



Police and Crime Commissioner
CAMBRIDGESHIRE AND PETERBOROUGH
Darryl Preston

Police and Crime Plan 2021 to 2024



Tackling crime and keeping communities safe



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Front cover

Darryl Preston, Police and Crime Commissioner for Cambridgeshire and Peterborough.
From 1985 to 2015 he was a serving police officer – first in uniform in the Metropolitan
Police and, from 1998, in Cambridgeshire, initially in uniform before becoming a detective.



Contents

Foreword from the Police and Crime Commissioner	4
Local priorities	6
Tackling crime and keeping communities safe	
Putting communities first	8
Crime prevention	10
Supporting victims and witnesses	12
Ethical policing	14
Robust enforcement	16
Finances	18
Governance / accountability	20
National priorities	22

Tackling crime and keeping communities safe

Darryl Preston, Police and Crime Commissioner for Cambridgeshire and Peterborough



As your Police and Crime Commissioner I want my Police and Crime Plan to be one that works for the residents of Cambridgeshire and Peterborough.

Listening to local residents, businesses and organisations across the county has helped me shape the key priorities for my plan to prevent and reduce crime in Cambridgeshire.



These priorities are what residents expect from Cambridgeshire Constabulary and other organisations working to support criminal justice and community safety.

We all recognise that the police must deal with high harm issues such as serious sexual offences, domestic abuse, child abuse and serious violence.

But communities also want the local issues they experience daily to be resolved.

We now have a record number of police officers, but the police cannot tackle these issues alone. I will work hard to support a joined-up approach in responding to public concerns. On behalf of the public, I will hold partners to account to ensure they do so.

My motivation as your Police and Crime Commissioner remains the same as the day I joined the police, to catch criminals, help victims and keep people safe.

My plan has been driven by the views of the people of Cambridgeshire and Peterborough and is summarised in the graphic on the next page.

These themes for preventing and reducing crime will shape policing and crime priorities in Cambridgeshire and Peterborough for the next three years.

I will make sure the voice of residents and businesses across the county are represented and that public concerns are acted upon.

In the following pages of this plan, you can find more detail about how I intend to deliver on these priorities.

TACKLING CRIME & KEEPING COMMUNITIES SAFE

PUTTING COMMUNITIES FIRST



We will ensure the police and other partners are listening to the public and working with them to act on their concerns and supporting them to assist themselves.

From initial contact, to rural and business crime, anti-social behaviour, hate crime and speeding.

CRIME PREVENTION



We will work in partnership to understand and tackle the root causes of crime and serious violence through early intervention and rehabilitating people who have offended, while reducing opportunities for people to commit crime.

SUPPORTING VICTIMS AND WITNESSES



We will protect vulnerable people and ensure victims and witnesses are placed at the heart of the criminal justice system, commissioning services to support them.

We will recognise every victim's experience is different and will provide a quality service which maintains their trust and confidence in the criminal justice system.

ETHICAL POLICING



We will ensure the police act with integrity and social responsibility, promoting a culture that is inclusive, diverse and takes equality seriously.

From how they interact with the public they serve, to environmental sustainability.

ROBUST ENFORCEMENT



We will ensure the police and other partners such as courts, prosecutors, probation and local authorities are using criminal justice and other enforcement processes effectively to keep Cambridgeshire and Peterborough safe.

Local priorities



The *Putting communities first* section (page 8) of my plan sets out my commitment to listening to the concerns of the residents of Cambridgeshire and Peterborough and acting on those concerns.

During the development of my plan I asked residents about what is important to them.

There was strong support for the five themes set out in this plan – a very strong theme coming through across all areas was the need for improved police visibility or presence.

We now have more police officers in Cambridgeshire and Peterborough than ever before.

We now have more police officers in Cambridgeshire and Peterborough than ever before. This enables the Constabulary's commitment to neighbourhood policing to be maintained and enhanced.

