



Police and Crime Commissioner for Cambridgeshire and Peterborough

Annual Report 2017-18

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Foreword

Welcome to this year's annual report. As I was elected in May 2016, this report represents my first full year in office. What a year it has been.

My varied role includes a duty to hold the Chief Constable to account, on behalf of the people, for the delivery of an effective and efficient police force that people trust and have confidence in.

In order to do this I start by listening. Listening to people who live and work in the county, to police officers and to the many partners and businesses we work with. Over the year I have spoken to hundreds of individuals and groups to understand their concerns and develop plans to ensure the police respond effectively.

From these conversations I know that what people want is more police visibility – more officers patrolling the streets and providing reassurance. At the same time, however, we must focus on protecting the most vulnerable members of society and tackle serious crime such as drug trafficking, domestic abuse, child sexual exploitation and human trafficking.

The number of crimes recorded over the year has increased, both nationally and in Cambridgeshire.

There are several reasons for this: some of the increase is due to stricter recording practices; some is down to people having increased confidence in reporting crime to the police, particularly around domestic or sexual abuse and there is a genuine increase in some types of crime. The workload is increasing particularly in terms of investigating more 'hidden' crimes which tend to happen behind closed doors, in people's homes or online.

This demand must be managed against the backdrop of financial pressures. Whilst police budgets have been protected by central government, inflation and other cost pressures mean we have to continually find savings to achieve a balanced budget.

In order to plan for the future and meet both public and government expectations, I have been working with the Chief Constable to make sure the resources we have are put to the best possible use. During the year the Chief Constable undertook a review of how local policing was organised to see if there were better





ways of working. This has resulted in a simplified policing structure that reduces a number of senior policing and supervisor posts. The new model uses the savings to recruit an additional 50 warranted police officers whilst retaining a minimum of 80 PCSOs who continue to be used to work in partnership to protect vulnerable people, victims of crime and ASB.

At the same time I have consulted the people of the county about increasing the policing element of council tax by £12 a year per household for 2018/19 (based on a band D property). 78% of the 3,268 responders said they were prepared to pay this extra amount. I have decided, with the Chief Constable, to use this additional income to recruit an additional 55 officers.

The Local Policing Review and council tax rise allow us to increase officer numbers and thereby better meet public expectations while also providing increased resources to tackle crime and bring offenders to justice. We will continue to focus on the vulnerable, putting victims first and helping them cope and recover from their experiences.

Policing does not work in isolation. It is only by working in close partnership with others that we can properly tackle the root causes of offending and find effective ways of stopping people from reoffending.

This is particularly important with young people who, if identified early, can be diverted away from a wasted life of crime. I chair a number of countywide strategic groups that are changing the way public organisations work together, ensuring our work is joined up and considers the “big picture” rather than just the work of our own individual organisations.

Looking ahead, I am pleased to say that with an excellent management team, additional officers coming on board and continued collaboration with other police forces and other public service organisations, Cambridgeshire Constabulary is in a good position to tackle future challenges. We will never be complacent. It will mean hard work by all involved but we have a first rate work force, dedicated to serving the people who live, work or visit the county.

Finally, I would like to thank all those who have worked so hard over the past year to keep the people of Cambridgeshire safe and maintain its position as one of the safest places to live in the country.

Jason Ablewhite

Police and Crime Commissioner

The Role of the Police and Crime Commissioner

The duties of a Police and Crime Commissioner are set out in the Police Reform and Social Responsibility Act 2011. Their role is to represent the public and hold the police to account on behalf of the public. Commissioners are responsible for ensuring an efficient and effective police service is delivered within their force area and work with partners to cut crime and disorder.

Specific responsibilities include:

- Appoint the Chief Constable and hold him/her them to account for running the force and, if necessary, dismiss or suspend them
- Set the police and crime objectives for their area through a police and crime plan
- Set the force budget and determine the policing part of the council tax
- Bring together community safety and criminal justice partners, to make sure local priorities are joined up
- Commission victims' services
- Seek out opportunities to collaborate with other emergency service and public service organisations

The Commissioner's role is varied and expanding. To support him in his work the Commissioner has appointed Peterborough based Councillor Ray Bisby as Deputy Police and Crime Commissioner.



Chief Constable, Alec Wood, with Police and Crime Commissioner, Jason Ablewhite

What the police are dealing with



Cambridgeshire is a large county measuring 1,309 square miles. With a population in 2011 of 830,000 it is also one of the fastest growing areas of the country seeing a 13% increase in population over a ten year period and an expected future growth of 25% by 2031. The county has a varied geography including sparsely populated rural communities, market towns and the cities of Ely, Peterborough and Cambridge. The resident population is diverse, with 10% from black, Asian and minority ethnic communities, and is further increased by university students and those visiting or travelling through the county.

Despite its rapid growth, Cambridgeshire remains one of the lowest funded forces in the country. The result of high population and low funding is that Cambridgeshire Constabulary is one of the lowest costing forces in the country, costing 43p per person per day compared to the national average of 55p per person per day. The focus remains on maintaining frontline officer numbers and in Cambridgeshire 76% of officers are front line.

Nationally, crime is on the increase, up 15% in the year ending December 2017. Crime in Cambridgeshire has increased by 22%.

The increase in reported crime is partly due to changes in recording practices with national procedures requiring the recording of all crime, even when no further action is possible. Cambridgeshire has been particularly good at recording crime with an independently measured compliance rate of 94.2% (compared to a national average of 87.2% year ending March 2017). Around 10% of the 22% increase in crime in this county was due to improved recording standards.

There has also been an increase in the confidence of people to report crime, particularly cases of serious crimes such as sexual abuse and domestic violence. Victims feel they are more likely to be believed and supported by the police.

The complexity of the types of crime that have been increasing has resulted in a larger investigative workload impacting on the average length of time taken to complete an investigation. The 12 months ending March 2018 saw the average length of investigation increase to 84 days, from 66 days the previous year.

Despite Cambridgeshire recording a higher than national percentage increase in crime, Cambridgeshire's crime rate per 1,000 population is 78.9, which is below the national rate¹.

¹ Crime in England and Wales: Year ending December 2017 (ONS). National rate per 1,000 population is 82.3.

Demand on Policing

ON A TYPICAL DAY IN CAMBRIDGESHIRE

349 calls to **999**

886 calls to **101**

448 incidents recorded

181 crimes reported

32 arrests made



AMONGST OTHER CRIMES, OFFICERS WILL DEAL WITH:

8 dwelling burglaries

87 thefts

14 thefts from a motor vehicle

2 robberies



46 violent crimes

5 sexual offences

21 domestic abuse incidents

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

Respond to **28** incidents flagged as being associated with people with mental health issues



7 Respond to missing person reports each of which will take on average 10 hours police time

Attend **6** road traffic collisions where there are casualties



Undertake **17** breath tests



Deal with **54** ASB incidents

Crime v non-crime

In Cambridgeshire the total number of incidents recorded between April 2017 and March 2018 was 171,534

An incident is when the police are contacted for any reason.

Nationally, incidents are classified as “crime” or “non-crime” .

A crime is an incident where a criminal act has taken place and a prosecution could be made.

A non-crime incident is one where no criminal activity can be identified and is therefore not recorded as a crime. There are four categories of non-crime: Administration, Anti-Social Behaviour (ASB), Public Safety and Traffic.

The table below shows the breakdown of incidents.

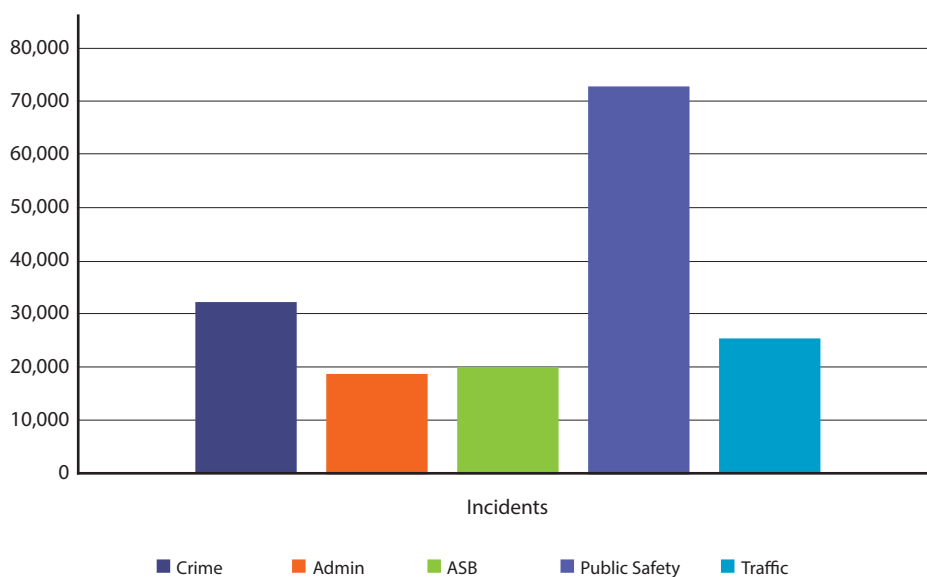
Public safety incidents represent the greatest share of non-crime incidents. They are made up of a number of sub-categories as follows: Safety security concern 23.8%, domestic incident 7.4%, hoax/abandoned call 2.7%, missing persons 1.6%, animals and wildlife 1.5%.

Administration involves giving out messages of advice. ASB involves reports of anti-social behaviour but often when the police arrive there is no criminal activity taking place.

Therefore, of all incidents in Cambridgeshire. 19.1% were closed as crimes. 80.9% were closed as non-crime. 5.8% of incidents include a mental health qualifier.

Nationally the National Police Chiefs’ Council (NPCC) estimate that 84% of crime is classified as non-crime.

