

Police and Crime Plan 2017-20

Community Safety and Criminal Justice

Cambridgeshire and Peterborough



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Foreword from the Police and Crime Commissioner



Jason Ablewhite
Police and Crime Commissioner

“Through this plan I aim to meet the needs of our many and diverse communities and ensure we have a police service that we can all trust and be proud of.”

On being elected as Police and Crime Commissioner for Cambridgeshire and Peterborough in May 2016 I knew I wanted to take the opportunity to develop a Police and Crime Plan that took a fresh look at the challenges and opportunities that lie ahead. I have spent much of my first year in office getting out and about, meeting as many people as possible to get a firm understanding of the issues faced by those involved in tackling crime and disorder across Cambridgeshire and Peterborough, the wider region and nationally.

As a result this plan has not been developed in isolation. I have worked closely with the Chief Constable and his team to make sure this plan ties in with the strategic policing priorities. I have listened to the public, police officers and staff and our partners. I would like to thank everyone who has helped me in the development of this plan.

Cambridgeshire is one of the fastest growing counties in the country both in terms of its economy and its population. In the Centre for Cities report¹ of the towns and cities that had the fastest population growth between 2004-13, Peterborough is 2nd (15.20% growth) and Cambridge 5th (12.70% growth). Whilst our cities generate the highest demand on policing, Cambridgeshire remains largely rural in nature with its own demands and pressures.

It is clear to me that in the face of complex economic and social pressures we must think and act differently and continue to transform the way we work through collaboration and new technology. The police never work in isolation. We need to think innovatively about how we work with others to provide the public with effective, joined up services.

¹SOURCE: CENTRE FOR CITIES/ONS: CITIES OUTLOOK 2015
<http://www.centreforcities.org/wp-content/uploads/2015/01/15-01-09-Cities-Outlook-2015.pdf>

Cambridgeshire's decision to support a devolution deal provides an opportunity to do this. Devolution will drive changes to the way public services work together in the county, aligning activity, improving efficiency and reducing cost. This strategy has the same ambitions at its heart. Devolution will bring significant extra investment and will see the election of a mayor to oversee growth and development of the county.

I am a big fan of keeping things simple and not trying to over-complicate. The challenge to my team was to develop a plan that could be explained on a single page. This plan focuses on four key themes:

1. Victims
2. Offenders
3. Communities
4. Transformation

The plan puts people at the heart of what we do, focussing on the most vulnerable members of society, putting victims at the centre of our work, bringing offenders to justice and deterring them from re-offending.

I am a realist and I will not pretend that this will be easy. Through this plan I aim to meet the needs of our many and diverse communities and ensure we have a police service that we can all trust and be proud of. Cambridgeshire is one of the safest counties – but we cannot become complacent as there are real and emerging challenges. We must embrace all the new opportunities available to us and continually seek out new ways of delivering our services. It is only by working together that we can keep Cambridgeshire safe.

Foreword from the Chief Constable



Alec Wood MA
Chief Constable
Cambridgeshire Constabulary

“To continue to keep our communities safe we need to understand and manage our demand and look for new, effective and efficient ways to deliver policing.”

Cambridgeshire Constabulary is an organisation of hard working, dedicated and professional individuals who constantly strive to respond to the needs of all those who live, work and visit Cambridgeshire. This is not a simple task. Cambridgeshire continues to be one of the fastest growing areas in the country with an estimated further growth of 25 per cent by 2031.

Coupled with this, the nature of crime and threat from terrorism is rapidly changing, requiring us to be flexible and forward thinking to continue to keep our communities safe. Despite these challenges I am proud that Cambridgeshire continues to be one of the safest counties in the country. I am confident that all those working as police officers, police staff, special constables or volunteers for the force understand and share my mission to safeguard the most vulnerable, support victims of crime and robustly investigate and bring offenders to justice.