Each area within Cambridgeshire and Peterborough has a Community Safety Partnership made up of local partners to address local issues that the police cannot solve alone. They produce a Community Safety Plan.

These plans focus on priorities of local importance and set out what collective actions can be taken to add value to the day-to-day work undertaken by individual agencies and organisations to make communities safer.

I will support the Community Safety Partnerships to address the issues of local concern.

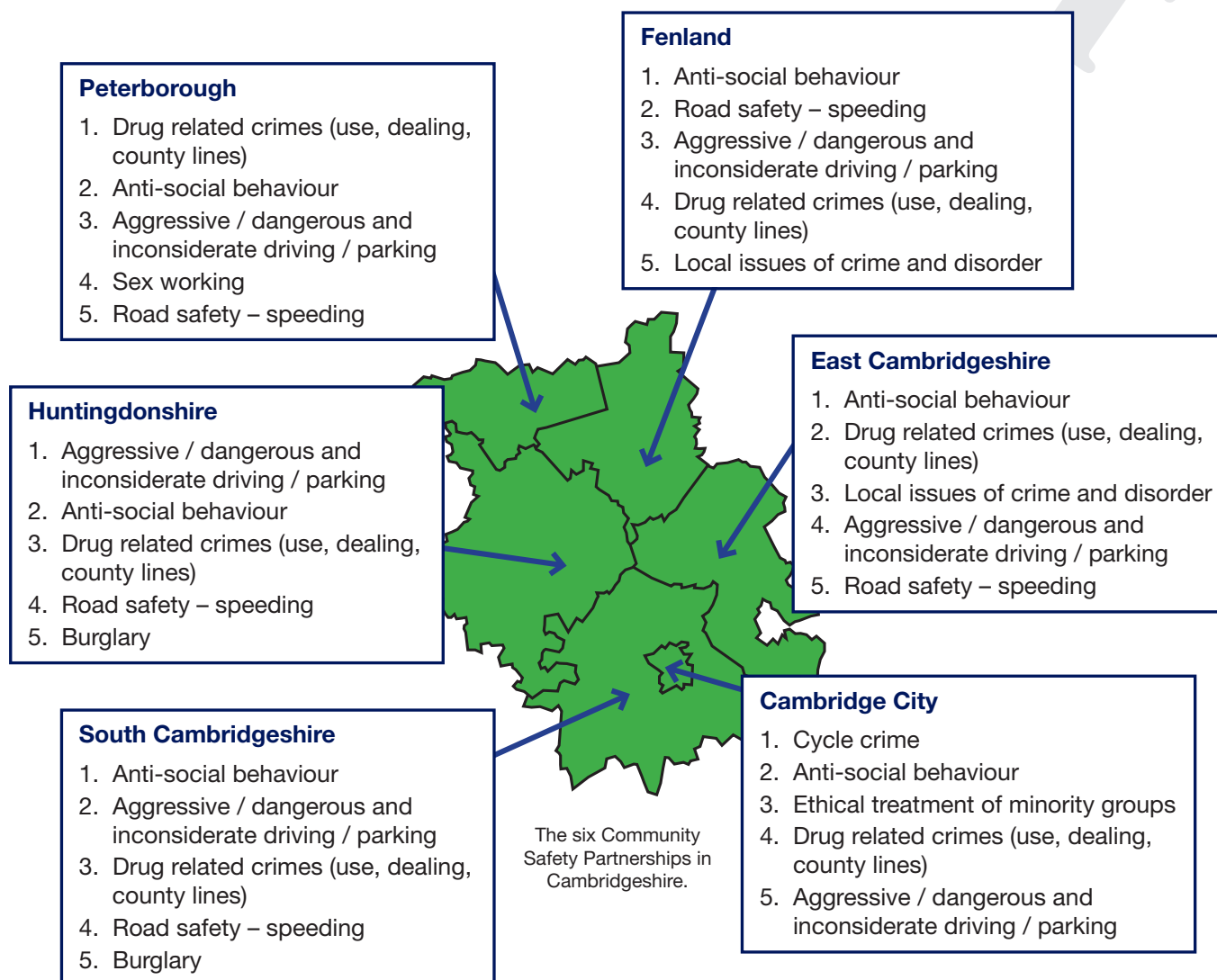
To read about the work of the six Community Safety Partnerships in Cambridgeshire, click on the links below:

- [Cambridge City Community Safety Partnership.](#)
- [East Cambs Community Safety Partnership.](#)
- [Fenland Community Safety Partnership.](#)

- [Huntingdonshire Community Safety Partnership.](#)
- [Peterborough Community Safety Partnership.](#)
- [South Cambs Community Safety Partnership.](#)

Other issues highlighted by those residents who responded to my survey in July 2021 are highlighted below.

PCC SURVEY JULY 2021 – TOP FIVE ISSUES





Putting communities first



One of the first questions I am often asked when talking to residents is ‘what does a Police and Crime Commissioner do and why do we need one?’

In my view, the most important job a Commissioner has is to listen to local people and make sure their concerns are addressed. It is important people know who their Commissioner is and be able to see them making a positive difference in their neighbourhoods.

That is why I promised to put communities first during my election campaign.

A key message from the public has been for a more accessible force, engaging with communities when on local patrol, a better 101 service and better feedback.

What we will do

We will ensure the police and other partners are listening to the public and working with them to act on their concerns and supporting them to assist themselves. From initial contact, to rural and business crime, anti-social behaviour, hate crime and speeding.

How we will achieve this

- I will continue to support the Chief Constable in his recruitment drive for more officers and for the extra officers to be more visible to all our communities.
- A key message from the public has been for a more accessible force, engaging with communities when on local patrol, a better 101 service, and better at giving feedback on issues raised, I will work with the Chief Constable to address this.
- We already have Community Safety Partnerships (CSPs) made up of local partners, to address local issues such as bike theft, fly tipping, anti-social behaviour and vandalism that the police alone cannot solve. I will support the CSPs to help them do this better.

- I will also ensure the concerns and challenges faced by our rural community are understood by all authorities which tackle rural crime and lobby for the required changes in the law and sentencing.
- I will continue to support our ambition to achieve zero road deaths or serious injuries in Cambridgeshire by 2040 by supporting the county's Vision Zero Partnership.
- I will bring together business networks to ensure the voice of the business community is heard by community safety partners – and that their concerns, for example fraud, violence against shop workers and shoplifting, are responded to.
- I want people to be able to come to me with issues of concern and will continue to offer regular, accessible opportunities such as face to face 'surgery' appointments, or telephone/virtual meetings, focus groups and public meetings.
- I will work with local schools and colleges, businesses, charities and community groups to develop local projects that help make us all feel safer.





Crime prevention



Prevention is always better than cure. I saw this very clearly as a police officer when I came across young people who didn't have the best start in life getting drawn into a life of crime.

With effective early intervention, there would be less victims of crime, young people would have a better chance of succeeding and there would be less cost to the criminal justice system, saving money.

Crime prevention has always been part of the role of policing, but it cannot be achieved by the police alone.

What we will do

We will work in partnership to understand and tackle the root causes of crime and serious violence through early intervention and rehabilitating people who have offended, while reducing opportunities for people to commit crime.

Crime prevention has always been part of the role of policing, but it cannot be achieved by the police alone.

How we will achieve this

- Cambridgeshire Constabulary will work with local partners to prepare and implement a strategy to prevent and reduce serious violence.
- Cambridgeshire Constabulary will adopt a prevention strategy to reduce crime and harm in our communities.
- I will encourage local partners to intervene earlier for the most vulnerable young people, to keep children and young people away from crime. I will set up a fund which charities supporting young people can bid into.
- Cambridgeshire Constabulary will work with Community Safety Partnerships ([see page six](#)) to take a 'problem-solving' approach to address repeated incidents in our communities, such as crime or anti-social behaviour.