Incidents recorded between April 2017 and March 2018



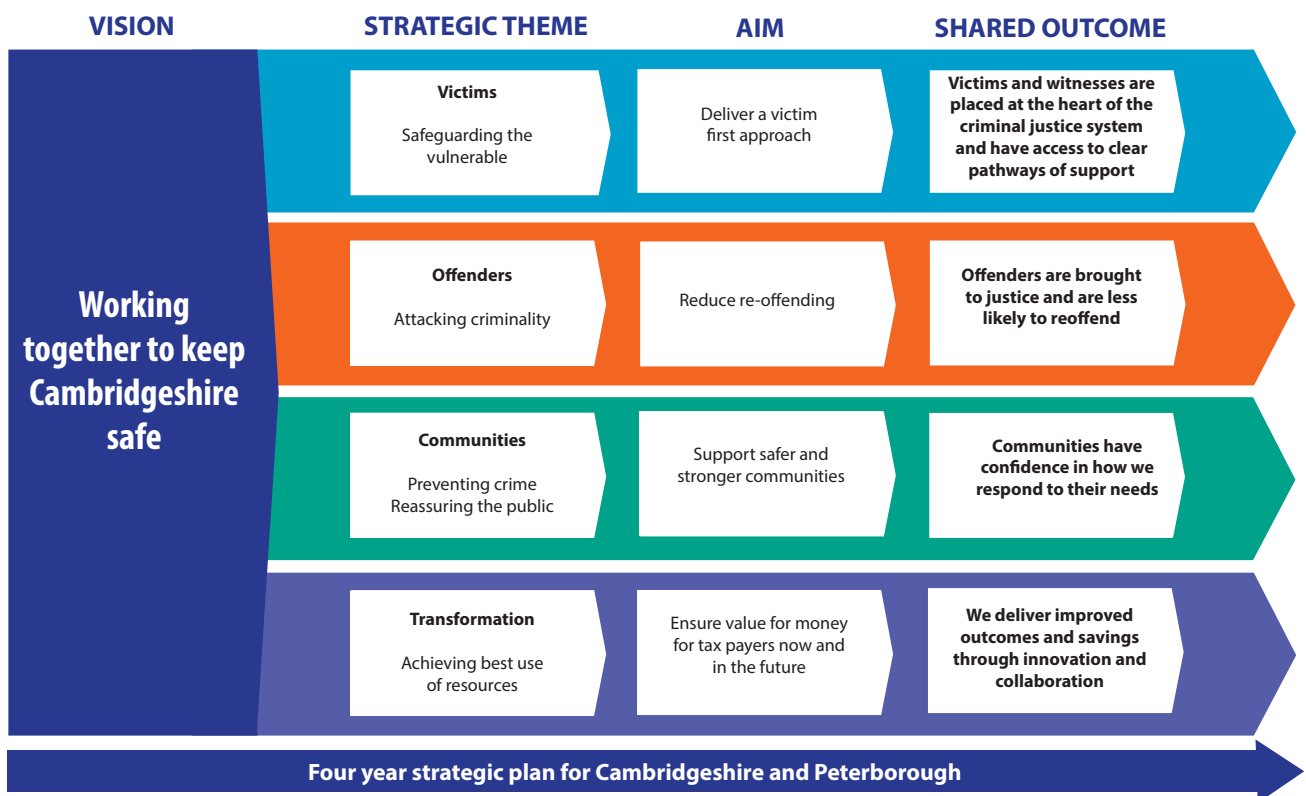
The Police and Crime Plan

One of the roles of the Police and Crime Commissioner is to produce a Police and Crime Plan which sets out police and crime objectives for the county. The Plan also sets out how financial and other resources will be allocated – including setting the policing part of the council tax and issuing crime and disorder reduction grants.

The Plan can be summarised in a single chart.

The rest of this document sets out what has happened over the last year to deliver the priorities set out in the Police and Crime Plan.

Police and Crime Plan – Community Safety and Criminal Justice



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

Supporting Victims and Witnesses

Police and Crime Commissioners are responsible for commissioning local support services for victims of crime which help them cope and recover from their experience. In Cambridgeshire an integrated approach is taken where the victim is supported through the whole criminal justice process from start to finish.

Victim and Witness Hub

At the heart of Cambridgeshire's service is the Victim and Witness Hub. The team, which is made up of a mixture of full time staff and community volunteers, aim to provide an end-to-end support service for all victims from the point the crime has been reported right through the court process and beyond with 3,000 people receiving dedicated support in the last year.

This is a free service and is available to all victims and witnesses, including bereaved relatives, parents or guardians of victims under 18 and employees of business targeted by criminals. It is also available to victims of crime who don't want to report to the police – with just short of 100 people self-referring in 2017.

Victim and Witness Care Co-ordinators contact victims and offer to develop a recovery plan with them. This could include signposting to specialist posts, support for mental health issues, young victims of crime, practical help making homes secure or linking people to community services. A number of co-ordinators also act as champions for certain crime types such as hate crime, domestic abuse, burglary and cybercrime. The Hub brings together a range of people with different skills and expertise to directly support victims or signpost them to specialist services. Specialist support services funded by the Commissioner include:

- Lithuanian and Russian speaking Specialist Victim and Witness Care Co-ordinators– providing support for migrant victims of exploitation and modern day slavery.

- Specialist Victim and Witness Care Co-ordinator for young victims of crime – provided by the charity Family Action, Peterborough. More than 230 young people received support in the last year.
- Restorative Justice Co-ordinator – receives all referrals on behalf of victims who are interested in exploring restorative justice. Restorative Justice (RJ) allows victims of crime the chance to ask to meet their offenders in a controlled and safe environment to talk about the harm that has been caused and to find a way to repair that harm. A team of volunteers facilitate the restorative justice conferences in a safe, effective and high quality way. The Service was awarded the Restorative Service Quality Mark in June 2017.
- Victim Pathfinders – these Community Psychiatric Nurses work with victims to provide support for mental health issues. This can include self-help techniques for anxiety through to assisting people to access mental health services.
- Home Security for elderly victims of crime – a fund managed by Cambridgeshire Shrievalty Trust. Working as the Bobby Scheme, this charity installs new locks and other security measures to help victims of burglary feel safer in their own home and reduce their chance of becoming a repeat victim. In 2017 100% of the 626 elderly people whose homes were secured said they felt safer as a result; only two were repeat victims of crime.

Sexual Assault Referral Centre

The Elms, Sexual Assault Referral Centre (SARC) provides a one-stop-shop to anyone in Cambridgeshire who has experienced sexual violence and/or sexual abuse, providing free support and practical help. In 2017 nearly 300 people made use of the centre. The Elms has a team of professionals, who work 24/7 to help people that have been affected by rape, sexual assault or sexual abuse providing a safe and comfortable space for victims to be interviewed, medically examined and supported. The Centre includes a live video link room allowing victims to give evidence via the link rather than having to face the accused in a court room.

Countywide support for victims of sexual violence

Survivors of sexual violence can access specialist support services delivered by the Cambridge and Peterborough Rape Crisis Partnership. This service is funded by the Commissioner with contributions from the local authority and NHS England. This all-age service, which is available for men and women was launched in April 2017 in a bid to standardise services across the county. It provides a helpline, emotional support and a team of Independent Sexual Violence Advisors (ISVAs) for both adults and young people who work in partnership with colleagues at the SARC. In the past year more than 2,000 survivors have been supported by the service.

Countywide support for victims of domestic abuse

Support is available for victims of domestic abuse through a team of Independent Domestic Violence Advocates split between the Victim and Witness Hub and Multi Agency Safeguarding Hub. The staff work in partnership with other agencies to put plans in place to ensure the safety of victims and their children. Specialist Independent Domestic Violence Advocates (IDVAs) work with young people and victims from A8 countries (Eastern European) and the Commissioner is one of only eight county areas to be working with the Suzy Lamplugh Trust to set up a dedicated service for victims of stalking and harassment. A domestic abuse outreach service, commissioned from third sector organisations works in the community to raise



awareness of domestic abuse and provide face to face advice to victims. Telephone-based support is also available from staff in the Victim and Witness Hub.

Extended support for young victims

Young people who may have been victims of, or witnessed sexual violence or domestic abuse can access specialist counselling funded by a successful bid to the Home Office 'Violence Against Women and Girls' (VAWG) fund.

The Office of the Police and Crime Commissioner and Cambridgeshire County Council led a bid which secured £470,000 in funding over three years.

The service is provided by Embrace – Child Victims of Crime, Cambridge Rape Crisis and the Youth Offending Service. It supports victims and witnesses and those young people who may be showing low-level potentially harmful behaviours as a result of what they have been exposed to.

Mental Health

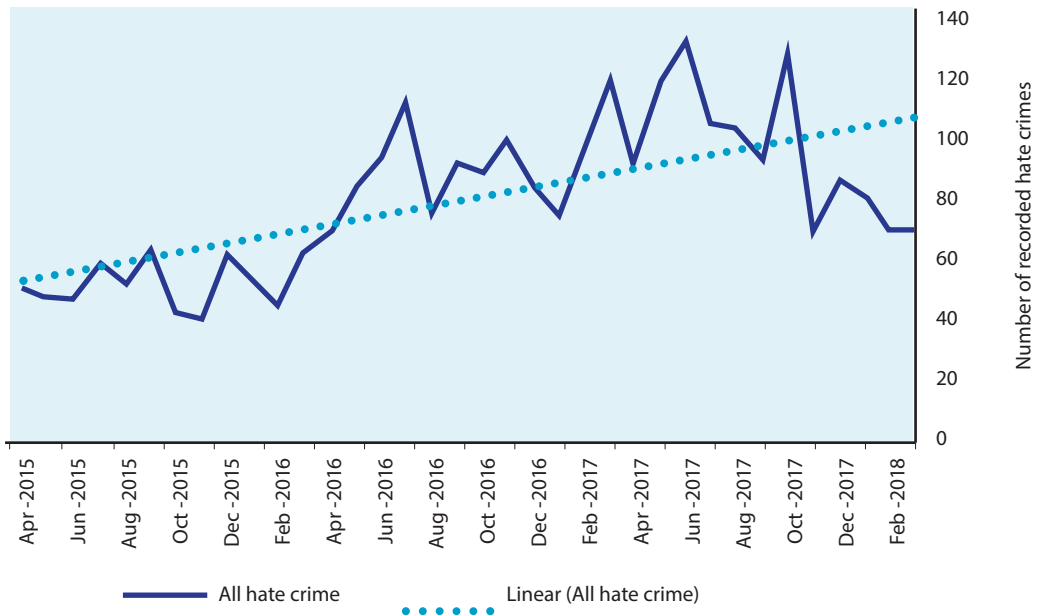
The Commissioner continues to fund three Community Psychiatric Nurses (CPNs) who are provided by the Cambridgeshire and Peterborough Foundation Trust (CPFT). Commissioned through the Clinical Commissioning Group (CCG) these nurses form the Integrated Mental Health Team (IMHT) and are embedded within the Constabulary's 999 Force Control Room. They provide immediate advice and support to members of the public who call 999 that potentially have mental health issues. They also provide advice to the officers on how best to handle these vulnerable individuals.