To continue to keep our communities safe we need to understand and manage our demand and look for new, effective and efficient ways to deliver policing. By understanding and managing our demand we are better able to target those individuals who pose the greatest threat and risk of harm to society. It must be recognised that while a growing proportion of the crime and threat we now face is cyber enabled, the impact on the victims has not changed. The individuals who commit these crimes operate across national and international boundaries, rapidly developing and adapting their technology and methods used to exploit people. It is therefore important that we work with our policing partners across the region and the country to ensure we are able to effectively prevent and investigate these crimes to keep the county safe.



It is important that we remember our duty to the tax payer to deliver a police service in the most efficient and effective way, providing the best value for money. This means exploring new and innovative approaches, investing in technology and working with others, be that in our strategic alliance with Bedfordshire Police and Hertfordshire Constabulary or with our partners in the local authority, fire, health and the voluntary sector. Through working together we are all able to deliver a more coherent response to communities needs whilst providing resilience for now and in the future.

My priorities for the year ahead remain unchanged, to provide the best possible police service to the people of Cambridgeshire, to keep our communities safe from harm and to respond to the changing nature of crime in an effective and efficient way.

Policing Cambridgeshire and Peterborough

OUR COUNTY

The force area covers **1,309** square miles

Largely rural county with major cities of Cambridge and Peterborough

Population of **800,000** has increased **13%** in 10 years

Highly diverse population with over **100** languages spoken

18.6% of the population are non-white British

Population includes **25,000** students

Crime has reduced by **8.4%** in Cambridgeshire since 2010

RESOURCES

In Cambridgeshire, officer numbers have fallen 8% since 2010 compared to the national average of 12% ¹

76% of Police officers are frontline

£16.1 million has been saved between 2013/14 – 2016/17

Policing costs 43p a day per person compared to a national average of 55p – Cambridgeshire Constabulary is the cheapest force outside London

ON A TYPICAL DAY IN CAMBRIDGESHIRE...

There is **one** officer on duty for every **1,849** people living in the force area ²



Officers will make **34 arrests**. **1.5** of these will be for sexual offences



Amongst other crimes, officers will deal with – **6** dwelling burglaries **66** thefts **9** thefts from a motor vehicle **2** thefts of a motor vehicle **30** violence crimes **1** robbery, and **4** sexual offences including **1** rape

They will Issue **4 cautions**, **one** Penalty Notice for Disorder and **one** Cannabis Warning

300 calls to **999** and **1000** calls to **101** are received

466 Incidents are recorded

133 crimes are reported



AS WELL AS DEALING WITH CRIME EACH DAY, OFFICERS WILL...

Respond to **21 incidents** flagged as being associated with people with mental health issues

Respond to **8 missing person reports**. **5** will be classified as high/medium risk, each of which will take an average of **18 hours** of police time

Attend **7 road traffic collisions** where there were casualties. Undertake **33 breath tests**

Carry out **9 stop and searches**³. Of these **5** are drugs related. Of the **9** stop and searches, one will result in an arrest

Deal with **62 ASB incidents**

ONGOING DEMAND

In addition, to reacting to calls for service from the public, on a typical day the police will also be undertaking proactive work to safeguard the public



Supporting **1245 families** enrolled in the troubled families programme

Supporting **1385 cases** where domestic abuse victims were discussed at Multi-Agency Risk Assessment Conferences

Managing **761 sexual and violent offenders** under Multi-Agency Public Protection Arrangements in partnership with other local bodies

Supporting **766 children and young people** subject to a Child Protection Plan

Mental health is a contributory factor in one in seven calls for service

29,218 victims known to the police

A third of victims live in most deprived areas

¹ Source: Home Office Statistics, Police Workforce, England and Wales: 31 March 2015, Table 2 and 3. 1,347 Full Time Equivalent (FTE) Police Officers 31 March 2016 compared to 1,471 31 March 2010.

² Using the FTE number of police officers in Cambridgeshire as at the end of March 2016 (Source: HR) (divided by 3 as a proxy for shifts). This was divided into the population of Cambridgeshire (Source: iQuanta, Foresight, Mid-2014 Population estimates based on the 2011 Census).

