it is about crimes committed against people because of who they are. It can have a significant impact on victims, both emotionally and in their confidence with 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 50 per cent and satisfaction of 72 per cent. The Constabulary recognises that the majority of victims of hate crime are likely to be repeat victims, even if they have not contacted the police before.

ACTIONS

- **Promote the True Vision third party reporting scheme.**
- **Develop partnership initiatives to promote the reporting of hate crime.**

MEASURES OF SUCCESS

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

Pledges from the Police and Crime Commissioner



Taking a preventative approach – Prevention and early intervention is key with persistent offenders and troubled families.

Young people – I am committed to supporting work with young people to divert them away from a life of crime.

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

One assistant chief constable leads the protective services for the Cambridgeshire, Bedfordshire and Hertfordshire police forces.

The Constabulary will ensure that it is able to deliver the specialist skills where they are needed, both to support local policing, but also to meet national needs, as described by the Strategic Policing Requirement. This document describes how chief constables and police and crime commissioners need to ensure their forces' 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 were examples where the Constabulary met national requirements.

The Government Cyber Crime strategy reflects the significance of crime through the internet, both in terms of fraud, but also the protection of vulnerable people. The Constabulary will explore regional or 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.

Policing the Roads

The Constabulary will, through a careful mix of enforcement, education, engagement and technology, continue to seek to keep people safe on our roads, whether a pedestrian, cyclist or motorist, and deny criminals the use of them. The full range of legislation which ensures the safety of our roads will be used in partnership with other agencies.

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 Offender Scheme.**
- **Participate in national, regional and local road safety campaigns and initiatives such as BikeSafe. Support charities such as the Road Victims Trust.**

MEASURES OF SUCCESS

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

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

Tackling Extremism

The Constabulary will, with the collaborated unit, deliver 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

The Budget

- The total budget the Police and Crime Commissioner is responsible for allocating is £131.579 million for 2013/14.
- This includes a Community Safety Fund (CSF) totalling £928,000. This funding was previously made up of a number of central Government grants which supported the work of community safety partnerships and other services such as drug and alcohol and youth offending. In 2014/15 the CSF will become part of the general Formula Grant Allocation.
- Savings of £3.7million have been found to balance the budget for 2013/14. Further reductions in spending estimated at £7.3million will be required by 2016/17.
- Careful consideration was given to the pros and cons of accepting the 2013/14 council tax freeze grant. However it was decided to decline this grant on the basis that it would lead to a further funding shortfall of £500,000 in 2015/16.
- Cambridgeshire's spending on policing was the fifth lowest in the country in 2012/13 per head of population; a dramatic decrease in budget could have a profound impact on the performance of policing in Cambridgeshire.
- Having made significant budget reductions the Commissioner proposed a 1.96 per cent council tax increase to the Cambridgeshire Police and Crime Panel to balance the budget. The Panel agreed to the Commissioner's proposal on February 7, 2013 along with the rest of the budget. The increase amounts to six pence per week for a Band D property (from £174.51 to £177.93 per year).
- This increase will balance the public's expectations of police visibility with the affordability of a below inflation council tax increase. The Commissioner has pledged to ensure value for money.

The Workforce

- 1,349 Police Officers (988 dedicated to local policing)
- 180 Police Community Support Officers
- 833 Police Staff (including 9.8 FTE Office of Police and Crime Commissioner staff)
- 267 Special Constables and still recruiting