Evaluation of the IMHT team in 2017 clearly showed that through this partnership approach individuals in mental health crisis are receiving a more appropriate and informed response, providing them with better help and also reducing the risk to them and the officers dealing with them.

In one year the nurses reviewed 10,715 incidents. 83% of the incidents involved people that were currently, or had been previously, known to CPFT for mental health issues. As a result unnecessary police deployments were avoided, missing people were found quicker, police time saved, police staff feel more confident and more appropriate non-emergency services used to help callers.

This partnership approach by the police and the mental health trust provides real benefits to both the public and the service providers.

Constabulary – Hate Crime



Safeguarding the vulnerable

The Multi Agency Safeguarding Hub, known as the MASH, offers a single point of contact to address safeguarding concerns for vulnerable individuals and provides a number of different services to children, families and adults across Cambridgeshire and Peterborough.

Cambridgeshire Constabulary, Cambridgeshire Fire and Rescue Service, Cambridgeshire County Council and Peterborough City Council work together in shared offices. The Hub contains specialist advisors to support victims, or potential victims, of crime, abuse or neglect. The Hub provides a secure and confidential environment for professionals to share information, enabling them to identify repeat referrals. Taken in isolation, these referrals may not appear concerning to an individual organisation. However, by working together agencies are able to share information, identify those at highest risk and allow them to take collective action. The Hub is based in a police building and the Commissioner does not cross charge partners for use of the building.

Modern Day Slavery

Modern Day Slavery remains invisible to most people but exists in Cambridgeshire and Peterborough as it does across the country. Developing intelligence forms a significant part of policing activity and enables interventions to be put in place to protect vulnerable young people and adults. Operating through the Eastern Region Special Operations Unit (ERSOU) there have been a number of planned operations and

investigations which have disrupted high risk organised crime groups. Convictions have been secured for a range of criminal offences including fraud, sham marriages, trafficking, theft and child cruelty.

The Constabulary also continues to carry out the well-publicised multi-agency work visiting homes of multiple occupancy. These are led by Lithuanian/Russian speaking Specialist Victim and Witness Care Coordinators and a PCSO. The visits enable significant intelligence gathering, identification, safeguarding of victims and overall improved understanding of modern slavery in the area

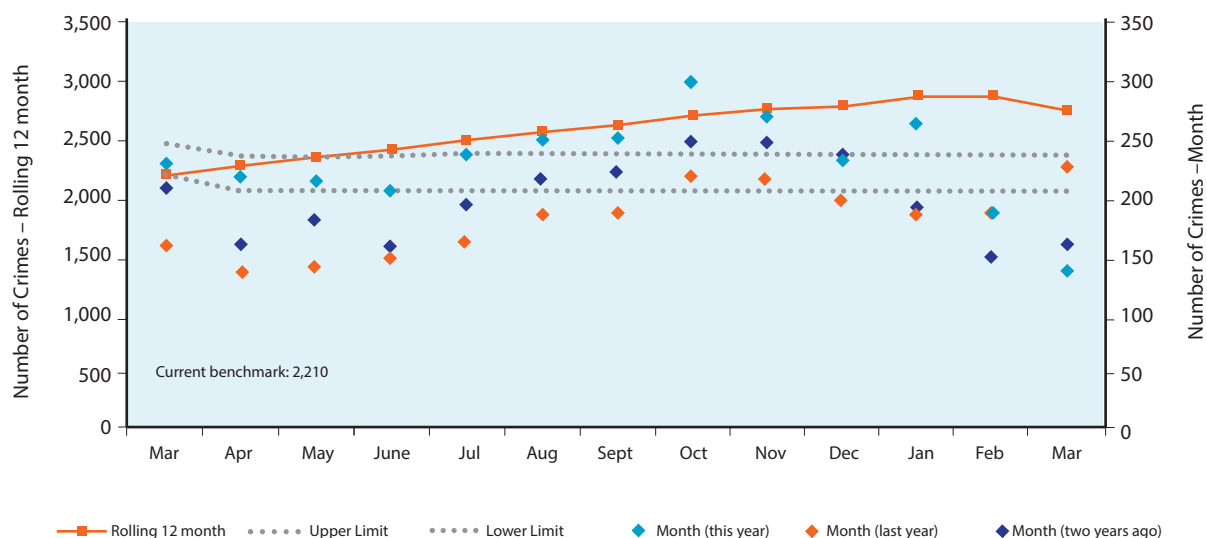
Additional resource has been secured for the region through the Modern Slavery Transformation Programme which is a national project funded by a Police Transformation Fund grant. The purpose of the programme is to enable the Police Service and other law enforcement agencies to develop an improved response to Modern Slavery. The funding has allowed ERSOU to appoint two co-ordinators, experienced in tackling modern day slavery, as well as an analyst to support this agenda.

Hate Crime

A hate crime is any crime that is motivated by hostility on the grounds of race, religion, sexual orientation, disability or transgender identity. Hate crime victims are more likely to suffer repeat victimisation and are more likely to suffer serious psychological impacts as a result.

In line with the national trend, there has been an

Constabulary – Burglary Dwelling



increase in instances of hate crime in recent years, influenced by national events such as Brexit and a number of terror attacks. It is widely recognised nationally that hate crime is significantly under-reported and the Constabulary has been working to increase confidence to improve reporting. The amount of hate crime reported to the Constabulary fluctuates from month to month, with the highest recording of 131 (June 2017).

Burglary

Fear of burglary can be high and it is also a crime where victims can be traumatised and left needing a lot of support to recover.

Burglary dwelling and burglary non dwelling saw an increase in the year (following a decrease the previous year).

In response to rising crime trends the Constabulary instigated a series of monthly Days of Action from January 2018 in order to tackle specific issues. The days focused on crime prevention, dealing with five outstanding suspects and burglary. This included tagging 750 bikes, hosting five community crime prevention workshops and tackling 50 outstanding suspects in 24 hours. The last quarter of the year saw a dramatic reduction in the number of burglaries.

The Constabulary places a high priority on tackling burglary and supporting those that have been victims. Satisfaction levels from victims with the way they have been supported remain high at 90.6%, and for victims

of burglary 87.6% (12 month rolling average to March 2018). The Commissioner has sought assurance from the Chief Constable that this level of commitment will continue.

The Commissioner contributed £50,000 to the “Bobby Scheme” which provides free support to elderly victims of burglary, installing locks, bolts and chains to improve home security and provide reassurance. The Victim and Witness Hub provides support to those that have been affected.

Support for Road Traffic Victims – provided by the Road Victims Trust

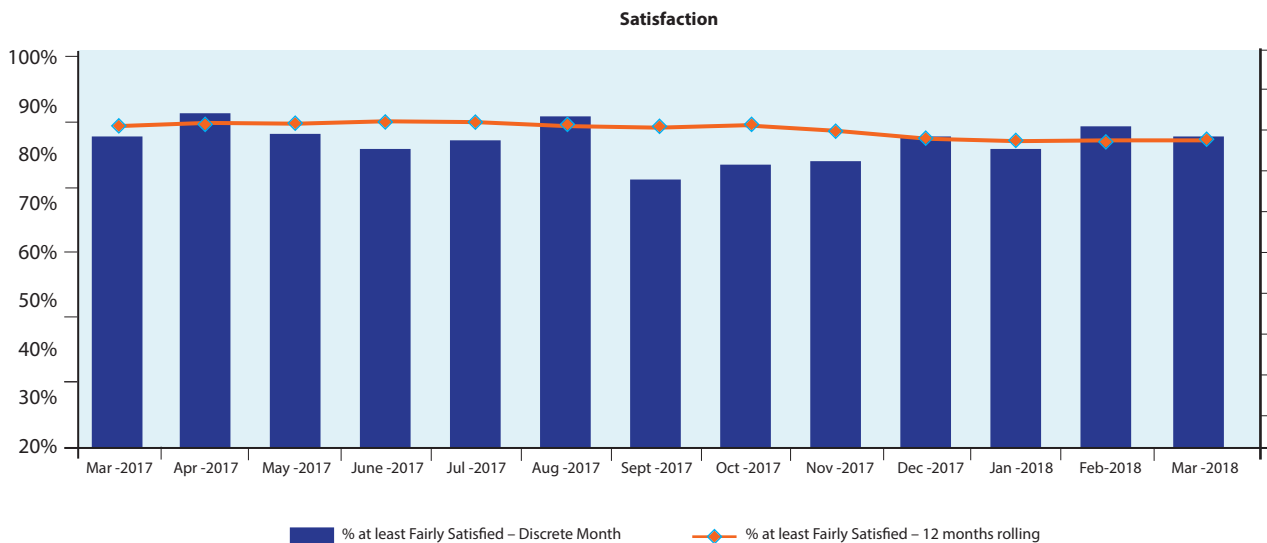
The bereaved families of those killed on the county’s roads in fatal road traffic collisions are supported by the Road Victims Trust. The work of the charity’s volunteers not only saves officer time but professionalises the support offered to families in what are often traumatic circumstances.