³ Each stop and search is estimated to take 15 minutes (a government estimate but no source) to complete – that's 135 minutes or 2.25 hrs per day.

Statements about demand based on data recorded in the rolling 12 months to March 2016.

What people say

The types of crime that people are most concerned about:

- House burglary
 - Road safety – including speeding, drink driving and dangerous driving
 - General anti-social behaviour
 - Criminal damage, vandalism
 - Cybercrime/internet enabled crime
- (based on 3,489 responses to survey)

The things people would like the police to prioritise:

- More local policing to increase police visibility
 - Bringing offenders to justice
 - Road safety – including speeding, drink driving and dangerous driving
 - House burglary
 - General anti-social behaviour
- (based on 3,489 responses to survey)

'The use of technology should spread to allow a linking up of databases to combat crimes and to support the growing concern of cybercrime'

'I strongly believe that because of the general good will among law abiding citizens, in the main, the public want to assist the local Police particularly with burglary and anti-social behaviour. The use of CCTV and easier access to named Police personnel would aid in that process'

'I believe the Police do a good job with limited resources. They need more funding either through the Council Tax or Government Grants to increase Police Officer numbers'

'Try to involve the public more in fighting crime. Most people will be more likely to help if Police are more active in using this resource'

'Keep the e-cops email. It is very helpful to know when there have been a spate of thefts. We can all be more vigilant about spotting crimes and keeping things and people safe'

'Have a better website, more information and more interactive. Have a better online presence and engagement processes. Be honest about not being able to do everything and that some things are not priorities and will not be actioned'

'More visible policing and keeping on top of anti-social behaviour'

Police and Crime Plan – Community Safety and Criminal Justice



Victims

SHARED OUTCOME: Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support

AIM: Deliver a victim first approach

The needs of victims and witnesses must remain central to the work of criminal justice agencies in Cambridgeshire.

When they report a crime to the police they must be treated with respect and provided with the best service possible. Clearly we want to ensure that victim satisfaction levels remain high as this measure is one way we can check on the service provided – but it isn't just about numbers. It is about ensuring victims and witnesses are kept safe, given regular updates on their case and seamlessly supported throughout their experience. The new Victim and Witness Hub is already leading the way on this. The Code of Practice for Victims of Crime sets out the minimum standard of service which victims should receive. In particular the right for a victim to make a personal



impact statement and have it read out in court.

The Commissioner also has a statutory duty to ensure an 'effective and efficient criminal justice system' and is committed to championing the needs of victims within the system. Practices across the whole system in Cambridgeshire need to be reviewed to consider how they impact onto victims and witnesses. It is also crucial that victims receive the emotional and practical support they need to cope and recover. The Commissioner has responsibility for commissioning these services which must be easy to access, cost effective and responsive to the changing needs of the victim. This includes restorative justice which is offered to all victims allowing them the opportunity to understand their offender's motivation. Support must also be available for victims of anti-social behaviour who need it.

Agencies must work in partnership across the county to understand how they can prevent people, in particular those who are vulnerable, becoming victims in the first place. In particular the Commissioner and the Constabulary are already leading conversations with the Cambridgeshire and Peterborough Clinical Commissioning Group to highlight the importance of continuing to improve the multi-agency response to keeping people in mental health crisis safe. The police often become the first response in such situation – work must continue to ensure such people receive the right care at the right time and from the right service.

“The Victim and Witness Hub routinely provides support to a third of all those who report they have been a victim of crime in Cambridgeshire.”

