

Cambridgeshire Police Authority
Local Policing Plan

2011 - 2014

**GET CLOSER
 AND SUPPORT THE FORCE!**



Contact

Cambridgeshire Police Authority

Tel: 0300 333 3456

Fax: 01480 425748

Email: police.authority@cambs.pnn.police.uk

Website: www.cambs-pa.gov.uk

Chief Executive
Hinchingsbrooke Park
Huntingdon
Cambridgeshire
PE29 6NP

Cambridgeshire Constabulary

Tel: 0345 456 456 4

Fax: 01480 422431

Email: via the force website

Website: www.cambs.police.uk

Cambridgeshire Constabulary Headquarters
Hinchingsbrooke Park
Huntingdon
Cambridgeshire
PE29 6NP

Crimestoppers

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

In an emergency always dial 999

Who we are working with

Cambridgeshire Together Partnership
www.cambridgeshire.gov.uk

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

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

South Cambridgeshire CSP
www.scambs.gov.uk

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

Fenland Community Safety Partnership
www.fenland.gov.uk

Huntingdonshire Community Safety Partnership
www.huntsdc.gov.uk

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

Safer Peterborough Partnership
www.peterborough.gov.uk

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

**What do
you think of
this plan?**

You can let us know by contacting Cambridgeshire Police Authority using any of the methods detailed above.

If you are interested in helping to shape policing in your area, or would like to become a volunteer you can speak to members of your local policing team face to face at your area's neighbourhood panel meeting. You can find the dates of these meetings across Cambridgeshire and Peterborough on the constabulary website www.cambs.police.uk

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

Contents

Contact details	2
Executive summary	4 - 5
Foreword from Police Authority Chairman Ruth Rogers	6
Foreword from Chief Constable Simon Parr	6
Mission, vision and values	7
Cambridgeshire Police Authority's key responsibilities	7
The people we serve	8 - 9
Communication and engagement	10 - 11
How we developed the plan	12
A review of priorities from the 2010-13 plan	13 - 14

Priorities for a safer Cambridgeshire 2011 - 14

1. Maintain local police performance	15 - 16
2. Deliver policing within the available budget	16 - 18
3. Reduce crime and disorder	19 - 22
4. Keeping people safe	23 - 24
5. Maintain the resilience of protective services	25

Appendices

Appendix 1 - Home Office business plan 2011-15	26
Appendix 2 - Setting priorities - the strategic assessment	27 - 28
Appendix 3 - Community Safety Plan priorities 2011-14	29
Appendix 4 - People	30 - 32
Appendix 5 - Finances - including a value for money statement	33 - 35
Appendix 6 - Police Authority risks	36
Appendix 7 - Performance summary	37

Executive summary

External influences (background)

The plan has been developed against a backdrop of funding challenges with a £6 million gap in 2011/12 and a further £10 million to be saved by 2015. The authority has balanced this year's budget and is supporting the constabulary on a series of change programmes to deliver further savings.

A new operational policing model will be implemented by 2012 through an internal change programme called Operation ReDesign. It will aim to cut down on bureaucracy, encourage the use of professional judgement and release more officer hours to the frontline. This is being complemented by a strategic alliance with Bedfordshire and Hertfordshire Constabularies. The initial phase will look at collaborative opportunities for major crime investigation, professional standards, contact management, information communication technology and firearms. Other areas of business, such as organisational support services, which includes finance and HR for example, will come later on in the programme.

The plan is also mindful of the transition to the Police and Crime Commissioners which are expected in May 2012. The Police Reform and Social Responsibility Bill which proposes these changes is expected to become an Act later this year. It is the authority's duty to ensure it is prepared for the changes and has everything in order so the transfer of governance to the commissioner is as seamless as possible.

Our people

Cambridgeshire and Peterborough have a diverse and rapidly growing population and there are many challenges associated with this. The number of languages spoken in the policing area now exceeds one hundred. There have been significant increases in the number of migrant workers and the constabulary needs to be cognisant of the large numbers of established settled BME communities, each with their own policing needs. The plan also makes reference to the importance of considering the needs of members of the travelling community, vulnerable adults and hard to reach groups. Cambridgeshire's Independent Advisory Network (CIAN) enables the authority and constabulary to take into account views from diverse groups.

How we developed the plan

Centrally set performance targets have been removed which has given the authority a chance to create a truly local plan taking into account the views of members of the public and partner agencies. The plan has been informed by the constabulary's strategic assessment which looks at current and emerging crime trends using data from force systems and partner agencies and the Home Office's Business Plan.

The authority sees its engagement role as key and has listened to the views of local people on both the budget and local policing priorities. The authority has taken its lead from feedback obtained from many engagement mechanisms such as media briefings, neighbourhood panel meetings and newsletters, street meetings and local surgeries, E-cops, vodcasts, social media such as Twitter and local surveys. The People's Priority of anti-social behaviour, in particular speeding and parking near schools, once again features in the plan following resounding support from members of the public.

Past and future priorities

The priorities identified in the 2010/11 plan have been largely achieved. Crime is falling and levels of satisfaction with the way the constabulary deals with victims of crime are increasing. In particular the constabulary has reported the lowest levels of serious acquisitive crime ever recorded. Much effort was devoted to setting up effective partnership working opportunities such as the opening of the Sexual Assault Referral Centre in Peterborough which has helped deliver a four per cent increase in the number of sexual offenders brought to justice. The Integrated Offender Management project and the Multi-Agency Referral Unit (MARU) are other examples of partnership working being delivered.

While the constabulary and authority go through periods of change the local policing plan will ensure the focus to **'maintain local police performance'** is not lost, in particular within efforts to **'deliver policing within the available budget'**. The aim is to **'reduce crime and disorder'** and **'keep people safe'** by tackling the crime which has the greatest impact in local communities giving judgement to local officers in how they deal with it. This local focus has to be balanced with an ability to respond to county-wide and national issues which affect Cambridgeshire and Peterborough. It is important therefore to **'maintain the resilience of protective services'**.

Priorities for 2011/12

1. **Maintain local police performance**
2. **Deliver policing within the available budget**
3. **Reduce crime and disorder**
4. **Keeping people safe**
5. **Maintain the resilience of protective services**

The term protective services relates to a number of areas of police activity which are aimed at protecting the public from serious harm, whether that harm has its origins in crime, accident or civil contingency. It includes for example the major crime department, road policing unit, tactical firearms unit, the dog unit, force resilience and public order planning.

Foreword by

Ruth Rogers

Chairman of Cambridgeshire
Police Authority



This year's plan is dominated by the issue of police funding. Put simply we have significantly less money to deliver policing services. Openness and transparency are important and ensure the public get an accurate picture of police funding, and a chance to influence the local policing priorities. This is why we posted the budget calculator online, and why members of the authority attended community meetings across the policing area to ask people what they think the force should be focusing their officer hours on. The People's Priority of anti-social behaviour with a focus on speeding and parking outside schools got resounding support once again; we are tackling this in partnership with the local authorities and volunteers from the community.

We are listening to you and our work will be informed by your views. Policing by consent must underpin everything the constabulary does – whether it is tackling organised crime gangs or street-level anti-social behaviour it must work with local communities.

We are ensuring money is protected for the grass roots of policing and local teams by agreeing that the constabulary should work collaboratively with Bedfordshire and Hertfordshire Constabularies. This collaboration will ensure 'specialist policing' and back office services, such as IT and HR, are provided cost-effectively.

Difficult decisions have had to be made to ensure we balance our budget this year. Some things have had to be stopped, others done differently, but rest assured we are still making sure you are provided with a first class police force in Cambridgeshire. I will be proud to hand over the reins in May 2012 to the newly elected Police and Crime Commissioner.