- Cambridgeshire Constabulary and other agencies will work with young people and adults when they come into contact with the criminal justice system to help address the root causes which can lead them to reoffend.
- Cambridgeshire Constabulary will support Community Safety Partnerships and schemes, such as Neighbourhood Watch and Speedwatch, in preparing and implementing effective crime prevention strategies to tackle local priority issues such as burglary, robbery, speeding, vehicle crime, business crime and violence against women and girls.
- I will encourage partners across the system to work together to develop smoother transitions for people back into the community as they leave prison, to break the cycle of reoffending.
- I will also encourage partners to address the multiple, complex problems faced by some people which can lead to them coming into contact with the Criminal Justice System, including homelessness, drug and alcohol misuse, mental ill health, and employment, education and training.
- Cambridgeshire Constabulary will respond to the evolving threats of the digital world in relation to fraud and cyber crime, including working with partners to put the right preventative action in place.





Supporting victims and witnesses



As a frontline police officer I met many victims of crime and what they want when they report a crime isn't exceptional – they want someone to listen to them, take them seriously and take positive action. They want to be kept safe and kept updated on the investigation.

Importantly, victims do not want to wait months or years to see their offender taken to court. They want it over and done with quickly, particularly when they have suffered abuse at the hands of someone they love. I will be supporting my colleagues in the criminal justice system to do this.

Victims do not want to wait months or years to see their offender taken to court – they want it over and done with quickly.

What we will do

We will protect vulnerable people and ensure victims and witnesses are placed at the heart of the criminal justice system, commissioning services to support them.

We will recognise every victim's experience is different and will provide a quality service which maintains their trust and confidence in the criminal justice system.

How we will achieve this

- I will hold the Chief Constable to account for ensuring officers and staff respond appropriately to calls for help – and that they have the knowledge and training to identify vulnerable people, especially those in mental health crisis.
- I will also hold to the Chief Constable to account to ensure officers and staff are using all the tools available to them to keep victims and witnesses safe – and refer them to local support services to help them recover from their experience.
- I will work with criminal justice agencies to ensure they provide victims and witnesses with the service they are entitled to under the [code of practice for victims of crime](#) – and, in particular, are kept informed about the progress of their investigation.

- I will ensure all victims (including those seldom heard from) can be confident they will get the support they deserve by commissioning local and specialist services with the skills and expertise to support them in the way they need and want. This will include investing in local charities and Independent Domestic Violence Advocates (IDVAs) and Independent Sexual Violence Advocates (ISVAs) in the county.
- I will work with partners to tackle Violence Against Women and Girls (VAWG) making domestic abuse, rape, sexual violence, child sexual abuse and exploitation, stalking and so-called honour-based crimes unacceptable in our county.
- I will work with local partners to drive forward initiatives to prevent all domestic abuse and be willing to try new ways of reducing this crime, ensuring victims' views are considered.
- I will work in partnership with local criminal justice agencies to ensure when processes are reviewed the impact on victims and witnesses is considered and that they deliver justice quickly.





Ethical policing

“ The model of policing we have in this country, based on public co-operation, is respected around the world. It relies on the police behaving in a way which maintains the support of the public.

Despite the challenges of modern policing, this holds just as true today as when I first became a police officer.

I know that doing the right thing in the right way, and nurturing a forward thinking and ethical culture, is a priority for the Chief Constable. This requires a long-term commitment to maintain high standards.

We will ensure the police act with integrity and social responsibility, promoting a culture that is inclusive, diverse and takes equality seriously.

What we will do

We will ensure the police act with integrity and social responsibility, promoting a culture that is inclusive, diverse and takes equality seriously – from how they interact with the public they serve, to environmental sustainability.

How we will achieve this

- I will hold the Chief Constable to account for ensuring officers and staff carry out their roles in line with the standards of professional behaviour expected of all those within policing.
- I will also hold the Chief Constable to account for his equality and diversity duty and how this is embedded within the Constabulary to ensure the workforce is representative of the communities it serves.
- I will support the independent community scrutiny of police actions including the use of stop and search, use of force, and the conditions for those detained in police custody, enabling learning and influencing change where necessary.