Victims Objectives

The police respond to an individual's immediate needs and safeguard them from potential future victimisation

Victims and witnesses of crime can access appropriate and proportionate needs-led emotional and practical support at all stages of the Criminal Justice System process

Victims and witnesses are treated with respect and their needs are acknowledged during the criminal justice process



PRIORITIES FOR ACTION

- Ensure that victims from the three priority groups (serious crime, persistently targeted and vulnerable or intimidated) are identified and provided with an appropriate response based on their level of risk at the initial point of contact.
- Reduce the impact of anti-social behaviour by ensuring victims receive a proportionate response that is tailored to their needs.
- Ensure victims of crime receive a consistently high quality investigation.
- Review processes so people in mental health crisis receive the right care at the right time and from the right service.
- Continue to develop services to enable victims and witnesses to be seamlessly supported through the criminal justice process wherever they live in the county. For example victims of burglary and other serious crime will always be visited by a police officer.
- Ensure support services for victims and witnesses are commissioned in a cost efficient way, have clear referral pathways and handovers between agencies as individuals' needs change.
- Develop a countywide partnership response to reduce the harm, risks and costs of domestic abuse, child abuse and exploitation (including child sexual exploitation), serious sexual offences, trafficking and modern day slavery and 'Violence Against Women and Girls' which keeps victims safe from future victimisation.
- Offer victims of crime the opportunity to ask to meet their offender in a restorative justice conference at a time that is right for them.
- Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.

Offenders

SHARED OUTCOME: Offenders are brought to justice and are less likely to re-offend

AIM: Reduce re-offending

Nationally crime levels have fallen over the last twenty years. However, the nature of crime has changed from high volume burglary and vehicle crime to previously 'hidden' crimes like child sexual exploitation, sexual violence, domestic abuse, as well as online fraud and cybercrime.

This has also been reflected in Cambridgeshire and Peterborough. Despite recent rises in levels of recorded crime, believed to be driven by improved recording practices, the overall crime rate for Cambridgeshire remains lower than previously. However, more locally there is a mixed picture with pressures resulting from crime levels in some areas.



The Constabulary receives around 30,000 calls for service each month and there were 49,738 reports of crime in the year ending June 2016. In 2012 it was estimated that more than 50,000 people living in Cambridgeshire and Peterborough aged 10 – 65 years could have committed some sort of offence in the previous 12 months.

Tackling and investigating crime so that offenders are brought to justice, while ensuring the best outcomes for victims, is clearly a core policing role. Police resources are available at a local, regional and national level. A programme to improve crime investigation is underway.

An integrated approach is needed from statutory and voluntary sector agencies to prevent crime in the first place. The causes of criminality must be addressed to make people less likely to re-offend so that there are less victims in the future. This includes addressing longstanding issues such as drug and alcohol misuse, health needs, employment, training and education and accommodation.

For the most complex offenders a partnership approach is needed to protect local communities.

The Commissioner is responsible for holding the Constabulary to account, while respecting the Chief Constable's operational independence.

“Police powers enable us to deal with offenders. We must also focus on rehabilitation and addressing the causes of someone’s offending behaviour.”

Offenders Objectives

Police enforcement disrupts offenders and deters would-be offenders

Offenders are brought to justice while ensuring the best outcomes for victims

All agencies coming into contact with offenders ensure they address the causes of criminality

A partnership approach will be taken that protects local communities from crime and manages the most complex offenders



PRIORITIES FOR ACTION

- Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims.
- Use a partnership approach to tackle crimes which are of greatest concern to the public such as violent, drink and drug related crime, burglary and rural crime.
- Improve partnership working to ensure resilience of services and effective and efficient action to address long-term causes of offending such as health issues, housing, drug and alcohol misuse, education, employment and training.
- Ensure that the Criminal Justice System sees reducing re-offending as a key part of its work.
- Support preventative and early intervention approaches to divert young people and adults away from offending and re-offending.
- Increase the range of environments in which restorative justice is used to improve victim satisfaction and reduce re-offending.
- Protect local communities from those people who present a risk of serious harm to them through effective and efficient offender management and partnership working.
- Hold the responsible authorities to account for meeting their duties to protect their local communities from crime and to help people feel safer.
- Work with the voluntary sector and other partners to enable the rehabilitation of offenders.
- Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed.
- Contribute to national policing needs as set out in the Strategic Policing Requirement including counter-terrorism, serious and organised crime, cyber security, public order, civil emergencies and child sexual abuse.