Simon Parr

Chief Constable



We are going to change an enormous amount in 2011/12. Our structures, processes, partnerships and finances are all going to evolve to deliver flexible and affordable policing. But our priority remains to create an ever safer Cambridgeshire. One of the reasons I wanted to lead Cambridgeshire Constabulary was because I saw a force dedicated to delivering, no matter how tough things got. In 2010 the constabulary has gone from strength to strength, with performance improvements across the board. It is a credit to the officers and staff who serve local communities that this has continued at the same time as dealing with changes and cuts in budget.

I believe the challenges we face give us two opportunities. Firstly, to refocus on our main job, that of protecting the public from harm and secondly to think differently about how we perform this vital service.

We will continue to do all we can to ensure people who live and work in, or visit Cambridgeshire, feel safe and are safe. We will continue to relentlessly target those who commit crime, bring offenders to justice and tackle the issues that matter most to our communities. And we will transfer the fear of crime to the criminals.

My vision is of a police service responsive to local needs, with the resilience to tackle them effectively. I believe we can achieve this by combining the local policing services people are familiar with and value so much in their communities with specialist teams managed centrally, and by working in partnership with other forces and local agencies.

I am confident we will deliver a new policing model for the benefit of local communities without allowing ourselves to be distracted from the work of policing Cambridgeshire's communities and keeping people safe.



Our Mission:

Creating a safer Cambridgeshire

Our Vision:

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

Our Values:

Sensitivity, integrity, respect

Key responsibilities of Cambridgeshire Police Authority

- *Consulting with the community – the authority provides an important transparent link between the police and the public.*
- *Setting an annual plan for policing the area taking account of the views of the community – this includes priorities and targets for the constabulary.*
- *Reporting back to the community – our annual report tells the public whether the constabulary has achieved the targets set in the annual plan.*
- *Setting the police budget for the forthcoming year and deciding how much money is needed to be raised through local council tax towards the cost of policing.*
- *Appointing and, if necessary, dismissing the chief constable, the deputy chief constable and the assistant chief constable.*
- *Ensuring the service provided by the constabulary is Value for Money and makes the best use of available resources.*
- *Serving our diverse communities – having regard to our duties under the Equality Act 2010 including the advancing of opportunity between people of different groups.*

The people we serve

Cambridgeshire Constabulary covers the county of Cambridgeshire and Peterborough Unitary Authority. The authority set the constabulary a budget of £130.5 million for the forthcoming year, including 1,391 police officers and 896 police staff. The constabulary also has 195 police community support officers (PCSOs) and more than 200 special constables – with a drive to recruit many more. (See Appendices 4 and 5 for more detail on people and finances)

Cambridgeshire and Peterborough have a diverse and rapidly growing population of an estimated 778,200 people; predictions are that this figure will top one million by 2031 or sooner. This presents urban and rural policing requirements, which today are far more complex than were ever anticipated in a modestly sized, shire county constabulary. Substantial parts of the area now present the challenges and demands expected within a metropolitan police force, or a large 'inner city' area.

The swift and continuing growth is the result of planned large-scale economic development, one of the country's highest birth rates and, in the past decade, a considerable concentration of migrant worker communities serving industry, retail and service sectors and, in particular, agricultural and food production businesses. The A14 and A1 main arterial roads run through Cambridgeshire and Peterborough making it easily accessible and an ideal location for business. London is less than an hour away by train.

Cambridgeshire and Peterborough have both wealthy and socially deprived communities in close proximity. Peterborough in particular has some of the most deprived wards in the United Kingdom.

Migration and diversity

Cambridge ranks top of all local authorities in the country for levels of internal and international migration. It also has the most ethnically diverse population – with less than three-quarters being of white British origin. In Cambridgeshire as a whole it is estimated that 16 per cent of the population (up one per cent from April 2009) is of an origin other than British, with a quarter of that number originating from Eastern Europe and a sixth from Western Europe.

Peterborough has continued to see a significant increase in overseas worker registrations compared to last year as measured by the Department of Work and Pensions. This is despite decreases regionally and nationally. The majority of worker registrations are from Lithuania (50 per cent) and Latvia (31 per cent). Peterborough has a high proportion of settled BME residents, compared to Cambridgeshire and the rest of the country as a whole. This includes many long-established Asian Indian, Pakistani and Afro-Caribbean communities whose particular policing needs are recognised by the constabulary.

The number of languages spoken within Cambridgeshire and Peterborough now exceeds a hundred. Within the last 12 months the translation figures show the top ten languages as: Urdu, Lithuanian, Polish, Russian, Czech, Latvian, Portuguese, Kurdish, Slovak and Romanian.

Travellers

Members of the travelling community tend to be inward looking which leads to an under-reporting of crime. A redrafting of the constabulary's Gypsy and Traveller Engagement Action Plan is imminent. This aims to improve the consistency and techniques used to engage with such communities at a neighbourhood level.

Vulnerable adults

There are many people who because of their mental health or other disability, age or illness, are not as able as others to protect themselves from harm. The system used to record crime in Cambridgeshire uses a marker of 'vulnerable or intimidated' to identify vulnerable victims. Ten per cent of all crime recorded from January 2010 to January 2011 was given such a marker. The system used to record incidents uses a mental health marker with 2.4 per cent of all incidents raised in the 12 months to January 2011 having this marker. Protecting vulnerable adults is a strand of the 'Keeping people safe' priority and is linked with the development of the Multi-Agency Referral Unit (MARU), and the provision of joint protocols through the Bradley Coordinating Forum.

Our communities

The police service recognises that equality, diversity and human rights are central to providing excellent public services and retaining public co-operation. Therefore police forces and authorities are expected to ensure their equality objectives and action plans reflect the priorities outlined within the Equality, Diversity and Human Rights Strategy.

The authority is well placed to meet the new duties required by the Equality Act 2010, effective from April 2011, through its pre-existing Integrated Equality Scheme (See Appendix 4 for additional detail). The constabulary's recent completion of the Equality Standard, which was launched in 2010, will enable activity to be focussed on any gaps in achieving the desired outcomes. This activity will also provide evidence to demonstrate the new duties in the Act are being met. In short we will be setting out specific, measurable equality objectives and publishing information about our performance on equality.

The Cambridgeshire Independent Advisory Network (CIAN) ensures the authority seeks the views of the communities regarding policies and how Cambridgeshire and Peterborough are policed. Their support influences working practices. The authority seeks to ensure that all local policing services are accessible to all communities in order to deliver a fair and equitable service narrowing inequality in service provision and confidence levels.

Communication and engagement

Public involvement and engagement

It is crucial that people who live and work in Cambridgeshire are given the opportunity to help shape the police force which serves them. The topic will determine the level of engagement needed and thus the communications used to facilitate it.

The authority has worked in partnership with the constabulary at a range of consultation events taking advantage of its well-established communication channels. This has enabled the authority to fulfil its statutory obligation to consult. The authority has also empowered constabulary staff to engage with members of the public on budget issues by producing a 'Sixty Second Brief' with the budget headlines. This emphasis on **internal communications** also ensures staff are given a voice and can share their views too.

Media briefings have been carried out with local journalists. These briefings help us get our messages out to a wider section of society and create a dialogue about policing which often generates follow up emails, letters, or phone calls from members of the public.

The 2010/11 **Joint Involvement and Engagement Action Plan**, which brought together a programme of engagement events and opportunities, is being evidenced and refreshed. The constabulary is now focused on a programme of stakeholder engagement for Operation Re-Design. A programme of comprehensive communications to increase the visibility of policing activity and raise public levels of understanding of the breadth and depth of policing in Cambridgeshire will also be delivered in 2011/12.