Workforce Projections

| Police Officers | 2012/13 | | 2012/13 | | 2013/14 | |
|--|-------------------|---------------|---------------|---------------|----------------|---------------|
| | Original estimate | | Revised | | Estimate | |
| | FTEs | £'000 | FTEs | £'000 | FTEs | £'000 |
| Local Policing | 986.4 | 42,937 | 988.5 | 43,022 | 988.5 | 45,392 |
| Police Support and 2nd Phase Collaboration | 256.0 | 1,817 | 239.6 | 1,122 | 239.6 | 1,145 |
| Collaboration (protective Services) | 82.6 | 8,737 | 92.4 | 9,982 | 97.8 | 10,251 |
| Police Officers outside planned structures (temporary) | 45.3 | 1,987 | 31.9 | 1,351 | 13.3 | 563 |
| Total | 1,370.3 | 55,478 | 1352.4 | 55,477 | 1,349.2 | 57,351 |

| Police Staff | 2012/13 | | 2012/13 | | 2013/14 | |
|--------------|-------------------|---------------|--------------|---------------|--------------|---------------|
| | Original estimate | | Revised | | Estimate | |
| | FTEs | £'000 | FTEs | £'000 | FTEs | £'000 |
| Police Staff | 837 | 27,375 | 837 | 27,375 | 833 | 24,391* |
| PCSOs | 195 | 5,983 | 195 | 5,983 | 180 | 5,762 |
| Total | 1,032 | 33,358 | 1,032 | 33,358 | 1,013 | 30,153 |

* excluding police staff in collaborated units

Community Safety Funding

| 2013/14 Community Safety Funding Allocations to partners | |
|--|--------------------|
| Partner | Allocation 2013/14 |
| Cambridgeshire Community Safety Partnerships | £255k |
| Cambridge City Community Safety Partnership | £46k |
| Fenland Community Safety Partnership | £41k |
| Multi Agency Referral Unit | £41k |
| Integrated Offender Management | £35k |
| Huntingdonshire Community Safety Partnership | £28.5k |
| East Cambs Community Safety Partnership | £22k |
| Countywide Community Safety | £21k |
| South Cambs Crime and Disorder Reduction Partnership | £20.5k |
| Drug Intervention Programme Peterborough | £205k |
| Drug Intervention Programme Cambridgeshire | £116k |
| Safer Peterborough Partnership | £116k |
| Youth crime and substance misuse Cambridgeshire | £92k |
| Youth crime and substance misuse Peterborough | £74k |
| Cambridgeshire Constabulary – Drug Testing in Custody | £60k |
| Cambridgeshire Neighbourhood Watch (expected amount) | £10k |
| Total | £928k |

The Commissioner will hold to account partners in receipt of funding through ‘star chambers’ which will be held throughout the year. At the star chambers partners will be asked to share information relating to performance, finance and proposals for more efficient working individually, collectively and with new partners. It is recognised that the Commissioner’s funding is not the sole source of income for partners and that they have existing governance structures. Star chambers are not intended to replace these structures but will enable the Commissioner to personally understand the work of these partnerships and how this grant funding will add value.

The Chief Constable also makes some crime reduction/community safety grants from his delegated budget. There are no plans, currently, to change these allocations in 2013/14 although the Commissioner will wish to ensure that all grants are distributed in a co-ordinated way and their impact on the reduction of crime and disorder maximised.

The Future

- Funding for Victim Services transfer to the Police and Crime Commissioner in 2014/15. The Commissioner has indicated he aims to help deliver better value for money. Work is already ongoing with Neighbourhood Watch and Victim Support to look at the support already offered to victims in advance of this funding transfer. A proposed Victim Strategy for Cambridgeshire will also help inform this work.
- The Commissioner has pledged to reduce the cost of his office by ten per cent.
- All police staff previously employed by Cambridgeshire Police Authority transferred to the employment of the Police and Crime Commissioner on November 22 in what was called a Stage 1 Transfer. The Commissioner and Chief Constable have until April 2014 to agree which staff will transfer to the employment of the Chief Constable and which will remain with the Commissioner. This is called a Stage 2 Transfer, the detail of which must be approved by the Home Secretary.