- I will always support the police when they act lawfully.
- The Criminal Justice System disproportionately impacts some of our communities in charges, trials and sentencing, I will work to reduce that impact.
- Where standards fall short of expectations, or where something could have been done better, I will ensure the Chief Constable has in place processes which mean complaints will be dealt with fairly and the outcome is reasonable in the circumstances.
- I will back the Chief Constable's efforts to support staff wellbeing.
- I will ensure the Constabulary is taking steps to reduce its impact on the environment in the way it works now and in the future.





Robust enforcement



Reducing crime, and thereby the fear of crime, must be the priority of the police. Most of my time as a police officer was spent fighting crime. My motivation remains the same, to catch criminals, help victims and keep people safe.

The core role of policing remains, to maintain public order, to prevent crime and to pursue and bring to justice those who break the law. Investment in policing remains a priority – we now have more police officers in Cambridgeshire and Peterborough than ever before.

This enables the Constabulary's commitment to neighbourhood policing to be maintained and enhanced.

I will hold the Chief Constable to account for progress in cutting crime.

What we will do

We will ensure the police and other partners such as courts, prosecutors, probation and local authorities are using criminal justice and other enforcement processes effectively to keep Cambridgeshire and Peterborough safe.

How we will achieve this

- I will hold the Chief Constable to account for progress in cutting crime.
- I will work with partners within the criminal justice system to ensure those who break the law are brought to justice efficiently and effectively, and are less likely to reoffend.
- I will continue to support the Constabulary to maximise police resources available. This includes work with other local services to manage demand and to ensure police only have to deal with policing matters.

- Cambridgeshire Constabulary, probation, and other services will work together to supervise and rehabilitate those who commit a lot of crime in our communities, such as burglary, robbery and theft, to reduce reoffending.
- Cambridgeshire Constabulary, probation, and other services will work together to monitor and rehabilitate those who present a risk of serious harm in our communities, through crimes such as domestic abuse, child sexual abuse and criminal exploitation, modern slavery and human trafficking and serious sex offences, in order to protect victims and local communities.
- Cambridgeshire Constabulary will tackle serious and organised crime, with a particular focus on groups involved in firearms, drugs and exploitation including county lines, to protect vulnerable people, communities and businesses.
- Cambridgeshire Constabulary will work with partners to ensure that opportunities for justice are maximised, considering all options including out of court disposals, protection notices and other civil remedies.

Finance and resources

The Commissioner receives a Police Settlement Grant from central government for policing. The remainder of the funding required is raised through your local council tax precept.

For Cambridgeshire, the Police Settlement Grant accounted for approximately 56% of our overall funding in 2021/22; the rest came from the policing part of your council tax.

Cambridgeshire remains one of the lowest funded police forces in the country per head of population.

Investment in policing remains a priority. We now have more police officers in Cambridgeshire and Peterborough than ever before – significant planning has been undertaken within the Constabulary to ensure the growing demands on policing can be met.

However, Cambridgeshire remains one of the lowest funded police forces in the country in terms of funding per head of population. I will continue to make the case to the government for a fairer funding settlement for Cambridgeshire and Peterborough.

Four year plan

We will work with the Chief Constable's team to develop a medium-term financial strategy which plans the budgets for the next four years.

- Day-to-day expenditure is captured within the revenue budget and is the amount of money the constabulary requires to provide its services.
- The capital budget is usually for spending in relation to the purchase, construction or improvement of assets such as buildings. It is a legal requirement to set a balanced budget, so that spending cannot be more than income.

Details of the [OPCC budget, precept and financial plans](#) will continue to be published on the budgets page of our website.

Currently the majority (98.5%) of funding is passed to the Chief Constable to provide operational policing delivered locally or through specialised collaborated units.