Budget engagement events

Local panel meetings

Members of the authority took part in 27 budget consultation and priority setting meetings spread across the force area – each with an average of 40 people attending. While more than 1,000 people heard the presentation first-hand the associated message penetration is much greater as attendees share their experience with others. Each member fielded a number of questions with the key themes being reassurance around local policing and how PCSOs were not being lost and that collaboration would not mean a reduction in police services. There were also specific questions on the costs of translators, the fairness of the funding formula, the cost of senior police officers and the new appointments system. Members also pledged to feedback to the constabulary on a whole host of issues and were reassured that the **'People's Priority'** of anti-social behaviour with an emphasis on speeding and parking outside schools was still overwhelmingly supported. This was introduced in 2009/10 after 2,700 people across Cambridgeshire and Peterborough were surveyed about the issues that matter most to them. This has led to more targeted speed enforcement in rural areas and the further development of the volunteer-led Speed Watch scheme.

It is crucial members of the public get involved in engagement events such as panel meetings, surgeries and street briefings as it is their views which help shape the direction of the constabulary and local policing. Members of the authority are involved in a whole raft of consultation and engagement events, not just those which lead up to the budget setting, and sit on many partnership working groups.

Online budget calculator

More than 1700 people have tried their hand at the budget calculator. Submissions came from across Cambridgeshire and Peterborough, with twice as many men taking part than women. Of the 500 plus people who left comments the common themes were how the force should focus on cutting spending on 'support costs' before reducing frontline services, reduce bureaucracy, reduce overtime and look at the cost of staff and officer pensions. A concern was also raised that a reduction in funding will lead to increased crime and disorder.

Engagement

Street meetings and local surgeries

Local policing teams were collectively involved in more than 1,700 face-to-face engagement events in 2010/11. From street meetings outside local shops, to more private surgeries in community buildings the police have never been more visible. There has been a real emphasis on tackling issues in partnership with other agencies, with officers working closely with housing officers, staff from health, the environment agency, district, city and county councils.

E-cops

The scheme has almost 14,000 subscribers from the across the policing area. Members receive regular messages from their local officers updating them on policing activity, the results of arrests and convictions – as part of the Justice Seen, Justice Done initiative - witness appeals and even consultation. Centrally-based marketing officers also use E-cops to give out force-wide messages and seasonal crime prevention advice – for example a campaign called the '12 crimes of Christmas'. This **two-way communication tool** allows people to feedback not only their views on policing issues, but also information which might help solve crime.

PCSO discussion forum

More than 1200 people viewed a discussion forum hosted on the constabulary website through which people could ask questions about the role of PCSOs.

Vodcasts

The Chief Constable Simon Parr has filmed a series of vodcasts to inform the public about the budget, collaboration, restructure and how the public can get involved. Cumulatively the four short clips, which were hosted on YouTube, have received more than 2,100 hits.

Neighbourhood newsletters

Four-page newsletters with updates on crime trends, arrests and what has been done to tackle local priorities have been introduced in Peterborough. The newsletters are given out at **Neighbourhood Panel Meetings**, put on the constabulary website and hand-delivered in priority areas. The quarterly panel meetings are made accessible to as many people as possible by changing the location each quarter.

Twitter

This social network was first used during the English Defence League march in Peterborough in December 2010. An account in the name of an operational superintendent was used to give out regular accurate updates on the policing of the march. Members of the corporate communications team were able to monitor all tweets relating to the march and address any misinformation. The constabulary now regularly 'tweets' from its 'Cambs Cops' account. It has 570 followers.

Surveys

Regular telephone surveys are carried out to understand whether victims are satisfied with the service they have received. In addition the Policing in Cambridgeshire (PIC) survey asks 300 people, chosen at random each month: "What would you say is the one key issue that you would want the police to tackle as a priority in the neighbourhood where you live?" Neighbourhood policing teams can access a summary of the views expressed to help them improve the response to issues affecting their community.

In broad terms a third of the 4,154 people surveyed between October 2009 and November 2010 felt there were no issues in their area that required prioritisation. However, of the responses where issues were identified:

- **79 per cent related to anti-social behaviour** (30 per cent speeding and inconsiderate parking; 25 per cent youth generated such as loitering in a public place, 45 per cent general anti-social behaviour such as litter, graffiti, dog-fouling, fly-tipping, noisy neighbours, better provisions for young people, homeless people and illegal encampments).
- **nine per cent relate to crime issues**
- **12 per cent relate to more visible policing**

Every household is given a chance to tell the authority what they think are the three most important services provided by the police through the coupon in the local policing summary. The same survey is handed out at consultation meetings. Council tax leaflets, which are delivered to every home, also to encourage people to share their views.

How we developed the local policing plan

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

The coalition government has removed the previous raft of centrally set performance targets. This presents an opportunity to develop a truly local plan which responds to the needs of an area, but is still within a strategic priority framework.

The plan's priorities and objectives are informed by the constabulary's annual strategic assessment. This looks at previous, current and emerging trends in criminal and related activity and ensures an intelligence-led approach is followed.

Factors considered include policing issues which have been identified through:

- *public consultation and engagement and cause concern to local people;*
- *operational intelligence gathered in line with the National Intelligence Model;*
- *gaps in performance;*
- *liaison with the six Community Safety Partnerships (See Appendix 3) in the development of their priorities as captured in their respective Community Safety Plans; and*
- *national policing issues and legislation.*

The strategic assessment provides an evidence base to identify key risk areas for the constabulary that need additional focus and resourcing and thus consideration in the plan. (Further details on how these were identified are in Appendix 2) These are captured in the force control strategy and are:

- *domestic abuse*
- *drugs misuse*
- *anti-social behaviour*
- *organised crime groups*

Organisational pressures are also considered by the force executive board (the constabulary's senior management team) and the authority. These include:

- *resources available*
- *economic factors*
- *environmental factors*
- *results of inspections and audits*
- *the risk register*

The authority is also cognisant of the many national changes to policing which it is supporting which could impact upon the constabulary, for example the National Police Air Support scheme and Project Athena, the drive to create a single IT system.

The plan has been developed against a backdrop of change with the transition to the Police and Crime Commissioners expected in May 2012. The Police Reform and Social Responsibility Bill which proposes this change, along with the appointment of Police and Crime Panels, is expected to become an Act later this year. It is the authority's duty to ensure it is prepared for the changes and has everything in order so the transfer of governance to the commissioner is as seamless as possible.

Inspections and audits

Her Majesty's Inspectorate of Constabulary (HMIC) carried out a review of anti-social behaviour in England and Wales in May 2010. Positive feedback was received from the inspectors – more detail of which is available in Priority 3. A further inspection is planned in March 2011 on crime and incident reporting.

As part of the HMIC's new combined inspection programme called 'Valuing the Police' the authority was inspected on its strategic planning and securing value for money in February 2011. The feedback from this preparedness inspection is expected in spring 2011.

The January 2010 HMIC progress check on the delivery of the policing pledge graded action to 'lead the delivery of the pledge and respond to any gaps' as good.

In addition to these inspections a series of internal audits are carried out each year by auditors RSM Tenon. This is part of an operational audit plan – an example of which includes: the link between workforce planning and financial planning, procurement, governance and payroll. Feedback so far has indicated that the constabulary has improved performance in all areas and was well placed compared to other police forces.

A review of priorities from the 2010-2013 plan

This section provides an update on the progress of the ten priorities in the 2010-13 plan and explains how they link with the priorities in this year's plan.

Improve public confidence

This was a national priority with a single confidence target of 60 per cent of the public agreeing that police and the local council are dealing with the anti-social behaviour and crime issues that matter in their local communities. This would have been measured by the British Crime Survey (BCS). However this requirement was abolished by the coalition Government in 2010. Improving public confidence in the police is still high on the constabulary's agenda and work is ongoing to better understand the factors which drive confidence. The constabulary carries out a local engagement perception-based survey. This is done to establish how residents of Cambridgeshire and Peterborough feel that their local police deal with what matters most to them. This feedback will help ensure that the service being delivered by the constabulary is meeting the needs of local people.