Communities

SHARED OUTCOME: Communities have confidence in how we respond to their needs

AIM: Support safer and stronger communities

The police, in common with all other public service organisations, are facing challenges as budgets reduce and types of crime that people face change.

What people want is a police presence that can be seen and that deals effectively with local issues. The Constabulary has to balance this public desire for police visibility with a rise in crimes such as domestic violence, child sexual exploitation and cybercrime. These crimes tend to take place behind closed doors, not on the street, taking up officer time that is not visible to the wider public.

The work of the different agencies, such as healthcare providers, local authorities and the emergency services, are linked. The work of one impacts on the work of the others. Often agencies are dealing with the same people who have multiple issues and complex needs.

The solution is to make sure that services are aligned to support each



other and not duplicate each other's work. Public services must actively seek ways of sharing capabilities, intelligence and facilities to meet people's needs in a cost effective way. There will be a particular focus on the most vulnerable members of society such as those from minority groups, the less able and those in mental health crisis.

This partnership approach extends to the public, tapping into the knowledge, good-will and enthusiasm of our citizens to support the police, and others, in protecting our communities. Volunteers can provide specialist advice, local intelligence and community work to support safer and stronger communities. There are many ways to volunteer such as through Neighbourhood Watch, Speedwatch, Police Support Volunteers and Independent Custody Visitors.

Through these actions we will address the issues that concern our communities the most such as anti-social behaviour, road safety, hate crime, criminal damage and street crime.

It is essential the public respect and trust their Constabulary and confidence remains high. All public servants must maintain the highest level of standards and behaviour. The College of Policing's Code of Ethics defines standards of behaviour in policing. Positive engagement can support public confidence and victim satisfaction. Where service delivery or conduct is not to an appropriate standard this can have the opposite effect. We must have systems in place to deal with complaints appropriately and to learn lessons for the future. The Commissioner already has a role in monitoring police complaints. The Policing and Crime Act 2017 will enable this oversight role to be increased.

“Public services must actively seek ways of sharing capabilities, intelligence and facilities to meet people's needs in a cost effective way.”

Communities Objectives

Joining-up service provision to listen and respond to day to day community safety issues

Increase public involvement to improve community understanding and resilience

Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust



PRIORITIES FOR ACTION

- Jointly engage with all communities to understand and respond to local concerns.
- Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need.
- Bring together services and systems to respond to community issues in a sustained and co-ordinated way e.g. co-location, aligned activity and information sharing.
- Reassure the public of the Constabulary's commitment to local policing to maintain public confidence and deal with issues of local concern such as road safety, anti-social behaviour and Hate Crime.
- Extend the use and scope of police powers inside and outside the Constabulary.
- Build relationships with communities to gather information and intelligence to prevent crime: high levels of witnesses, low levels of crime.
- Promote public involvement through active participation and support initiatives aimed at building community understanding and resilience.
- Educate and support local people to recognise vulnerable members of their community and know how to help them.
- Ensure there are recruitment, retention and progression policies that result in a police force that is representative of the communities we serve.
- Ensure each member of the police force delivers the highest professional standards in service to the public, demonstrating the values of respect, honesty, integrity, openness and selflessness, in line with the Code of Ethics.

Transformation

SHARED OUTCOME: We deliver improved outcomes and savings through innovation and collaboration

AIM: Ensure value for money for taxpayers now and in the future

Transformation of the way we deliver public services in the county is key to providing the savings required to deliver this plan. This work is not limited to collaboration with other police forces, through tri-force or seven-force alliances, but is now looking much more widely. The Policing and Crime Act provides a framework for joint working with the Fire and Rescue Service and in Cambridgeshire this has already begun with a review of estates. This builds on the existing work maximising the use and value of the £35m police estate.

The creation of a combined authority for Cambridgeshire and Peterborough along with the devolution of powers also provides an opportunity to work more closely to improve community safety.