Cambridgeshire Police and Crime Commissioner – 2013/14 Budget and Medium Term Financial Forecasts

| | Ref. | Budget 2012/13 £'000 | Budget 2013/14 £'000 | Forecast 2014/15 £'000 | Forecast 2015/16 £'000 | Forecast 2016/17 £'000 |
|---|-----------|----------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| Local Policing Expenditure | | | | | | |
| Police Officer Pay | 1 | 51,093 | 45,580 | 45,932 | 46,671 | 47,376 |
| Policing Officer Overtime | 2 | 1,911 | 1,880 | 1,880 | 1,880 | 1,880 |
| Police Pensions | 3 | 13,826 | 11,815 | 11,861 | 12,051 | 12,232 |
| Police Staff | 4 | 2,645 | 16,839 | 17,129 | 17,675 | 17,975 |
| Police Staff Overtime | 5 | 49 | 203 | 203 | 203 | 203 |
| PCSO Pay & Allowances | 6 | 5,983 | 5,762 | 5,935 | 6,113 | 6,296 |
| Total Local Policing Expenditure | 7 | 75,507 | 82,079 | 82,940 | 85,593 | 85,962 |
| Business Support Expenditure | | | | | | |
| Police Officer Pay | 8 | 433 | 1,333 | 1,338 | 1,359 | 1,380 |
| Police Staff | 9 | 21,348 | 7,552 | 7,680 | 7,811 | 7,944 |
| Training | 10 | 761 | 650 | 700 | 700 | 750 |
| Other Employee Expenses | 11 | 36 | 35 | 36 | 36 | 36 |
| Police Pensions | 12 | 117 | 286 | 287 | 292 | 296 |
| Premises Costs | 13 | 4,019 | 3,860 | 3,967 | 4,077 | 4,191 |
| Transport Costs | 14 | 2,280 | 2,438 | 2,522 | 2,609 | 2,700 |
| Supplies & Services | 15 | 13,609 | 12,805 | 13,237 | 13,568 | 13,907 |
| Third Party Payments | 16 | 683 | 959 | 976 | 995 | 1,013 |
| Total Business Support Expenditure | 17 | 42,286 | 29,918 | 30,743 | 31,447 | 32,217 |
| Collaboration Expenditure | | | | | | |
| Collaboration General | 18 | 847 | 530 | 254 | 242 | 235 |
| Procurement | 19 | 239 | 234 | 238 | 242 | 241 |
| Armed Policing | 20 | 2,397 | 2,304 | 2,312 | 2,349 | 2,385 |
| Scientific Services | 21 | 2,592 | 2,606 | 2,606 | 2,606 | 2,645 |
| Major Crime | 22 | 3,449 | 3,419 | 3,419 | 3,419 | 3,471 |
| Protective Services | 23 | 176 | 174 | 174 | 174 | 177 |
| Professional Standards | 24 | 868 | 861 | 869 | 878 | 891 |
| Roads Policing Unit | 25 | | 4,898 | 4,898 | 4,898 | 4,971 |
| Dogs Unit | 26 | | 767 | 767 | 767 | 778 |
| Special Branch | 27 | | 618 | 618 | 618 | 627 |
| ERSOU | 28 | 984 | 962 | 1,001 | 1,041 | 1,056 |
| Helicopter | 29 | 903 | 470 | 470 | 470 | 470 |
| Kings Lynn PIC | 30 | 856 | 688 | 706 | 723 | 734 |
| Total Collaboration Expenditure | 31 | 13,311 | 18,531 | 18,332 | 18,427 | 18,681 |
| Community Safety/Crime Reduction Grants (OPCC) | 32 | | 928 | 928 | 928 | 928 |
| Capital Financing Costs | | | | | | |
| Revenue Contribution to Capital | 33 | | 1,140 | 1,200 | 1,300 | 1,400 |
| Interest | 34 | 508 | 491 | 473 | 454 | 435 |
| Minimum Revenue Provision | 35 | 2,411 | 1,038 | 1,002 | 968 | 935 |
| Finance Lease | 36 | 10 | 10 | 10 | 10 | 10 |
| Total Capital Financing Costs | 37 | 2,929 | 2,679 | 2,685 | 2,732 | 2,780 |
| GROSS REVENUE EXPENDITURE | 38 | 135,033 | 134,135 | 135,628 | 138,127 | 140,568 |
| Grant – Community Safety | 39 | | -928 | -928 | -928 | -928 |
| Grant – Other | 40 | -3,862 | -11 | -11 | -11 | -11 |
| Income – Other | 41 | -2,139 | -1,462 | -1,498 | -1,536 | -1,574 |
| Total Income | 42 | -6,001 | -2,401 | -2,437 | -2,475 | -2,513 |
| NET REVENUE EXPENDITURE | 43 | 129,032 | 131,734 | 133,191 | 135,652 | 138,055 |
| Contributions +To/-From Reserves | 44 | -1,417 | -155 | 0 | 0 | 0 |
| NET BUDGET REQUIREMENT (NBR) | 45 | 127,615 | 131,579 | 133,191 | 135,652 | 138,056 |
| Budget-Decrease/+increase Year on Year | | | | 1.2% | 1.8% | 1.8% |
| Financed by: | | | | | | |
| Total Formula (Grant) | 46 | 77,852 | 80,211 | 78,606 | 77,034 | 75,494 |
| Precept | 47 | 48,793 | 45,544 | 47,135 | 48,792 | 50,496 |
| Council Tax Freeze Grant | 48 | 1,173 | 1,173 | 1,173 | 0 | 0 |
| Council Tax Grant Support | 49 | 0 | 4,807 | 4,740 | 4,740 | 4,740 |
| Collection Fund – Deficit/+Surplus | 50 | -202 | -155 | 0 | 0 | 0 |
| TOTALING FINANCING | 51 | 127,615 | 131,579 | 131,654 | 130,567 | 130,730 |
| BUDGET GAP | | | | | | |
| Cumulative | 52 | | | -1,537 | -5,086 | -7,326 |
| Year on Year | 53 | | | -1,537 | -3,538 | -2,241 |
| Band D Council Tax £ | 54 | £174.51 | £177.93 | £181.49 | £185.12 | £188.82 |