Improve overall satisfaction for victims of crime and anti-social behaviour

Through satisfaction surveys victims were specifically asked about the quality of service they received. This helps balance some of the inconsistencies which can emerge from perception-based measures of confidence.

Satisfaction for victims of crime was divided into satisfaction with racist incidents, and the 'all crime' aggregate indicator. Both of these are better than the year one milestone, with improvements from 77.6 per cent to 80.2 per cent and 82.1 per cent to 83 per cent respectively, and on track to achieve the three-year target of 84.5 per cent by 2013.

A measure of satisfaction will be used to be used gauge the success of outcomes in this year's plan. A local survey to measure the satisfaction of victims of anti-social behaviour was used during the year in an attempt to set a baseline. However this was not successful due the wide and varying nature of anti-social behaviour and the lack of a clear definition. The use of the local engagement survey mentioned above will be used to check the effectiveness of the police response to anti-social behaviour.

Reduce repeat anti-social behaviour

Measured success in this priority required an eight per cent reduction in the percentage of respondents who perceive a high level of anti-social behaviour. This has been exceeded with the baseline of 10.9 per cent reduced to 8.5 per cent. This is significantly lower than the national average of 13.8 per cent. The priority remains in this year's plan with a focus on carrying out professional investigations with partners, and identifying and protecting the vulnerable from anti-social behaviour.

Reduce serious acquisitive crime (dwelling burglary, robbery and vehicle crime)

The challenge in last year's plan was a 20 per cent reduction in the number of serious acquisitive crimes over three years. Exceptionally good performance has resulted in the lowest levels of serious acquisitive crime on record. The reductions have exceeded the year one milestone of 9895 crimes by 617. Reducing crime will be a priority in the new plan but with a focus on the types of crime which have the greatest impact in any given community, rather than being limited to a single type of crime such as serious acquisitive crime.

Reduce repeat victimisation of domestic abuse

This priority continues to be a challenging area for the constabulary and so remains in this year's plan. The repeat rate for victims of domestic abuse fluctuates and as of March 2011 stands at 31.3 per cent – which is above the 28 per cent target.

Bring more offenders of serious sexual offences to justice

The opening of the multi-agency Sexual Assault Referral Centre (SARC) has helped the constabulary meet the year one milestone of a four per cent increase in the number of offenders brought to justice, thereby exceeding the target of 35 per cent to achieve 36.9 per cent. The current plan will continue to prioritise this area to ensure the success of the SARC is sustained.

Reduce violent crime with injury

This required a three per cent reduction in the number of violent crimes with injuries over three years. The year one reduction milestone target of 4528 offences has been successfully achieved. The focus in this year's plan has been broadened to encompass crime affecting local areas, rather than having the whole constabulary focus on a single crime type.

Implement Integrated Offender Management

Integrated Offender Management (IOM) is explained in more detail in Priority 3. Last year's target was the completion of an integrated offender management delivery plan – it sits 50 per cent complete. However this does not reflect the significant effort already put into this priority. The complexity and scale of developing a countywide process involving other criminal justice agencies and partners should not be underestimated. Completing this work is an important step in supporting priorities in this year's plan, which is why it remains a key area of focus

Improve organisational ability to tackle organised crime groups

The constabulary has been successful in dismantling three organised crime groups during the year. It has also exceeded the target of 75 per cent disruption achieving 94.7 per cent. It remains a priority in this year's plan.

Counter terrorism - Ensure PREVENT is mainstreamed into policing activity

This priority required evidence of continual improvement in building resilience to violent extremism which has been achieved. Responding to counter the risk of violent extremism and terrorism remains a national priority set by the Government and is prioritised locally through this plan.

Performance management for 2011-2012

A new less bureaucratic performance framework is being developed. It will focus on outcomes in local areas and test the progress of this plan to ensure it is delivering. The coalition Government, having removed centrally set targets for policing, has yet to identify how it intends to measure the effectiveness of policing, although a new Police Report Card is expected. The constabulary will continue to use existing methods to measure its performance, although where appropriate they will reflect the greater emphasis on local policing delivery. The authority will monitor how well the constabulary delivers the plan through the full authority and its committees, which must meet in public.

Priorities for a safer Cambridgeshire 2011-2014

1. Maintain local police performance

This priority relates to police performance in its widest sense and is not limited to targets and performance measures. It also includes standards of service delivery, an area which the constabulary have considerably improved in the past two years. The focus will be on reducing crime and solving more crime by increasing detections and on transferring the fear of crime from the victim, to the criminal.

Despite cuts to public spending there will be no compromise in the efforts to maintain these hard won improvements in performance. The emphasis will be on doing better with less. This will be achieved through two major change management programmes: Operation ReDesign and a three-county collaboration project with Bedfordshire and Hertfordshire Constabularies, and by enhancing existing partnership working (See Priority 2).

Operation ReDesign

This change programme will see a new operational policing model for Cambridgeshire implemented by 2012, although some changes will be introduced sooner so their benefits, including budget savings, can be realised. The intention is to provide the most resilient cost effective service possible.

A dedicated project team was established in January 2011 with a mix of officers and staff drawn from support roles across the organisation. Operation ReDesign has a remit to:

- *identify and deliver cost savings which help the force to balance its budget;*
- *create an organisation that can continue to function effectively despite operating with less resources.*
- *develop new ways of working that cut down on bureaucracy and encourage the application of professional judgement; and*
- *implement changes that are compatible with the emerging collaboration programme with Bedfordshire and Hertfordshire Constabularies.*

Re-defining local

The constabulary currently divides the county into three geographic areas, northern, central and southern, known as Basic Command Units (BCUs). A review of this structure forms part of the Operation Re-design work.

Special Constabulary

The constabulary receives invaluable voluntary support from 202 special constables – that's 24 more volunteers than last year. There are plans to boost these numbers to 300 by the end of 2012. Special constables significantly enhance the ability of the constabulary to keep people safe by working alongside police officers, Police Community Support Officers (PCSOs) and police staff in the delivery of local policing. This help is often provided during unsociable hours, or at times of increased demand.

Police Support Volunteers

A Police Support Volunteer is: "someone who commits time and energy in direct support of constabulary business, working under constabulary control for the benefit of society, the community, environment and/or individuals, undertaking this freely and by choice, without concern for financial gain". The constabulary is supported by more than 690 volunteers, many of whom are involved in Speed Watch, which helps to tackle the People's Priority; (see priority 3) others provide help at local stations. Work is ongoing to increase the number of volunteers helping to police Cambridgeshire.

OUTCOME:

More opportunities are created to deliver local policing through redesigning and implementing an operational policing model that makes the most effective use of the resources available.

ACTIONS

- Maximise the investment into local policing by:
 - working with partners and local authorities;
 - collaboration with other police forces to deliver specialist policing services; and
 - streamlining business and operational support functions to ensure as much money as possible is directed towards service delivery that keeps people safe.
- Maintaining an effective response to emergencies, working in partnership drive down crime and target offenders.
- Identify and challenge bureaucracy, recording only what is necessary to ensure proper accountability, entrust staff to make the right decisions, exercising their professional judgement based upon the relevant information and circumstances.
- Develop flexible locality policing which is responsive to local partners, protects vulnerable people, provides access to relevant services and has staff embedded into, and engaged with, the communities they serve.
- Transform how we deal with non-emergency calls for service through the development of:
 - an enhanced appointment service;
 - increased e-business; and
 - resolution opportunities without police attendance in order to ensure we have sufficient resources available to target criminals and respond to emergencies.