Nationally 84 per cent of what the police do is not crime-related. All agencies need to understand the current and potential future demand on their services, and whether they are the right service to respond, to enable them to decide how they can best respond to communities when they need them. Strong partnership governance is vital so that when agencies in Cambridgeshire take decisions about changing services we ensure that they do not have unintended consequences for other organisations – we need to ensure that we shrink together, not apart. In policing, new technology is an important part of this jigsaw releasing both officer time, increasing visibility and improving the quality of investigations. For example body-worn cameras capture live evidence, mobile devices ensure



front line officers can update their records from within the community and remote links into courts save officer travelling time. Technology is already transforming the way the police service operates.

“ Budgetary pressures are set to continue, with savings of more than £6m to be found by the end of 2019/20 in policing alone. ”

Transformation Objectives

Drive efficiency and effectiveness in policing through local, regional and national collaboration

Work with partners to realise the benefits for community safety which can be derived from improved governance and integrated delivery

Continue to drive transformation within Cambridgeshire Constabulary

Identify the best way for fire and policing to work together in the future



PRIORITIES FOR ACTION

- Use and improve understanding of demand to drive efficiency to protect frontline services.
- Continue to embed tri-force collaboration with Bedfordshire and Hertfordshire as a means of achieving savings.
- Explore further opportunities to enhance frontline policing services by maximising all opportunities to work collaboratively with other police forces, driving out further efficiencies in the most ambitious police collaboration programme yet with Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent police forces.
- Ensure the benefits of new and historical investment in technology are realised.
- Ensure Cambridgeshire's voice is heard at a national level and influences policy changes.
- Work closely with local public sector leaders to identify the potential benefits for community safety through new governance mechanisms such as the combined authority and devolution of powers.
- Develop the capacity and capability to undertake effective community safety and criminal justice commissioning, using grants and commissioning as strategic leverage for evidence-based change.
- Use cash reserves strategically and work in partnership to maximise the use of and value from the police estate.
- Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.
- Work with the Fire Authority to explore opportunities for fire and police to work together.

Finances

On this page we explain the main sources of finance for the Constabulary.

The budget

The main sources of funding for policing in Cambridgeshire come from a government grant and the policing element of the council tax.

Details about the sources of funding and on how the money is spent can be found in the Medium Term Financial Plan [here](#). A summary of the Medium Term Financial Plan can be found in the Appendix on Page 22.

Community Safety Funding – Police and Crime Reduction Grants

Police and Crime Commissioners have responsibility to make crime and disorder reduction grants under the Police Reform and Social Responsibility Act 2011. The Act allows grants to be made that “will secure, or contribute to securing crime and disorder reduction in the force area”.

A great deal of work has been undertaken to influence how partners approach problems in communities which impact on all agencies. Working together on mental health, addressing anti-social behaviour, responding to and preventing problems caused by alcohol and drug misuse and safeguarding vulnerable people are all issues which remain high on the Commissioner’s list of priorities.



Details of Community Safety grants awarded by the Police and Crime Commissioner can be found [here](#).

Victims

In 2014, Police and Crime Commissioners took over responsibility for commissioning local support services for victims of crime. The Ministry of Justice provides the Commissioner with a grant each year to enable services which best meet the needs of local victims of crime to be funded.

In Cambridgeshire, the Commissioner leads an integrated model of support for victims and witnesses which ensures victims receive the support they need to cope, recover and, where possible, return to the life they had before the crime occurred. Details of Victims’ support grants can be found [here](#).

Police and Crime Commissioner’s Youth Fund

£40k will be made available from the Police Property Act monies to fund small projects (no more than £2k) to engage young people in positive community activities. The Commissioner’s Youth Fund is managed by Cambridgeshire Community Foundation and awards are prioritised in areas linked to high levels of youth offending and child deprivation. From 2017/18, £30k of the fund will be matched against a £30k national fund aimed at encouraging young people into volunteering. This will create a total fund of £70k.

Projects awarded funds from the Commissioner’s Youth Fund can be found [here](#).