Sadly, 37 people were killed on Cambridgeshire roads between April 2017 and March 2018 but, supported by funding from the Commissioner, the Roads Victims Trust were there to offer help to cope with the aftermath of each tragedy.

Countywide partnership approach to Community Safety

The Police and Crime Commissioner is taking the lead in ensuring a countywide partnership approach to reduce crime and disorder and ensure that the crime

Constabulary – % at least Fairly Satisfied with Police Actions



disorder grants he allocates have the greatest impact. Crime prevention plays a big part in this, helping tackle the root causes of criminality and diverting people away from a life of crime, particularly the young. There are six Community Safety Partnerships in the county who identify and tackle local “place-based” issues. The groups are overseen by the Countywide Community Safety Strategic Board chaired by the Commissioner.

The Commissioner awards nearly £1.3m of grants to organisations who he believes will secure or contribute to securing crime and disorder reduction in the area. A full list of the grants, aligned to the section of the Police and Crime Plan they support, awarded in 2017/18 is listed on pages 16 and 17.

The Office of the Police and Crime Commissioner worked with partners in 2017 to develop a refreshed agreement to ensure there was strong and clear leadership of high risk areas. At the January 2018 Countywide Community Safety Strategic Board partners agreed it would be helpful to have a head of terms, or Memorandum of Understanding between the place-based Community Safety Partnership (CSPs) and countywide risk-focused thematic groups. This would set out not only how they link with each other but also align with the local Living Well health partnerships. The Commissioner also worked with partners to organise a Housing Conference, bringing together all agencies involved in providing housing for those who have been in contact with the criminal justice system, providing a joined up approach.

Service satisfaction

The feedback from victims regarding the support they have received has been very positive and continues to reflect the level of professionalism in the service and support being offered to victims of crime. In March 2018, 86.1% of victims were recorded as being at least fairly satisfied with the service they receive (12 month moving average). However, this is down from 90% in March 2017. The main reason for dissatisfaction were around some victims feeling let down by the limited follow up care. The Commissioner has sought assurance from the Chief Constable that victim after care remains a priority and that all possible steps will be taken to learn from comments made in the victim satisfaction survey.



Victim Services Awards 2017/18

Service Provision	Provider	Funding £
Safeguarding the vulnerable		
Victim and Witness Hub Proactively contacts all victims of crime by letter or phone (depending on need) – offers telephone-based emotional support, onward referral and supportive signposting or face to face support from in-house Community Volunteers. Receives all self-referrals for support.	Cambridgeshire Constabulary	446,000
Specialist Victim Care Co-ordinator – Migrant Victims of Exploitation	Cambridgeshire Constabulary	33,445
Specialist Victim Care Co-ordinator – Young Victims of Crime	Family Action	32,670
Practical support for young victims of crime	Embrace – Child Victims of Crime	2,000
Multi Agency Restorative Justice Hub Receives all enquiries and referrals from victims and other agencies about RJ. Co-ordinates all RJ interventions.	Cambridgeshire Constabulary	52,750
Victim Pathfinders – mental health nurses Provide expertise, support and a referral capability for victims with suspected mental health issues identifying and co-ordinating pathways into treatment.	Cambridgeshire & Peterborough Foundation Trust	75,000
Home security for elderly victims of burglary Target hardening work to reduce repeat victimisation	Shrievalty Trust	50,000
Young Person Independent Domestic Violence Advisor Support and advocacy for young victims of intimate partner domestic violence	Cambridgeshire County Council	40,000
Specialist Support Services – Countywide Sexual Violence Service Funding contribution for end-to-end support service to include: telephone helpline, triage and assessment, emotional support, group work and counselling provision. This also include ISVA and CHISVA provision.	Cambridge & Peterborough Rape Crisis Partnership	213,000 (378,000)

Service Provision	Provider	Funding £
Independent Sexual Violence Advocate One off mid-year funding award to provide additional capacity to respond to increase in reporting of sexual violence.	Cambridge & Peterborough Rape Crisis Partnership	7,434
Counselling service for young victims of sexual violence and domestic abuse SARC-based match-funded post to provide emotional support for young victims of sexual violence and domestic abuse.	Embrace – Child Victims of Crime	11,000
Specialist Independent Domestic Violence Advisor – Stalking and Harassment Pilot post to provide specialist support and guidance to victims of stalking and harassment	Cambridgeshire County Council	5,500
Development of Operation Encompass Support to develop capacity to inform schools when one of their pupils has been involved in a domestic abuse incident to ensure appropriate support can be offered.	Multi Agency Safeguarding Hub	2,500
Development of communication and awareness channels * <ul style="list-style-type: none"> • Single web portal • Sexual violence support literature • Commissioning support 	Chameleon Studios Brookhill Design Studio	12,500 1,961 334
Total allocated spends		986,094
Funding streams		
Ministry of Justice Victim Services Grant		986,094
Co-funding (Sexual Violence Service)		
Peterborough City Council		60,000
Cambridgeshire County Council		70,000
NHS England		35,000

*In line with 2.6 of grant agreement

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

Introduction

There has been an increase in levels of recorded crime for particular crime types over recent years such as burglary, domestic abuse, sexual violence, child sexual exploitation and cybercrime. These crimes can often be “hidden” crimes that happen behind closed doors, often within the home. Tackling these crimes is resource intensive and usually cannot be tackled by the police alone. Tackling offender behaviour, preventing reoffending and deterring individuals from a life of crime takes a partnership approach. Many agencies work together for the benefit of everyone including both victim and offender.

The Criminal Justice Board and the Countywide Community Safety Strategic Board provide a county wide strategic overview to ensure a coordinated multi-agency response.



Offender Hub

To contribute to breaking the ‘revolving door’ of offending, where low level crime takes place there is an opportunity to respond in a way which addresses the underlying causes of their criminal behaviour. By intervening early with targeted support we can divert individuals away from criminal behaviour, prevent future victims of crime, while also reducing costs. A new approach by the Constabulary to help prevent people from reoffending has been rolled out across Cambridgeshire, following early success in Peterborough. Funded initially through the Home Office’s Innovation Fund, the Offender Hub project is designed to tackle the root causes of early offending behaviour through conditional cautions (deferred prosecution). Conditional cautions are agreed on an individual basis and with multi-agency assessments.

Assessment of need is completed by the Liaison and Diversion Service in custody, and the community-based ‘Outside Links’ service run by HMP Peterborough to facilitate this approach. Compliance is monitored and if conditions are not met, the previously deferred prosecution will continue. The conditions imposed are designed to help the individual rehabilitate and tackle the cause of their criminality. For example offenders may have an issue with housing, anger management, drugs or alcohol misuse, mental health, employment, education and training or debt management. Other conditions may be reparative (making good on the harm caused) or agreeing to meet the victim as part of a RJ programme (if the victim agrees).

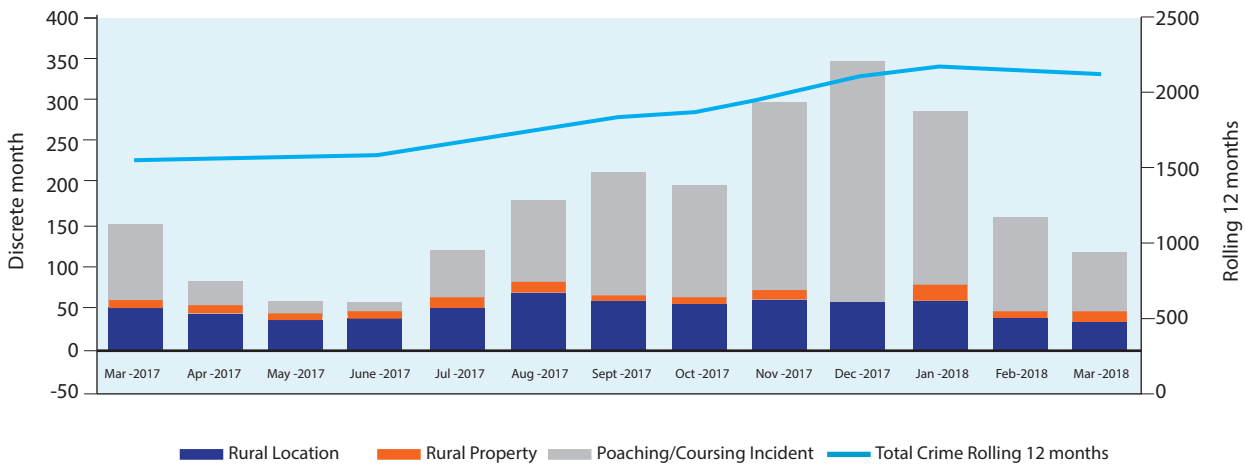
Over 600 conditional cautions have been issued since September 2016. Compliance has been high at around 85%.

Addressing the long-term causes of offending

The causes of criminality must be addressed to make people less likely to reoffend so that there are less victims in the future. A strategic needs assessment was commissioned around the future threat, risk, harm and vulnerability needs of the local population and to

Constabulary – Rural Crime

	Mar -17	Apr -17	May -17	June -17	Jul -17	Aug -17	Sept -17	Oct -17	Nov -17	Dec -17	Jan -18	Feb -18	Mar -18
Rural Location ¹	53	47	38	39	52	71	61	58	63	60	61	41	36
Rural Property ²	6	9	6	9	8	13	5	8	7	-2	19	5	11
Poaching/Coursing Incident	94	29	14	10	60	96	148	133	226	285	201	113	72
Total Rural Crime	153	85	58	58	120	180	214	199	296	343	287	159	119
% of all rural crime in Cams	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



identify the strategic direction of service delivery to meet those needs. The report highlights the high level and complex needs of those in the criminal justice system, especially around housing, employment and skills, drug and alcohol misuse and mental health. These are key areas that require wider partnership action.