MEASURES OF SUCCESS

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

2. Deliver policing within the available budget

The authority has balanced the budget for 2011/12. This has been achieved through effective financial planning and by making significant savings. The challenge remains to identify further savings of some £10 million in order to balance the budgets for the following three years, 2012/13 to 2014/15. The constabulary, through preparedness planning, is looking at a range of scenarios to ensure it is managing the financial uncertainty created by the unprecedented cuts in funding. There is a relentless drive to challenge all spending, not just of support, but of operational functions, including the way front line officers are used. Police availability to the public will be prioritised as part of an organisational restructure, which will also reform shift patterns and rationalise specialist functions.

OUTCOME:

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

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

- Operation ReDesign (See Priority 1).
- Strategic collaboration with other forces or local authorities.
- Enhanced partnership working.

Strategic collaboration

Cambridgeshire Police Authority considered a number of options for developing strategic partnerships with other forces. In November 2010 they agreed to the initiation of a three-force collaborative programme with Bedfordshire and Hertfordshire, to build on the positive experience of their extensive collaboration programme. This collaboration, branded as BCH, will create a strategic alliance between the three authorities and forces which should deliver:

- annual cashable savings across the three forces of between £15 million and £20 million by the end of 2015/16;
- equal or improved effectiveness for all three forces;
- improved resilience for forces;
- improved efficiencies in forces, realising savings for re-investment;
- a service structure and operating methods which are 'fit for purpose', taking account of new and emerging developments and which will meet future foreseeable demands for the next three ten years;
- plans which close the gaps identified within the respective Protective Services Improvement Plans (See Priority 5);
- methods of operating which are equally viable under any force or governance structure; and
- improved and enhanced customer service across the three counties.

Scope of collaboration

The strategic alliance between the three forces will cover all aspects of:

- **Protective services**
(including firearms, dogs, major crime, roads policing, public order, contingency planning, search, serious and organised crime and scientific services)
- **Organisational support services**
(including ICT, procurement, finance, HR, legal services, corporate communications, estates and facilities)
- **Operational support services**
(including contact management, criminal justice administration and custody)

Local policing (incident response, neighbourhood policing and volume crime investigation) is seen to be outside the scope of collaboration as it needs to be tailored to local priorities and styles of delivery. Public protection and protecting vulnerable people will also be left to each individual force as they are seen as best being delivered in partnership with locally based agencies.

Five work streams are being prioritised for the initial phase of the programme.

- Major crime investigation
- Professional standards
- Contact management
- Information Communication Technology (ICT)
- Firearms

A programme team with leads from the three forces has been created. They will be responsible for researching, designing and implementing collaborative approaches to areas of work agreed by the force executives and police authorities. The programme team will present business cases for proposed collaborative ventures clearly setting out:

- operational benefits
- financial benefits
- start-up and other costs
- timetable for realising the benefits
- how performance/benefits will be measured
- risks and how these will be mitigated.

The programme team will also be responsible for ensuring that each implementation is followed by an effective evaluation process – to include a rigorous assessment of benefits realisation/return on investment. Once an agreed approach has been implemented and reviewed, responsibility will transfer to the operational lead(s) in the respective forces and become subject to the existing oversight regimes by the police authorities.

Governance of collaboration

The collaboration programme will be overseen by the Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities' Collaboration Joint Working Group. The working group will provide advice, guidance and challenge to the programme, including identification of other potential areas of collaboration. It will also formally review any business case before its submission to the respective individual authorities for approval. All decisions to formally approve a collaborative approach will be taken by the full authority (or a committee with the appropriate delegated powers) in each force.

The future of collaboration will be challenging, but the rewards have the potential to be substantial. It has been agreed that the best way to reap these rewards is through a properly structured plan developed by fully committed partners. Cambridgeshire has the opportunity to shape and influence the collaboration programme alongside Bedfordshire and Hertfordshire Constabularies.

Enhanced partnership working

The constabulary and authority continue to enjoy, and prioritise productive working relationships with partner agencies. The development of Integrated Offender Management (see below), the Sexual Assault Referral Centre, and the Safer Schools Partnerships are just a few examples.

The ability to work together and tackle issues of crime and disorder of greatest concern to communities is enhanced through the six, district-based, Community Safety Partnerships (CSP)¹. These are statutory partnerships bringing together police, police authorities, local authorities, fire and rescue, primary care trusts, probation and other local representatives. Their aim is to reduce crime, the fear of crime, anti-social behaviour (as well as other behaviour adversely affecting the environment), drug-related crime and re-offending. The constabulary also works with Cambridgeshire's Safer and Stronger Strategic Board, which provides a county-level co-ordinated approach to reducing crime and disorder, whilst promoting community engagement and cohesion.

The significant budget cuts affecting public sector organisations must be used as an opportunity to re-evaluate, strengthen and enhance the impact of partnership working. All agencies must find ways to work together and streamline the way they deliver services. This is necessary to avoid wasted effort and resources.

A Multi-Agency Referral Unit (MARU) to help identify and protect vulnerable people, and a families project, which better co-ordinates joint agency activity, are just two examples of partnership work in development.

The constabulary has committed to extending its Community Safety Accreditation Schemes (CSAS). This scheme promotes enhanced working partnerships between the police and non-criminal justice organisations who can contribute to community safety and security and, in cooperation with the police, combat crime, disorder, public nuisance and other anti-social behaviour. This follows a pilot scheme at Addenbrooke's Hospital in Cambridge where members of hospital staff were accredited with limited police powers mainly to impact on disorder. The staff worked closely with police officers and dedicated PCSOs and together extended the ability to deliver local policing.

Information Communication Technology (ICT)

This is a key enabler to improve the efficiency and effectiveness of the constabulary at a local level, with collaboration and, through the Athena project, join systems regionally and further. It is also a priority strand of the Bedfordshire, Cambridgeshire, and Hertfordshire collaboration programme.

A complete update of the constabulary's IT infrastructure is near completion. This has made it more resilient and user friendly and allowed for more opportunities for information sharing with other forces and partner agencies. A review to consolidate the numbers of scanners, printers, faxes and copiers in the constabulary will reduce costs by installing cheaper multi-functional devices, which will require less maintenance and will streamline processes.

The three-county collaboration has already resulted in a number of projects and programmes of work to identify where service delivery could be improved at reduced costs.

The constabulary has made effective use mobile data to reduce bureaucracy for frontline staff and increase the time they can spend patrolling their communities. A trial of new mobile devices is underway, with positive feedback from officers.

The importance of good data quality to ensure policing activity is appropriately directed has also been recognised by the authority and the constabulary.

MEASURE OF SUCCESS

- The budgets for 2011/12 set at £130.483 million and 2012/13 forecast at £131.300 million will be balanced within +/- 0.5 per cent.

1. There are six CSPs (formerly called Crime and Disorder Reduction Partnerships or CDRPs) that cover one unitary area and five district areas - Peterborough Unitary, Cambridge City, Cambridge South Cambridge East, Huntingdon, Fenland.

3. Reduce crime and disorder

Crime levels in Cambridgeshire and Peterborough have been at a record low in the past year, particularly in relation to serious acquisitive crime² - with the lowest levels ever recorded coupled with the highest levels of detection. Last year's priorities have therefore been met, which were to:

- *reduce serious acquisitive crime;*
- *reduce violent crime with injury; and*
- *improve overall satisfaction for victims of crime.*

All three policing divisions continue to quickly target those people, identified via intelligence, as being involved in serious acquisitive crime. This swift response involves working closely with other agencies using prevention, intervention or enforcement tactics to tackle the individual's offending. This work has been a key factor in reducing crime and is now being improved further through the links established with the developing Integrated Offender Management programme.

The 'Door a Day' operation ensured intelligence indicating current criminal activity was acted upon immediately. It resulted in the execution of 724 warrants³ leading to the arrest of 449 people, the seizure of just under £0.5 million in cash, the recovery of firearms and ammunition, other weapons, stolen property, drugs and the closing down of 14 cannabis factories.