Community Safety Accreditation Schemes (CSAS)

The Community Safety Accreditation Scheme (CSAS) allows the Chief Constable to confer powers to the employees of appropriate external organisations. Powers are conferred to address local issues such as disorder, road safety and other low level offending. The schemes currently operating can be found [here](#).

Business Intelligence Information

Nationally, there has been clear move away from a purely quantitative or numerical performance regime to one which is more qualitative and embraces an assessment of vulnerability and impact on long term demand. In 2010, the then Home Secretary abolished Home Office performance targets. This move is reflected in the assessments made by Her Majesty's Inspectorate of Constabulary.

The Chief Constable is responsible for the delivery of policing and has arrangements in place for the management of performance and the Constabulary's response to emerging issues. A vast range of performance information is monitored by the Constabulary to inform decision making and prioritisation on a daily basis. It is important to note that the indicators monitored are not targets. At a strategic level, the Constabulary's Executive Board, Force Performance Board and Force Monthly Performance Meeting each have a monitoring role.

In addition to formal reporting, the Commissioner uses feedback from the public to help him to support and challenge the provision of policing in Cambridgeshire. He also undertakes a programme of frontline visits to help him support and challenge across the system of policing, community safety and criminal justice.

The performance information monitored by the Constabulary and the Commissioner includes new data sets and will evolve over time to reflect operational developments. Given the focus on the community safety and criminal justice system as a whole, broader indicators rather than purely policing data have been incorporated, this includes Ministry of Justice data on reoffending rates and public health data. Partnership governance and the performance framework will be developed further with partner agencies.



Victims

Shared Outcome

- Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support

Aim

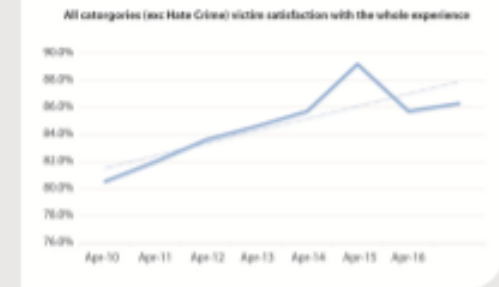
- Deliver a victim first approach

Objectives

- The police respond to an individual's immediate needs and safeguard them from potential future victimisation
- Victims and witnesses of crime can access appropriate and proportionate needs-led emotional and practical support at all stages of the Criminal Justice process
- Victims and witnesses are treated with respect and their needs are acknowledged during the criminal justice process

Business Intelligence Information

- Satisfaction with service delivery
- Mental health demand
- Restorative Justice referrals
- Outcome rates
- Satisfaction with Victim and Witness Hub service delivery
- Crime Harm Index
- Failed cases data



Offenders

Shared Outcome

- Offenders are brought to justice and are less likely to re-offend

Aim

- Reduce re-offending

Objectives

- Police enforcement disrupts offenders and deters would-be offenders
- Offenders are brought to justice while ensuring the best outcomes for victims
- All agencies coming into contact with offenders ensuring they address the causes of criminality
- A partnership approach will be taken that protects local communities from crime and manages the most complex offenders

Business Intelligence Information

- Recorded crime
- Drugs data
- Liaison and Diversion Scheme data
- Police responses
- Out of court disposals
- Outcome rates
- Effective trial/ineffective trial/cracked trial/conviction rate data
- Re-offending data
- New entrants to criminal justice system data
- Violent crime



Communities

Shared Outcome

- Communities have confidence in how we respond to their needs

Aim

- Support safer and stronger communities

Objectives

- Joining up service provision to listen and respond to day to day community safety issues
- Increase public involvement to improve community understanding and resilience
- Inspire all public servants to maintain the highest levels of professionalism and ethical behavior to ensure public confidence and trust

Business Intelligence Information

- Public confidence
- How safe do communities feel?
- Hate crime
- Anti-social behaviour
- Volunteering
- Complaints
- Call handling
- Killed and seriously injured casualties
- Workforce diversity