One of the biggest problems faced by offenders leaving prison is the availability of housing. It is a problem that cannot be solved by one agency in isolation. A central government funded project to look at new ways to reduce homelessness in Cambridgeshire and Peterborough has now been in place for a year. The trailblazer team includes a prevention team supporting partners to spot the early warning signs of homelessness and prevent homelessness. They are also working with landlords to resolve problems and avoid evictions, and also to extend provision. Work on further developing the necessary pathways between housing and criminal justice agencies is underway.

GPS tagging pilot

Cambridgeshire participated in a Ministry of Justice GPS Tagging Pilot, which is when a small transmitter is attached to a person sending a signal to the GPS

network. This has now concluded and the learning will inform the national rollout of the electronic monitoring programme.

Rural Crime

As a largely rural county, rural crime continues to affect a great many people, particularly the farming community. Theft of equipment, fuel and even livestock remains a problem.

The Constabulary's Rural Crime Action Team continues to tackle all forms of rural crime and its activity is greatly valued by the communities it serves. The fight against hare coursers saw a number of successful prosecutions over the year.

The Constabulary continues to work across county borders with other forces and agencies such as Countryside Watch to tackle this growing threat.

Fraud and cybercrime

Fraud and cybercrime have been in the news throughout the year with an ever increasing threat from cyber-attacks at all levels of society – from national cyber terrorism to online scams targeting individuals.

The year has seen a 32.5% rise in crimes which have



been identified as being cyber enabled or cyber dependent. Cyber related reports to Action Fraud have risen by 29%. It is recognised that in line with national research, there is likely to be under reporting.

41% of recorded cyber offences relate to crime categorised as violence against the person, which includes harassment and various forms of malicious communications. 25% related to fraud and 10% theft and handling offences. Of the known victims, 64% are female while of the known suspects, 75% are male. The average financial loss is £4,246.

Cambridgeshire Constabulary's Fraud and Cybercrime Investigation Unit (FCIU) is tasked with developing the fraud and cybercrime capability for Cambridgeshire based on the 4P model: Prevent, protect, prepare, pursue. The FCIU's remit is to deal with serious and/or complex crimes which local officers would not have the technical expertise or experience to be able to investigate effectively.

Two prevent officers are now employed in ERSOU tasked with identifying high risk subjects who might be drawn into cybercrime through experimentation and seeking to divert them to legitimate pathways. The FCIU works closely with ERSOU who take on investigations which have regional/international issues, or which require technical expertise that is not available within the force.

A Cyber Security Adviser focuses on small to medium-sized businesses providing cybercrime and fraud

prevention advice through presentations, signposting and sharing relevant campaigns advice. They also create and maintain a network of relationships within government, law enforcement, industry, academia and business to encourage joint working to tackle cybercrime and fraud related problems within the local communities.

The Get Safe Online policing partnership programme, supported by the Office of the Police and Crime Commissioner, included a Get Safe Online live event over two days in central Cambridge (attended by 12,000 people and over 80 local businesses). There were also two cybercrime conferences (one public and one business) and supporting events arranged by local banks, local councils and businesses.

Community Cyber Ambassadors have been trained to raise awareness at a grassroots level within communities. 120 individuals within the force, service partners (Fire and Rescue Service) and local communities in Cambridgeshire have been given training to promote awareness within their local communities. FCIU provides advice and support to all officers where there may be a cyber element to cases they are working on. 16 officers are trained as Digital Media Investigators.

Since May 2017 the FCIU has investigated 52 crimes/incidents as well as providing support to an additional 60 divisional investigations and conducting 86 technical examinations.

Communities – Communities have confidence in how we respond to their needs

The public want a local policing service they can trust and have confidence in. Cambridgeshire Constabulary is committed to providing this through a local policing service that is able to respond effectively to future demand and where capable officers and staff are recruited and supported to maximise their potential.

Financial constraints across the public sector means that all government organisations are having to prioritise and to find the most efficient and effective ways to deliver their services. 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 with different agencies often dealing with the same people who have multiple issues.

Neighbourhood policing

The public are clear that what they want is increased police visibility. The reassurance provided by local bobbies on the beat.

The Constabulary remains committed to local neighbourhood policing in touch with the communities

they serve. However, the Constabulary was facing unprecedented levels of demand and the way local policing was organised was not sustainable and put a strain on officers on the frontline. To address these issues the Chief Constable introduced a new policing model to ensure the Constabulary can continue to offer the best policing service to local communities and respond effectively to changing demand.

Instead of having six geographical areas with six command structures, in the new model the county is divided into two geographical areas. To more effectively manage demand, a Demand Hub has been created to bring together call handling, crime management and dispatch into a single location. This will make sure each call for help is managed through a central point and is dealt with quickly in the most appropriate way.

Neighbourhood policing teams will provide visible, accessible and accountable local policing services to tackle crime, reduce harm and keep people safe. Local policing will be highly attuned to local need and integrate with partners to ensure the right support is provided by the right organisation tackling crime, the fear of crime and quality of life issues. There will be an



overall reduction in the number of PCSOs and an increase in the number of fully warranted constables. This shift from PCSOs to Police Constables is because the Chief Constable requires more officers with power of arrest (which PCSOs do not have). The Force has maintained an effective PCSO workforce and a desire to deliver accessible and visible local policing.

The impact of these changes will be a more efficient and effective local policing service which is better able to respond to current and future front line pressures because the right resources, with the right skills, are in the right place at the right time. Moving from six districts to two will result in a leaner management structure allowing additional resources to be invested into frontline policing, to meet increasing demand across response, neighbourhood policing and investigations. It will also result in a more consistent approach across the county in terms of communication, investigations, victim care and performance. It will reduce pressure on staff thereby improving health and wellbeing.

Road Safety

Despite the fact that over the long term fatalities and serious injuries have reduced, every death is a tragedy impacting not just friends and family but also the emergency service personnel who have to deal with the consequences. 373 people were killed or seriously injured on Cambridgeshire roads in 2017. Of these 41 were fatalities. Enforcement activity alone will not solve the problem. More important is changing driver behaviour through education and awareness,

particularly for younger drivers.

The Commissioner has funded a Casualty Reduction Officer post within the Constabulary to specifically work with partners and reduce road casualties. The Casualty Reduction Officer works closely with the Road Safety Partnership in managing the Commissioner's Road Safety Casualty Reduction and Support Fund, developing initiatives that improve road safety.

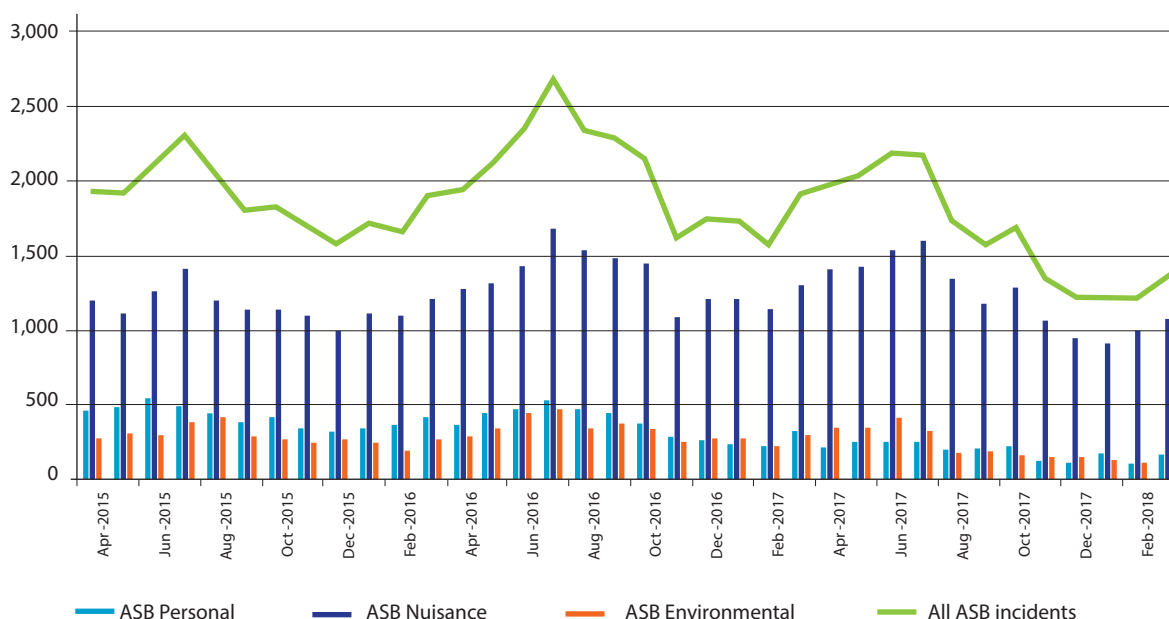
One of the projects funded in 2017 was Drive iQ, an online learning toolkit for young people aged 11 to 18. The aim is to help reduce the number of young people involved in incidents on the roads by positively changing their awareness, attitude and behaviour. Drive iQ provides young people with a virtual experience of different driving situations they may find themselves in, preparing them to become better and safer drivers once they have passed their test. Delivered through schools, it has an ambition to reach 10,000 students over three years. 17 schools are currently involved with 1021 students taking part. The feedback has been incredibly positive and the project won Best Education and Training Initiative of the Year at the FirstCar Young Driver Road Safety Awards.

This supports the ongoing work of the Constabulary Roads Policing Unit, the road safety campaigns and the work of Community Speedwatch. A comprehensive road safety strategy is currently under development.