Hotspots for violent crime with injury tend to be near city and towns centres and are linked to the night time economy. This issue has been tackled locally with specific operations, such as Operation Titan in Fenland and Huntingdon and Operation Sodium in Cambridge, which ensured increased police patrolling to tackle disorder, often a pre-cursor to a violent crime. Penalty Notices for Disorder (PND), requiring a person to leave an area, and robust enforcement with arrests were some of the tactics used. Partnership working has also been successful, for example the Street Pastors patrolling Peterborough city centre on weekend nights.

This year's emphasis will be on tackling the crime having the greatest impact in localities, rather than focusing on specific crime types equally across the force area as in previous years. The outcomes and actions in this year's plan will support the reduction of crime and disorder in local areas, build on the priorities from last year, and respond to the key risks identified in the strategic assessment and those agreed through meaningful engagement with local communities.

Tackling anti-social behaviour (ASB)

'Reduce repeat anti-social behaviour' and 'improve overall satisfaction levels for victims of anti-social behaviour' were the priorities in last year's plan which led to a reduction in the number of people across Cambridgeshire and Peterborough perceiving high levels of anti-social behaviour.

The most recent data from the British Crime Survey showed only 8.2 per cent of people surveyed in Cambridgeshire perceived high levels of anti-social behaviour; compared to 13.8 per cent of people nationally. The constabulary continues to work at a local level to respond to the anti-social behaviour issues identified in the People's Priority.

An Ipsos MORI survey of 100 victims reporting anti-social behaviour across Cambridgeshire carried out as part of the HMIC Inspection of anti-social behaviour (Stop the Rot) showed 79 per cent of people were satisfied with how well Cambridgeshire had handled their call; compared to 65 per cent nationally. This was acknowledged by the HMIC as 'a very good result for the force'.

Information sharing between partner agencies and the ability to respond to anti-social behaviour were enhanced during the year through the development of a countywide anti-social behaviour delivery group, supported by a practitioners group. This led to a minimum standard of service for the police tackling anti-social behaviour. Cambridgeshire is one of eight forces involved in national field trials to tackle anti-social behaviour. The pilot is being run in Fenland to further improve the ability for partners to share information and work together to tackle incidents of anti-social behaviour.

However, despite this progress, anti-social behaviour still blights the lives of too many people and continues to be a key concern for the public. It therefore remains a priority to build on the progress made over the past 12 months to provide the best possible service to vulnerable victims of anti-social behaviour.

OUTCOME:

An effective police and partnership response is provided to protect the most vulnerable individuals and communities from persistent anti-social behaviour ensuring this response meets the needs of that individual or community.

2. Serious acquisitive crime is dwelling burglary, robbery, theft of and theft from motor vehicles
3. 11/02/10 - 10/02/11

ACTIONS

- Develop a joined up risk assessment process with partner agencies to ensure consistent agreement in the levels of threat, risk and harm in the incident being assessed.
- Monitor and evaluate the effectiveness of the risk assessment process.
- Deliver anti-social behaviour training for all staff that has contact with the public, which includes a focus on the issue of harm and vulnerability.

OUTCOME:

Good information sharing and joint case management between agencies enables the early identification of a vulnerable victim or community and a co-ordinated response to anti-social behaviour problems causing the most harm in the shortest possible time. This will be supported by improvements in IT links across agencies.

ACTIONS

- Develop and deliver joint anti-social behaviour training with partner agencies.
- Work with the Safer Fenland Partnership to capture and implement more widely any learning from the national anti-social behaviour field trial.
- Pilot the development of a new multi-agency anti-social behaviour case management system.
- Identify and maximise opportunities to improve information sharing through IT solutions.
- Encourage the development of local initiatives that empower communities. For example: a Street Watch pilot in Peterborough which promotes active citizenship; Speed Watch; Neighbourhood Watch; Street Pastors; Community Crime Fighters and Parish Wardens.
- Develop effective local analysis of anti-social behaviour - using community-based intelligence and feedback to identify vulnerable victims and locations.

OUTCOME:

Incidents of anti-social behaviour are dealt with to the same standard as investigating a crime, recognising many acts of anti-social behaviour can be criminal ones. Staff investigating are empowered to use their professional judgement, effective problem solving and multi-agency case management to resolve the causes of the disorder.

ACTIONS

- Revise and re-launch the manual of standards for anti-social behaviour to include corporate standards for anti-social behaviour investigation.
- Through training, communication and inputs to staff embed effective problem solving that encourages early intervention and sustainable solutions.
- Develop a process to test the professionalism of the police response from the point of initial call, through case management to closure.
- Launch a revised incident file to improve case management and supervision of anti-social behaviour incidents.

Integrated Offender Management (IOM)

Integrated Offender Management (IOM) is a structured and co-ordinated approach to reduce the re-offending of those individuals whose offending behaviour causes the most harm to their communities. It involves developing partnerships across agencies to jointly tackle the causes of offending. A contract is established between the offender and the authorities; requiring the offender to stop offending in exchange for practical help with the problem areas in their lives. This could include difficulties with accommodation, drug and alcohol misuse and employment. At the same time, the contract makes it very clear to the person that failing to comply will lead to swift intervention by the police, removal of the services being provided, and enforcement through the courts.

Responding to last year's priority to 'implement integrated offender management' the constabulary has worked closely with partner agencies, under the co-ordination of the Local Criminal Justice Board, to create an overarching framework, including a clear joint vision and strategy, to tackle re-offending in Cambridgeshire and Peterborough. This has led to the development of an operational model which will provide central strategic direction, whilst offering flexible local delivery. The model can be adaptable to meet the particular concerns within each Community Safety Partnership (CSP) area and will incorporate existing work to tackle re-offending such as Prolific and Priority Offender (PPO) scheme, Drug Intervention Programme (DIP) and local projects such as Peterborough Keys.

OUTCOME:

Offenders are managed using a countywide partnership process, which takes account of local crime and disorder problems, and ensures a single lead professional is responsible for coordinating a multi-agency problem solving approach to reduce an individual's re-offending.

ACTIONS

- Complete a single Information Sharing Agreement (ISA) for Cambridgeshire and Peterborough agreed and signed by all agencies.
- Create and maintain a directory of intervention services as an evolving document to capture further intervention services, in particular voluntary organisations, as they are identified.
- Agree and implement a performance framework to keep track of individual progress and monitor the effectiveness of interventions against agreed success criteria.
- Create a process to evaluate the effectiveness of interventions utilising meaningful indicators and outcomes, which includes reductions in crime and re-offending
- Develop and implement a communication plan with a process to capture the relevant views of communities and CSPs and inform partners and the public about IOM schemes, using local examples of positive outcomes.

Tackling organised crime

Organised crime affects every community, ruining lives, driving other crime and instilling fear. Organised Crime Groups (OCG) are highly sophisticated, work in tight knit structures and communities and are prepared to use ruthless measures to achieve their objectives.

'Improve organisational ability to tackle organised crime groups' was the challenge set in last year's plan and has resulted in successes at both the regional and local levels. The launch, in July 2010, of the Eastern Region Specialist Operations Unit (ERSOU) was the culmination of significant work involving six forces⁴. Resourced by staff from across the region the unit creates additional specialist capability, through effective partnership and collaboration, to make the eastern region a hostile place for organised crime. In its first four months it had disbanded nine organised crime groups, shut down eight cocaine factories and stopped a team responsible for 22 commercial burglaries across two counties.

Local improvements have included further development of the constabulary's Organised Crime Management Group to better co-ordinate activity and intelligence and more effectively draw on the support available from the Eastern Regional Intelligence Unit (ERIU) and ERSOU.