Appendix 2

Performance Framework

| Maintain local police performance | Baseline |
|--|----------|
| Dealing with local concerns | 72.3% |
| Satisfaction with service delivery | 85.4% |
| Achieve and maintain 300 Specials Constables | 245 |

| Continue to tackle crime and disorder | Baseline |
|---|------------|
| Reduce victim based crime | 40,653 |
| Increase the detection rate | 30.6% |
| Reduce dwelling burglary | 2,744 |
| Increase the burglary detection rate | 20.5% |
| Maintain low levels of perceived of anti-social behaviour | 0.9% |
| The level of anti-social behaviour does not increase over the next 12 months | 28,021 |
| Reduce the total harm caused by Organised Crime Groups operating in Cambridgeshire ¹ | N/A |
| Increase the volume of assets removed from criminals | 136 |
| Increase the value of assets removed from criminals | £1,502,063 |
| Perception of drug misuse | 14.0% |

| Keeping people safe | Baseline |
|--|----------|
| Reduce the percentage of offenders who reoffend within 12 months ² | N/A |
| Limit the number of people who commit offences whilst on the scheme ³ | N/A |
| Improve the ratio of reported incidents of domestic abuse to prosecutions ⁴ | 8.4% |
| Increase the satisfaction of victims of racist incidents ⁵ | 78.7% |

| Maintain the resilience of protective services | Baseline |
|--|----------|
| Reduce the number of people killed or seriously injured in road traffic collisions | 370 |

1 Measures and data currently being finalised.

2 Measures currently being finalised with partners.

3 Measures currently being finalised with partners.

4 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.

5 This is a measure of racist incidents only

Figures may not cast exactly due to rounding

Cambridgeshire Police and Crime Plan 2013-16

This plan has been produced by the Cambridgeshire Office of the Police and Crime Commissioner.
If you require the plan in an alternative format please contact 0300 333 3456.