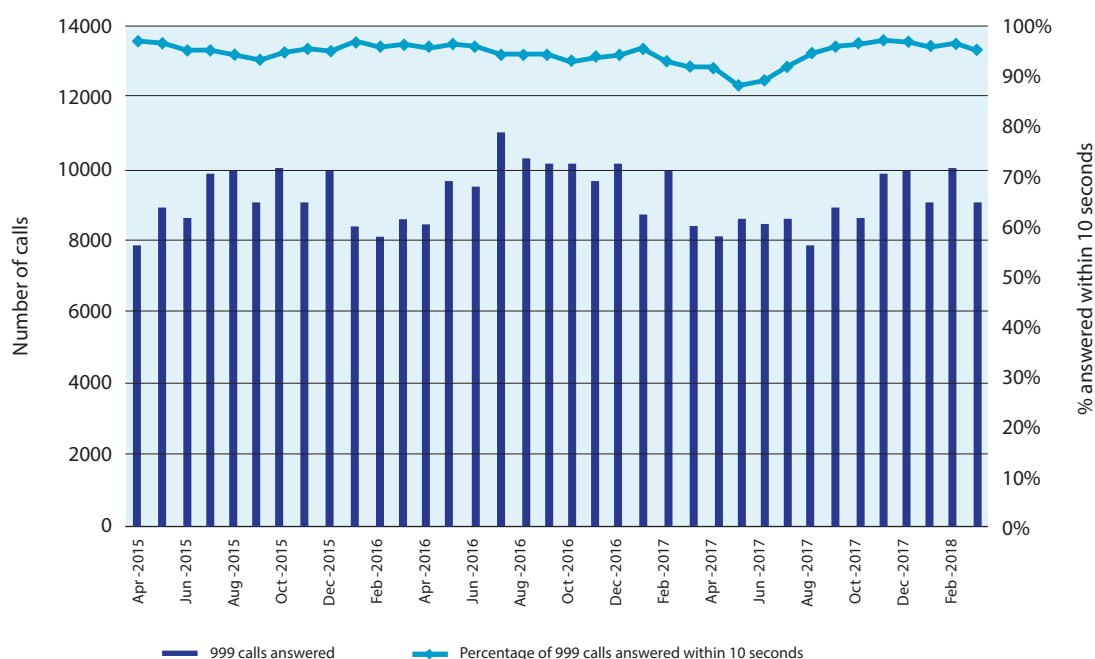
Anti-social behaviour

Anti-social behaviour (ASB) remains an area of concern

Constabulary – Anti-social behaviour



Constabulary – Number of 999 calls



for many local communities, particularly in the summer months. The Constabulary work with local partners, through Community Safety Partnerships, to address common ASB issues. A number of Public Space Protection Orders have been agreed over the year to address issues such as drinking alcohol in public spaces and tackling what is commonly known as “boy racers”. These orders enable police and partners to take immediate action, if necessary, to move transgressors on. It is worth noting that survey data shows only 0.9% of people perceive there being a high level of ASB in their area, based on data until the end of December 2017.

Youth and Community Fund

The Commissioner runs a Youth and Community Fund that is financed by the Police Property Act Fund. This Fund is made up of money received by the police from the sale of found property which is then sold.

The Commissioner uses the money to finance initiatives that benefit young people and communities, improving community safety and diverting young people at risk of offending.

Over the last year nineteen community groups were awarded funding sharing over £50,000 for community projects involving or relating to young people. In the past year a host of projects have benefitted from the fund, including Peterborough Bangladesh Welfare Association UK who received funding to run regular sports training sessions for disadvantaged young people

and Ramsey Neighbourhood Trust who used the funding to enable youth group members to run projects building links with other community groups.

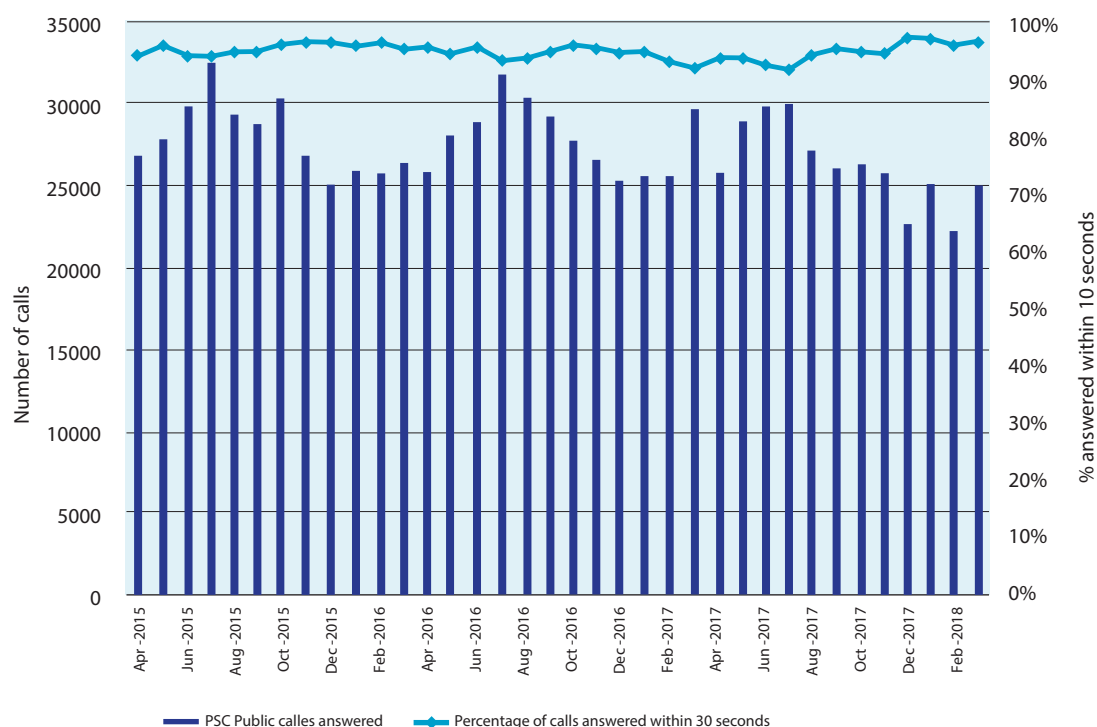
Public contact

The Constabulary remains committed to ensuring the public have a range of ways to contact them. Telephone contact remains a primary route. In 2017/18 there were 126,649 calls answered by 999 (an average of 10,554 per month). This compares to a total of 9,795 calls from the previous year, an increase of 7% call volume. This is the second year running there has been an 8% increase. Despite the increase in call volume 94.4% were answered within 10 seconds.

There were a total of 322,408 calls received by the 101 non-emergency number, an average of 26,867 a month. This compares to a total of 29,007 from the previous year, a decrease of 7%. However, it should be noted that there was a significant increase in calls over the summer months, peaking at 31,290 in July 2017, compared to the lowest month of 22,599 in February 2018. Although managing these peaks and troughs remains a challenge, 94.7% of calls were answered within 30 seconds.

There are a number of additional services that support the 101 service and provide options for people. This service means that a caller does not have to stay on hold during busy periods as the 101 call handler can return the call. Last year saw a rise in popularity of the webchat service. A call handler can manage multiple calls at a

Constabulary – Number of 101 calls



time and callers receive a quick response to simple enquires. There were 12,961 webchat sessions 2017/18, an average of 35 a day.

One of the reasons the overall 101 call rate has decreased is likely to be the introduction of a new Constabulary website in October 2017. The new website is much easier to use than the old site and provides an online reporting option. Users are able to access the information they need or report something without the need for a phone call. This can be more convenient for the user while also freeing up 101 call handlers to answer other calls. There were 2,992 online crime reports last year, 60% of them in the second half of the year following the launch of the new website. There were nearly 1 million website visits during the year (999,679) made up of 528,495 unique visitors.

Use of social media in community engagement has continued to grow with approximately 82,000 Twitter followers on the Constabulary's main account and 52,000 followers on the main Facebook account. These channels are mainly used to share information and advice. There have been a number of occasions when public feedback has helped identify both wanted and missing persons.

Working in partnership

The Office of the Police and Crime Commissioner and the Constabulary continue to work in partnership with

others at a range of levels to jointly engage with communities. A system wide approach is needed to tackle the many and complex issues that exist. The Commissioner is taking a leading role in bringing together organisations to align work-streams and collaborate. This is being achieved amidst a rapidly changing political landscape following the appointment of the Mayor of Cambridgeshire and Peterborough and the creation of a Combined Authority across the area.

The Commissioner chairs the Countywide Community Safety Strategic Board. This Board comprises local authorities, Cambridgeshire Constabulary, Cambridgeshire Fire and Rescue Service, the Clinical Commissioning Group, the Community Rehabilitation Company, National Probation Service, Community Safety Partnership (CSP) representatives and the Chairs of Safeguarding Boards, Health and Wellbeing Boards, Criminal Justice Board and the Youth Offending Board.

This Board identifies issues which CSPs, individual Responsible Authorities and the Plan consider to be both of high importance and would benefit from a countywide approach. The Board has produced a Countywide Community Safety Agreement in order to develop a more joined-up approach to community safety service delivery. Priority issues have been identified through relevant strategic assessments. Data and other crucial information is shared between agencies within legal permitted restrictions.

An example of how this leadership is working in practice is around the housing agenda. One of the biggest problems faced by offenders leaving prison is the lack of available housing which can lead to re-offending. The Partnership recognises this as a priority and that it cannot be solved by one agency in isolation. The group is developing a coordinated approach to improving the partnership approach to housing offenders. The Group is also reviewing the partnership structures across the county to achieve the best balance between a national, regional and local approach to community safety issues.

The Public Protection Communications Group work together to ensure joined up communications by all agencies, focussing on issues such as victims of exploitation and abuse. By coordinating communications the members reduce the risk of confusing mixed messages being sent out to the public at large and victims of crime in particular.

Community Safety Accreditation Scheme (CSAS)

The Police Reform Act 2002 enables Chief Constables to 'accredit' non police employees with limited 'police powers'. This is done where, after consultation, the Chief Constable is satisfied that this will support community safety. Community Safety Accreditation Schemes in Cambridgeshire have been set up with two traffic management companies, Addenbrookes Hospital and South Cambridgeshire District Council.

In the Prevention and Enforcement Service in Peterborough, staff from Peterborough City Council, police, fire and prison services work together under a single management structure. This includes Police Constables, PCSOs, council prevention and enforcement officers, CCTV operators and fire service Community Safety Officers. The Council, Prevention and Enforcement Officers have now been granted delegated powers

which give them the ability to take action against a wider range of community issues including littering, begging and cycling on pavements.