The constabulary was the first in the country to prosecute for a breach of Serious Crime Prevention Orders (SCPOs) resulting in the conviction of two people in January 2011. SCPOs are an important tool to stop serious criminals from continuing their criminal activity from within prison, or re-offending on release.

Successes locally have included the closure of a multi million pound cannabis cultivation operation in the policing area, the investigation of an organised crime shooting and the complete dismantling of two organised crime groups with others significantly disrupted.

Local ownership of organised crime groups by neighbourhood policing and CID teams has resulted in broader interventions and highlighted it as an issue for all staff, not just the crime specialists.

OUTCOME:

Agencies are working together with the constabulary to ensure more organised crime groups are being disrupted through better identification and information sharing. The recovery of assets being held by the groups is a key element to this outcome and this is supported by the ability to carry out robust financial investigation.

ACTIONS

- Continue to enhance the role of the Organised Crime Management Group to develop and implement tactics, with other agencies and collaborative partners, to improve the effectiveness of organised crime group disruption and dismantlement.
- Improve links between the Economic Crime Unit (ECU), serious and organised crime and volume crime activity to enhance the ability to identify and seize assets.
- Improve intelligence collection processes at all levels, particularly community intelligence, in order to enhance local disruption activity of organised crime groups.

4. Hertfordshire, Bedfordshire, Essex, Suffolk, Norfolk and Cambridgeshire

Proportionate investigation using restorative justice (RJ)

The removal of central government targets provides an opportunity for the constabulary to re-examine their response to dealing with minor crime to make it more proportionate and victim focussed. Restorative Justice (RJ) is designed to allow certain offenders to make amends for low-level offending and the harm they have caused. They will be given the chance to really understand the impact their behaviour has had on the victim, and agree action they can take to make amends. This is sometimes referred to as 'community resolution' and could involve the offender writing a letter of apology, repairing damage they caused or doing something for the benefit of the wider community. Victims are at the heart of this approach and must help the investigating officer understand the impact of the crime has had on them, and how it might be resolved to their satisfaction. Staff will be empowered to use their professional judgement, within a guiding framework, to take the action necessary to resolve the crime. The wishes of the wider community, where they have been affected by the offending behaviour, will also be considered. Reported benefits include increased victim satisfaction, saved officer time, reduced bureaucracy and dramatically reduced re-offending particularly of young people.

OUTCOME:

The confident and appropriate use of professional judgement by constabulary staff ensures a flexible and proportionate response to less serious crime where their use of discretion is based on the needs and wishes of the victim, considers the feelings of the community, whilst dealing with the offender effectively and in a manner that is most likely to prevent them re-offending.

ACTIONS

- Key frontline staff will receive training in their use of professional judgement in incident management, crime recording and the use of community resolution.
- Early evaluation on the use of community resolution will be used to review, and if appropriate, extend the offences suitable for community resolution.
- Improve the ability to deliver effective restorative justice interventions in support of community resolution through improved working practices with partner agencies, particularly those that have a responsibility for young people.

Drugs misuse

The strategic assessment has identified the misuse of drugs as a priority, recognising the impact it can have on individuals, their families and communities. It also draws the links between drug misuse and acquisitive crime and the role organised crime groups have in the supply of drugs. Responding to this remains a constabulary priority. The constabulary's commitment to the development of integrated offender management will co-ordinate the work of the Drug Intervention Programme (DIP) and increase availability of, and improve the access to, drug treatment for more offenders. The priority to tackle organised crime groups will help disrupt the production and supply of drugs and respond to the serious violence associated with this. Local policing teams, particularly through the 'Door a Day' operations, will ensure pressure is maintained on the street-level dealing and use of drugs in response to the priority of 'reducing crime and disorder'. Through these actions the risks identified in the strategic assessment are mitigated in a balanced way. The effectiveness of this approach will be reviewed through ongoing assessment of risks.

MEASURES OF SUCCESS

- Continue to perform significantly better than the national baseline for the percentage of people who perceive a high level of anti-social behaviour in the local area over the next 12 months, as measured by a local engagement survey.
- Continue improvements in detections, which includes crimes solved through restorative justice.
- Achieve a 10 per cent reduction for the 'total crime rate' (excluding public order offences) over the next three years.
- 75 per cent disruption of the organised crime groups in tiers 1-3 over the next 12 months, and dismantlement of the three organised crime groups causing the most harm or presenting the most risk over the next three years.
- 100 per cent completion of the IOM delivery plan.

4. Keeping people safe

Cambridgeshire Constabulary remains committed to working with partners to identify and protect the vulnerable to ensure it keeps people safe. To achieve this priority the constabulary must build on the successes of last year's priorities of 'reduce repeat victimisation of domestic abuse' and 'bring more offenders of serious sexual offences to justice'.

Domestic abuse

Domestic abuse currently accounts for 17 per cent of all violent crime within Cambridgeshire and Peterborough and this year the force has seen in excess of 16,500 incidents and crimes. It has more repeat victims than any other crime type.

The serious and sustained physical and emotional damage often inflicted on a victim, combined with the economic costs of policing and managing victims and offenders, has ensured domestic abuse remains a priority for the constabulary.

During the past twelve months the constabulary has been instrumental in launching a multi-agency referral unit (MARU) to combine the work of all partner agencies in a co-ordinated approach. This unit will be split into three key departments namely: domestic abuse and honour-based violence, vulnerable adults and child protection. The unit will provide an effective service to further prevent abuse occurring by providing a timely multi-agency intervention.

The first department within this unit launches in April 2011 and will specifically address the issues regarding domestic abuse and honour-based violence; in particular it will focus on increasing the awareness of honour-based violence and continuing last year's work of reducing the repeat victimisation rate of domestic abuse.

OUTCOME:

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

ACTIONS

- *Develop a joined up risk assessment process with our partner agencies to ensure a consistent agreement in the levels of risk and harm in the incident being assessed.*
- *Monitor and evaluate the effectiveness of the risk assessment process.*
- *Co-locate statutory and non statutory partners within the MARU.*

OUTCOME:

Information sharing and joint case management between agencies enables the early identification of a vulnerable victim, and determine the appropriate response.

ACTIONS

- *Develop service level agreements between agencies in order that an immediate response can be allocated to a vulnerable victim when required.*
- *Develop and deliver joint training with partner agencies.*
- *Develop and deliver joint marketing strategies.*
- *Identify and maximise opportunities to improve information sharing through IT solutions.*
- *Develop and deliver a perpetrator program for offenders of domestic abuse who wish to seek help.*

Serious sexual offences

The Sexual Assault Referral Centre (SARC) opened in January 2010 and has been a huge success for the constabulary and its health sector partners. It was a key element in progressing last year's priority to 'bring more serious sexual offenders to justice'.

The SARC provides an environment for individuals and agencies to refer rape victims to. In addition to dealing with immediate examination issues the SARC has also developed pathways to refer victims for health screening and ongoing support.

OUTCOME:

The SARC enables the holistic needs of the victims of serious sexual offences to be met, whilst supporting the requirements of the criminal justice system.

ACTION

- Continue to build on the partnership working established with the opening of the SARC in 2010.

MEASURES OF SUCCESS

The performance requirements in last year's plan reflected desired outcomes but lacked effective ways to measure police performance. This is being addressed, in the meantime the previous measures will continue to be monitored which are to:

- reduce the number of repeat incidents of domestic violence; and
- increase the number of serious sexual offenders brought to justice.

Counter Terrorism

The current threat to the United Kingdom from international terrorism remains at 'severe' indicating that an attack is highly likely. The Coalition Government Business Plan 2011-2015 includes a priority to 'protect our citizens from terrorism'. The constabulary intends to build on the work to increase the resilience of communities to violent extremism and challenge the ideology that supports it.