Transformation

Shared Outcome

- We deliver improved outcomes and savings through innovation and collaboration

Aim

- Ensure value for money for taxpayers now and in the future

Objectives

- Drive efficiency and effectiveness in policing through local, tri-force, (Bedfordshire, Cambridgeshire, Hertfordshire) regional and national collaboration
- Work with partners to realise the benefits for community safety which can be derived from improved governance and integrated delivery
- Continue to drive transformation within Cambridgeshire Constabulary
- Identify the best way for fire and policing to work together in the future

Business Intelligence Information

- Medium Term Financial Plan

APPENDIX

Medium Term Financial Plan as at 01 March 2017

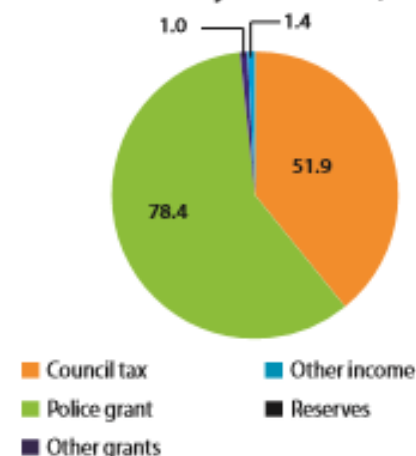
	Budget 2016/17 £'000	Forecast 2017/18 £'000	Forecast 2018/19 £'000	Forecast 2019/20 £'000	Forecast 2020/21 £'000
EXPENDITURE					
Total Local Policing Expenditure	62,222	73,282	74,844	76,533	77,824
Total Business Support Expenditure	17,359	17,072	19,858	20,128	20,558
Total Collaboration Expenditure	21,998	20,810	21,081	21,210	21,544
Total To Be Collaborated	26,278				
Total New Collaboration		16,904	17,175	17,450	17,729
Total OPCC Expenditure	1,229	1,114	1,131	1,149	1,167
Police National ICT Company Subscription	60	60	60	60	60
Community Safety / Crime Reduction Grants	1,300	1,276	1,276	1,276	1,276
MoJ Victims Grant	981	981	981	981	981
Total Capital Financing Costs	2,420	1,187	1,761	3,232	3,204
GROSS REVENUE EXPENDITURE	133,847	132,686	138,167	142,018	144,343
Total Income	-1,376	-1,421	-1,421	-1,421	-1,421
NET REVENUE EXPENDITURE	132,471	131,265	136,746	140,597	142,922
Contributions +To /- From Reserves	-1,967	0	0	0	0
NET BUDGET REQUIREMENT (NBR)	130,504	131,265	136,746	140,597	142,922
FINANCED BY					
Formula Grant	79,431	78,411	77,408	76,417	75,439
MoJ Victims Grant	981	981	981	981	981
Precept	49,682	51,673	53,755	55,921	58,346
Collection Fund - Deficit / +Surplus	410	200	200	200	200
TOTAL FINANCING	130,504	131,265	132,344	133,519	134,966

The budget gap over the plan period will be financed by savings made through Collaboration, Local Policing Review, Procurement and Estates

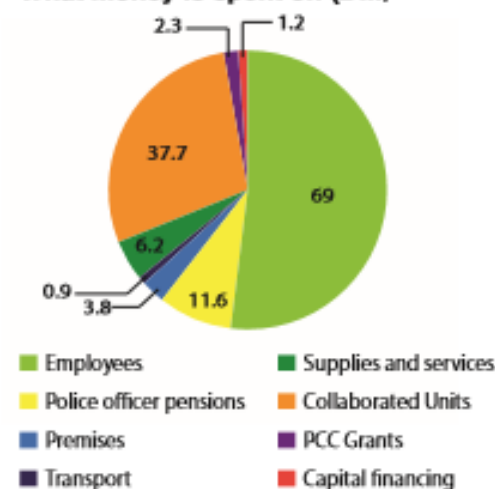
The full Medium Term Financial Plan can be found at:

www.cambridgeshire-pcc.gov.uk/transparency/financial-information/

Where the money comes from (£'m)



What money is spent on (£'m)





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