A big issue for the public is illegal parking. The Commissioner is in discussion with council leaders to explore a county wide solution to parking enforcement through the decriminalisation of parking. This would allow local authorities to take on parking enforcement increasing the enforcement capacity.

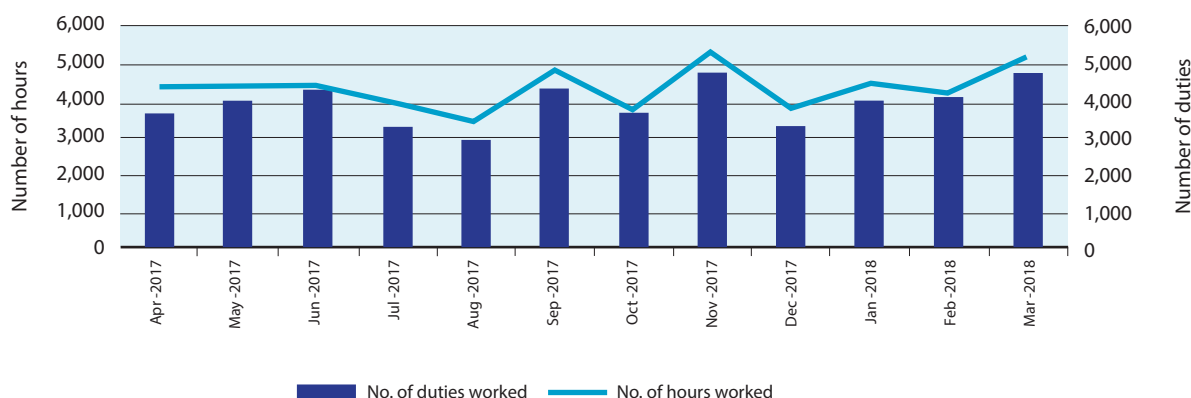
Citizens in Policing

The involvement of the county's citizens is vital and the Constabulary continues to work with a wide range of volunteers. The Citizens in Policing Strategy sets out the Constabulary's approach to increasing citizen participation in supporting the Constabulary.

The Special Constabulary has an establishment of 229 with around 52,000 hours worked in a twelve month period. Although the number of Specials has decreased from last year, the hours worked are still comparable. Application processes and progression have been simplified to make it easier for people to apply and progress. Retention of Specials remains an issue as several use the Special Constabulary as a stepping stone to becoming regular officers (accounting for around 25 percent of leavers in Cambridgeshire). National turnover of Specials is 25.9%. Projected turnover in Cambridgeshire is 20.9%.

There are 82 Police Support Volunteers (PSVs) who are involved in a wide range of supporting roles including specialist analysts, Restorative Justice Facilitators, Victim and Witness Community Volunteers and Mobile CCTV Officers. PSVs bring additional resilience and specialist skills to the Constabulary.

Constabulary – Duties and hours worked by Special Constabulary





The Volunteer Police Cadets scheme continues to inspire young people across the county. There are currently 127 cadets with an additional new group launched in St Neots. They continue to help with community safety with activities such as event management and crime prevention initiatives. This year saw the first cadet progress to becoming a Special Constable.

The Commissioner has funded a Watch Co-ordinator post that sits within the Constabulary. This post is mainly focussed on supporting and developing Neighbourhood Watch and Speedwatch although it also considers other watch schemes. Neighbourhood Watch has around 8,000 members while Speedwatch now has 154 schemes involving 1,431 community volunteers. Countryside Watch has around 2,500 members.

The Commissioner has direct responsibility for coordinating and overseeing the Independent Custody Visitor (ICV) scheme. ICVs are members of the local community who make unannounced visits to custody suites to check on the treatment of detainees. Last year, ICVs carried out 106 visits, visiting 455 detainees. The Independent Custody Association (ICVA) shadowed a recent inspection by Her Majesty's Inspectorate of Constabulary, Fire & Rescue Services and were highly complimentary of the Cambridgeshire scheme. The Commissioner attends the quarterly panel meetings and also has a six monthly review with the Constabulary to maintain his personal oversight of the scheme.

Integrity

Integrity – 'doing the right thing in the right way' – cuts across all areas of policing in respect of the decisions that

are made and how people are treated. No one element or approach to driving integrity can stand-alone. Pro-activity around integrity such as the Code of Ethics, behaviours, conduct, decision making, governance processes and controls assurances, are taken together to ensure the public can be assured that the Commissioner, his office, and the Constabulary, act fairly, honestly, respectively and ethically.

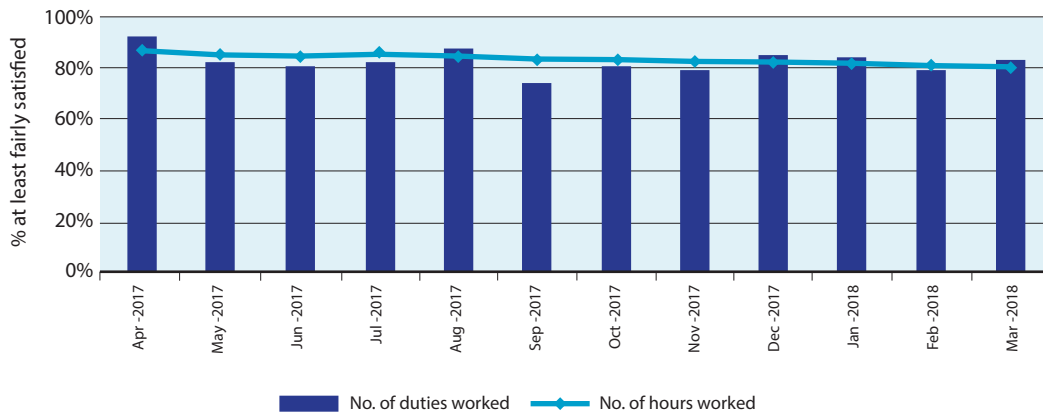
The Human Resources function is a collaborated function with Bedfordshire Police and Hertfordshire Constabulary. The People Strategy addresses recruitment, retention and progression policies to provide a workforce that is representative of the communities we serve and behaves with integrity and the highest ethical standards.

A Development and Progression Working Group has recently been established to look at ways of offering development and progression opportunities to all under-represented groups across the three forces including promotions and lateral development, barriers that groups might face and how these barriers can be removed.

The most recent statistics for Black and Minority Ethnic (BME) police officer posts stand at 2.6% of total workforce showing a small but steady increase since 2014. This is against a county average BME population of 9.7%. In 2016, 13% of Police Officer applicants were BME.

The Constabulary instigated a Positive Action recruitment process to raise the number of BME applicants and reduce the barriers to their selection. This included targeted recruitment events, a buddy

Public satisfaction



Public confidence



scheme to assist with the recruitment process, delivery of an eight week Access Course presenting the different police functions and an easing of the spelling and grammar requirements of the application form. Going forward the Constabulary will continue with this positive action programme and also re-contact those that narrowly failed to see if they can be supported to overcome the areas they failed in.

The Commissioner continues to monitor complaints through Professional Standards Department Governance Board quarterly meetings. The HMICFRS rated the Constabulary as 'Good' for legitimacy and made positive comments regarding the leadership within the Constabulary.

Public Confidence

Community engagement is crucial to maintaining public trust and confidence. Both the Office of Police and Crime Commissioner and the Constabulary do a considerable

amount of engagement with all communities across the county.

The Commissioner has set aside one to two days per week to proactively engage with police staff and officers, stakeholders, community groups and individual members of the public. This engagement ensures the Commissioner is visible, available and gains an ongoing understanding of what concerns people.

The latest confidence survey shows that 96% of people feel safe in their communities (12 month rolling average).

63.4% of people feel the police are dealing with issues of concern to them (12 month rolling average). This measure saw a decline in the middle of the year but has since recovered. The decline coincides with a time of peak demand over the summer and is a reflection of the pressure the front line is facing in meeting people's expectations at times of increasing demand.

Transformation – We deliver improved outcomes and saving through innovation and collaboration

Around 60% of the funding for Cambridgeshire Constabulary comes from central government. However inflation and other cost pressures means we have to continually find savings to achieve a balanced budget.

Despite the county’s rapid population growth Cambridgeshire is one of the lowest funded forces in the country and consequently also one of the most low cost forces in the country, costing 43p per person per day compared to the national average of 55p. Making sure that every pound is used wisely is paramount. The scale of the challenges cannot be met through small scale, incremental changes. It requires large scale, transformational change.

Future savings and efficiencies will be achieved through a number of long term transformational programmes, in particular ongoing collaboration with other police forces, closer working with local partners to address community safety issues and maximising the opportunities of technology.

Finance overview 2017/18

The total budget requirement for Cambridgeshire Constabulary for 2017/18 was £132.4 million.

The sources of funding were as follows.

	2017/18	
	£000	%
Council tax	51.6	39.0%
Govt. Police grant	78.4	59.2%
Other grants	1.0	0.8%
Other income	1.4	1.1%
Reserves	0.0	0.0%
Total	132.4	100%

Reserves: Total (useable) reserves at the 31st March 2018 are £24.2 million. Of this total, £17 million are earmarked for specific purposes, including the Budget Assistance reserve (£4 million), which provides a cash resource to respond to funding pressures. Of the remainder, the General Fund Balance, held as a working balance and general contingency, is £7.2 million.

Full financial details can be found on the Office of Police and Crime Commissioner website at www.cambridgeshire-pcc.gov.uk/money/

Collaboration

The Police Reform and Social Responsibility Act 2011 and The Policing Protocol Order 2011 clearly set out a duty for all emergency services to consider collaboration with other Police and Crime Commissioners, policing bodies, emergency service organisations and partners where there is an opportunity to improve the efficiency or effectiveness.

Collaboration is not just about fulfilling a duty or making savings, although this is important. The increasingly specialised nature of some policing activity means that specialist resources and training is required. These are expensive and for them to provide value for money they must be used, rather than on “standby” or deployed on other duties. By providing these functions in conjunction with other forces we maintain our operational viability as the resources are deployed, as and when they are required, without any single force having to carry the financial burden.