- Of the 1.5% not passed to the Chief Constable, a substantial portion is used for crime and disorder grants to fund partnership work to prevent crime.
- We also receive an annual grant from the Ministry of Justice to fund support services for victims of crime and we will seek additional funding where available. My Commissioning and Grants Strategy sets out how I will use this funding locally to help deliver the aims of this plan.

[All our grants](#) are published on the grants page of our website.

Collaboration

We will continue to collaborate with other forces and emergency services to ensure our services are efficient and savings can be achieved.

By collaborating with other forces, the high quality provision of specialist services can be achieved at a reduced cost – ensuring a greater portion of funding is spent on local policing.

- We will also ensure collaboration with specialist services continues to provide value for money – and that the services provided are efficient and effective for the residents of Cambridgeshire and Peterborough.
- We will continue to work with 7 Force Procurement (Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk) to provide savings in contracts and time across the seven forces by procuring together wherever possible.
- Contracts will be tendered and procurement will consider local companies as a priority. This will embed services within the local community, offering social value too.
- We will aim to reduce the costs of the police estate by working with our staff for more efficient ways of working and sharing premises with partners.

Governance / accountability

Over recent years the overall level of crime recorded by the police is lower than in the past. But reports of some crimes which have previously been more hidden – such as domestic abuse, child sexual abuse and stalking and harassment – have increased.

Knife crime and county lines drug dealing have continued to emerge. Drugs are a major driver of crime and cause significant harm to individuals and communities. Digital crime and fraud also remain significant issues and a constantly evolving challenge.

It is my role to hold the police to account on behalf of the public.

While the Chief Constable remains operationally independent, it is my role to hold the police to account on behalf of the public.

Through robust governance arrangements I will monitor and scrutinise the Chief Constable's performance in providing policing across Cambridgeshire to prevent and respond to these challenges.

The Chief Constable is responsible for the delivery of policing and has arrangements in place for the management of police performance. The Chief Constable also translates the operational priorities for the Constabulary through an [annual corporate plan](#).

In addition to formal reporting from the Constabulary I will also use the feedback I receive from the residents of Cambridgeshire and Peterborough – as well as a range of information from other sources such as audits and inspections – in order to hold the Chief Constable to account.

I will publish an annual report at the end of each financial year reporting on how this Police and Crime Plan is being delivered.

I am required to provide a statement on the contribution of our Constabulary to achieving improvements against key national policing priorities. These are currently:

- Reduce murder and other homicides
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Tackle cyber crime
- Improve satisfaction among victims – with a particular focus on victims of domestic abuse.



National priorities

The Strategic Policing Requirement, is set by the Home Secretary and focuses on those areas where government has a responsibility for ensuring sufficient capabilities are in place to respond to serious threats which go beyond county boundaries.

I will develop robust governance arrangements to ensure the Chief Constable is in a position to respond to these major challenges.

They include terrorism, serious and organised crime, a national cyber security incident, threats to public order or public safety, civil emergencies and child sexual abuse. Cambridgeshire Constabulary will, of course, continue to contribute to the national policing needs as set out in the [strategic policing requirement](#).

I will develop robust governance arrangements to ensure the Chief Constable is in a position to share and pool resources to respond to these major challenges.

I will continue to work with regional and national partners on these national threats encouraging more operations to fight serious organised crime and other threats that impact on the country including in Peterborough and Cambridgeshire.

In addition to the strategic policing requirement, the government has been clear about the need to achieve significant reductions in crime and ensure confidence in the criminal justice system as a whole.

The government's [beating crime plan](#) sets out its strategy for cutting crime. This includes tackling serious violence and serious harm as well as tackling neighbourhood crimes.

There are also a wide range of national strategies which impact on crime and policing locally – my local plan sets out some key areas of focus for policing across the county in the context of these national priorities.

It reflects the issues local people are feeling the most – but what is important is that policing is dynamic and will respond to any other issues which emerge during the life of the plan.

My plan also sets out clear expectations for the approach expected to be taken across the criminal justice and community safety landscape, and beyond, whether for existing or new threats.



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