Bedfordshire, Cambridgeshire and Hertfordshire Strategic Alliance

Collaboration between Bedfordshire Police and Cambridgeshire and Hertfordshire Constabulary is well established and has been in place a number of years. The Collaborated functions have been split into Joint Protective Services, (JPS) Organisational Support and Operational Support for each with a lead force. JPS is the most established collaboration and consists of Armed Policing Unit, Civil Contingencies Unit,

Cameras, Tickets and Collisions, Dogs Unit, Major Crime Unit, Operational Planning and Support Unit, Roads Policing Unit and Scientific Services Unit. The lead force is Bedfordshire.

Organisational Support consists of Professional Standards Department, Human Resources and Learning & Development, ICT and Information Management. The lead force is Cambridgeshire.

Operational Support consists of Criminal Justice, Custody, Firearms and Explosives Licensing, and Public Contact. The lead force is Hertfordshire.

Each of the existing collaborated functions has a management structure that allows the lead force to effectively manage the function it leads on in a consultative manner while involving the other two forces and the three Police and Crime Commissioners.

The direction of the strategic alliance is managed via the Strategic Alliance Summit (SAS), which is made up of the six corporation soles of the organisations. The operational implementation of the collaborated units are managed via the Joint Chief Officers Board (JCOB) which is made up of the three Chief Constables.

Seven Force collaboration

In general terms, scale brings economies and efficiencies, and for some functions there is benefit in extending collaboration beyond our established Bedfordshire, Cambridgeshire, Hertfordshire arrangements. These forces in conjunction with Norfolk, Suffolk, Essex and Kent are engaging in a seven Force collaboration. Procurement is one example, which the Commissioner leads on and chairs the strategic working group.

Blue Light collaboration

In addition to the collaboration already taking place between emergency services, the Policing and Crime Act 2017 made changes that enable Police and Crime Commissioners to take on responsibility for the governance of the Fire and Rescue service in their area where a good case is made to do so.

In 2017 independent consultants were commissioned to evaluate different options for the governance of the Cambridgeshire Fire and Rescue Service. Following extensive consultation in the summer of 2017, the Commissioner sent a proposal to the Home Secretary in October 2017 which recommended that the Commissioner took over governance and oversight of Cambridgeshire Fire and Rescue Service from the Fire Authority.

The proposal was independently assessed by The Chartered Institute of Public Finance and Accountancy (CiPFA) in December 2017 and was formally approved by the Home Secretary on 26 March 2018.

Eastern Region – Eastern Region Special Operations Unit (ERSOU)

The Eastern Region Special Operations Unit (ERSOU) is the unit tasked with tackling the threat of organised crime, terrorism and domestic extremism across the forces in the Eastern Region and to provide specialist covert policing capability to law enforcement.

ERSOU consists of the Regional Organised Crime Unit (ROCU) and the Counter Terrorism Policing (CTP) Command and is made up of resources from across Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent (ROCU only), Norfolk and Suffolk. The ROCU identifies, disrupts and dismantles organised crime groups impacting on the Eastern Region and tackles Organised Crime Groups causing the greatest levels of harm to communities of the East. In particular it targets groups involved in drug trafficking, modern human slavery, child sex exploitation, and national cybercrime.

Much of ERSOU's work is covert and is made up of a number of highly specialised teams working closely together and has embedded partners from Her Majesty's Revenue and Customs, UK Border Force, and the National Crime Agency (NCA) working within it. For examples of the work they do see <https://www.ersouocu.org.uk/>

The CTP Command unit exists primarily to gather and develop intelligence to help protect the public from national security threats, especially terrorism and other extremist activity. Through this they play a valuable role in promoting community safety and cohesion. The single regional CTP capability provides the critical link between local policing and the wider CT network – an essential component in delivering almost all aspects of the Government's counter-terrorism strategy – CONTEST.

Estates

Buildings are expensive to maintain. The Constabulary's estate is valued at £38.8 million and costs £3.8 million a year to run. The Commissioner's focus is to maintain the estate the Chief Constable requires operationally and to minimise expenditure on unneeded or underutilised buildings. People keep the public safe, not buildings, so any savings that can be made on buildings can be invested in people. During the year a new vehicle workshop was opened near St Ives to maintain the Constabulary's fleet of



vehicles. This well connected brand new facility replaced three old vehicle workshops in Cambridge, Peterborough and March.

Collaboration continued with other blue light services. The Constabulary's training centre near Huntingdon has been used by Cambridgeshire Fire and Rescue Service and discussions are under way for greater use in the future. Both the Constabulary and the Fire & Rescue Service are looking at their various buildings and looking at locations where facilities may be shared E.g. Fire stations at Ramsey, Whittlesey and Yaxley, Police Headquarters in Huntingdon and a blue light hub in Wisbech.

Technology

Making use of new technology provides an opportunity for improving both the efficiency and effectiveness of police work. It also presents huge challenges as officers and staff have to learn new ways of working. The Constabulary continue to develop their mobile technology capabilities with communication

equipment that allows the sending and receiving of real time data wherever they are. Paperwork can be completed while out and about on patrol reducing the need to return to an office.

Throughout the year the Constabulary has been preparing for the launch of Athena in May 2018. Athena is a new computer platform that helps forces to shift resources from the back office to the front line. They can also search one system for information and find results not just from one force, but across all forces using the Athena system. The software merges intelligence, investigation management, case preparation and custody data. It will strip out time-consuming manual processes and connect easily with police, court service and Crown Prosecution Service systems.

The Commissioner was also asked by the Home Office to chair the National Commercial Board which explores commercial opportunities for police estate, procurement and ICT at a national level.

Her Majesty's Inspectorate of Constabulary Fire & Rescue Service (HMICFRCS)

Despite the challenging context over the last few years the Constabulary continues to perform well.

HMICFRS carry out regular inspections of all police forces and rate them against three main categories. Known as PEEL Inspections, the categories are:

- Effectiveness,
- Efficiency and
- Legitimacy.

Forces are rated as either Outstanding, Good, Requires Improvement or Inadequate

The full reports can be found on the HMICFRS website at:

<https://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2017/cambridgeshire/>

The latest reports on Cambridgeshire Constabulary are:

PEEL Category	Description	Date of report	Rating
Effectiveness	How effective is the force at keeping people safe and reducing crime?	22 Mar 2018	Requires improvement
Efficiency	How efficient is the force at keeping people safe and reducing crime?	09 Nov 2017	Good
Legitimacy	How legitimate is the force at keeping people safe and reducing crime?	12 Dec 2017	Good

APPENDIX 1 – Independent Custody Visitors' Scheme 2017-18

Independent Custody Visitors (ICVs) are members of the public who make unannounced visits to police stations to check on the rights, wellbeing and treatment of detainees. They look, listen and tell the Police and Crime Commissioner what they have found in police custody. Custody Visitors seek the detainee's permission to talk to them or to see their custody record. If the detainee gives permission, Custody Visitors talk to them to find out how they have been treated and whether they have been able to access their rights and entitlements.

2017/2018 Overview

- ICVs visited roughly 3.8% of all people in custody in Cambridgeshire and Peterborough.
- 90% of detainees available ICVs accepted a visit.
- There are 20 volunteers who have given an estimated 600 hours of their time between them in 2017/18.

Highlights

- ICVs were present on the first day of the unannounced HMICFRS/HMIP Joint Inspection of Custody that was also shadowed by the Chief Executive of Independent Custody Visitors' Association (IVCA). ICVs received praise about the quality of their interactions with detainees, the questions they were asking and the reports they submitted to the Commissioner.
- ICVs regularly commented on how impressed they were with the treatment of vulnerable detainees and how detainee welfare was always a priority.
- The Constabulary was praised for the attention paid to vulnerable detainees including children. The

number of children detained, and number held overnight is decreasing to its lowest ever level for the force. However, there is still work to be done with Local Authorities to ensure accommodation is provided where requests are made. ICVs received training on children in custody.

- Use of force recording was praised by HMICFRS, and where issues were raised by ICVs about marks on wrists of people coming into custody, were able to see a practical demo and now have greater understanding of issues. ICVs will still challenge and the Force welcomes this.
- Data showed a dramatic reduction in S.136 detainees coming to custody down from 177 to just two over the past seven years. There has been none since the changes in the Mental Health Act, and custody staff continue to raise issues with ICVs where they have concerns, knowing where ICVs can add value.
- Close working with Tri-force schemes and good communications with eastern region Police and Crime Commissioners.
- Sanitary protection for female detainees in custody conforms well with ICVA guidelines.
- Scheme managers have now agreed a tri-force reporting form and recording spreadsheet, which paves the way for exploring an electronic reporting option.

Key issues raised

- Temperature control issues in cells ongoing, but there is an action plan in place and detainees are offered blankets or to move cells where necessary.
- A change of translation service has caused ongoing issues requesting and obtaining translators. ICVs have extensive contract monitoring in place to deal with this.

Total number of detainees through custody (Apr 17-Mar 18)	Total Number of ICV visits	Total number of detainees in custody at time of ICV visits	Total number of detainees visited
11,853	106	772	455

- Seeing staffing issues in relation to availability of Health Care Providers, but not the quality of treatment. ICVs raising issues to the Commissioner who is engaged with the re-tendering process and pushing for more controls in the contract.
- Consistency needed on the allergy information and charts available for food in Custody.
- After a period of low staff levels in Custody which impacted on the speed of staff in helping detainees access amenities such as showers, or reading material, staffing is now back above minimum levels.

Moving forward

- Continue work on exploring electronic recording option.
- Work towards implementing good practice from the new ICVA Quality Assurance Framework.
- Promote public knowledge of the scheme to help reassure the public about the conditions in police custody and anyone detained there.
- Continue to build an understanding of the complex nature of custody in relation to mental health and vulnerability in particular.
- Pay close attention to recommendations highlighted in the HMICFRS / HMIP Joint Inspection of Custody Report.

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