'Ensure prevent is mainstreamed into policing activity' was a priority in last year's plan which reflected the need to focus locally on the prevent element of the four delivery strands⁵ in the government's CONTEST strategy. As a consequence of this priority each local policing area now has a multi-agency steering group, which co-ordinates local prevent activity. Counter Terrorism Local Profiles (CTLP) have been completed, drawing in the expertise of partners at a strategic level to agree and own recommendations based on the threats and vulnerabilities identified for their respective areas. These have helped inform the 'prevent' activity to ensure a co-ordinated, tailored and proportionate response to the risks identified. Community groups have been involved in 20 role play based 'Act Now' workshops aimed at promoting awareness of counter-terrorism policing and identifying how we can all work together to prevent terrorism and isolate violent extremism.

An exercise, which was developed by The Lokahi Foundation and National Community Tension Team, has been held twice in Cambridgeshire to generate engagement with Muslim delegates to gain a greater appreciation of the balance required between policing operations and community reassurance. Dubbed Operation Nicole, the exercise is recommended under the prevent strand of the CONTEST strategy.

The constabulary intends to build on the work to increase the resilience of communities to violent extremism and challenge the ideology that supports it.

OUTCOME:

The constabulary, local partners and communities are working together to understand the impact of domestic extremism on diverse communities and individuals, helping to support those individuals who are vulnerable to recruitment by violent extremists and increasing the resilience of communities to violent extremism.

ACTIONS

- Increase the use of 'Act Now' workshops and Operation Nicole events evaluating their effectiveness to ensure they are developed to meet local needs.
- Increase contact with schools, colleges, community groups and faith groups to broaden understanding around the preventing violent extremism strand of the CONTEST strategy.
- A local prevent referral project is aimed at supporting vulnerable individuals and, working with other agencies and communities divert them away from becoming attracted to a violent extremist mindset. Awareness of this project will be increased amongst schools, communities and partner agencies to ensure opportunities to benefit from the support provided by the project are not missed.

MEASURES OF SUCCESS

- Evidence of continual year-on-year improvement in building resilience to violent extremism.

5. Prevent, Pursue, Protect and Prepare

5. Maintain the resilience of protective services

The term protective services relates to a number of areas of police activity which are aimed at protecting the public from serious harm, whether that harm has its origins in crime, accident or civil contingency. In May 2010 the National Policing Improvement Agency (NPIA) refreshed the existing standards and definitions for protective services to include ten areas, they are:

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

Each area has its own action plan to achieve compliance with the national standards defined by the NPIA and Association of Chief Police Officers (ACPO). The constabulary is well-placed to meet these challenging targets within the next calendar year.

However, the delivery of protective services is a particular area of policing which can benefit from working in collaboration. Bedfordshire and Hertfordshire Constabularies have already proved this concept by delivering almost all areas of protective services in joint units. They are now prepared to remodel from scratch to deliver three force collaborations in all aspects of specialist policing.

OUTCOME:

The constabulary is resilient in all ten areas of protective services and can handle any given incident effectively while continuing business as usual.

ACTIONS

- *Complete the ten protective service improvement plans to achieve the national standards.*
- *Progress the appropriate collaboration workstreams to ensure standards are maintained locally despite budget pressures.*
- *Ensure clear leadership of protective services across Bedfordshire, Hertfordshire and Cambridgeshire through a single assistant chief constable with clear lines of accountability to each chief constable.*

MEASURE OF SUCCESS

Completion of the ten protective service improvement plans with evidence that the national standards are being maintained.

Appendix 1

Home Office Business Plan 2011-15 Coalition Priorities

1. Empower the public to hold the police to account for their role in cutting crime-

- *Introduce directly elected Police and Crime Commissioners and make police actions to tackle crime and anti-social behaviour more transparent*

2. Free up the police to fight crime more effectively and efficiently-

- *Cut police bureaucracy, end unnecessary central interference and overhaul police powers in order to cut crime, reduce costs and improve police value for money. Simplify national institutional structures and establish a National Crime Agency to strengthen the fight against organised crime*

3. Create a more integrated criminal justice system-

- *Help the police and other public services work together across the criminal justice system*

4. Secure our borders and reduce immigration-

- *Control net migration to sustainable levels, in the tens of thousands a year. Limit non-EU economic migrants, and introduce new measures to reduce inflow and minimise abuse of all migration routes, for example the student route. Process asylum applications more quickly, and end the detention of children for immigration purposes.*

5. Protect people's freedoms and civil liberties-

- *Reverse state interference to ensure there is not disproportionate intrusion into people's lives*

6. Protect our citizens from terrorism -

- *Keep people safe through the Government's approach to counter-terrorism*

Appendix 2

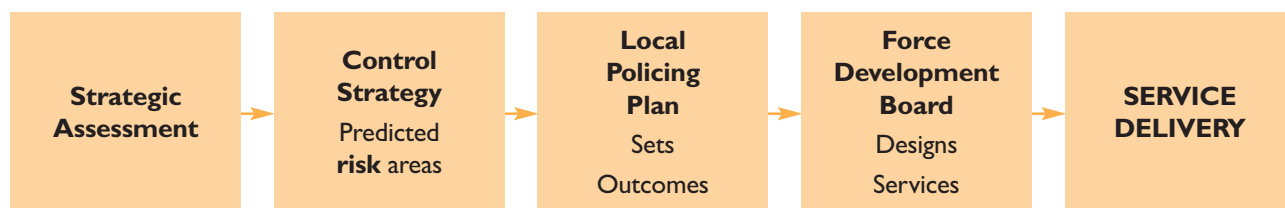
Setting priorities – the strategic assessment

The strategic assessment identifies the long term risks to the people of Cambridgeshire which should be addressed by the police and partners, according to the policing purposes. These are:

1. *Protect life and property*
2. *Preserve order*
3. *Prevent the commission of offences*
4. *Bring offenders to justice*
5. *Any other duties or responsibilities arising from common or statute law*

A threat/risk/harm matrix is used to help assess and identify areas of constabulary business that need to be prioritised. Harm / threat are defined as 'the scale of damage a certain crime could do to victims, the economy, community perceptions, and organisational performance'. This includes the probability of that crime occurring. Risk is defined as how adequate the organisational response is to this harm identified.

Given the unprecedented resource challenges faced by the constabulary, this year's proposed control strategy will focus primarily on risk in areas which can be proactively addressed. The control strategy is an integral part of the local policing plan, enabling evidence-based risk management. The relationship between the strategic assessment, the local policing plan, and the force development board is illustrated below.



The proposed control strategy priorities emphasise the need for a co-ordinated approach to reducing the harm experienced by the most vulnerable members of the community, whilst robustly managing the offenders who inflict this harm.

All of the proposed priorities address those issues causing sustained suffering to people in their own homes and neighbourhoods. These priorities also speak to the causes of crime and social disintegration - be they young people progressing from anti-social behaviour to become the career criminals of the future, neighbourhoods deteriorating under the pressure of drugs misuse and exploitation by organised criminals, or the escalation of long-term domestic disputes to serious violence and family breakdown.

The priorities identified through this process are:

Anti-social behaviour

An anti-social behaviour call is a reflection of a member of the public's dissatisfaction or frustration with things that happen in his or her immediate residential environment or in the places he or she frequents. The public does not always draw distinctions between anti-social behaviour and crime. As a result the anti-social behaviour category is very varied and requires detailed analysis at the micro-beat level to identify specific issues within any location, often down to street or building location. Rowdy and inconsiderate behaviour, for example, is the most common anti-social behaviour call class and accounts for more than 40 per cent of anti-social behaviour incidents. Over a third of these are youth related. The category, rather than being a clearly defined class in its own right, tends to be used as a deposit for any incident that does not fall easily into any of the other commonly used incident classes. These factors contribute to the 45,000 incidents reported annually and the substantial demands placed on police resources. The harm associated with anti-social behaviour in terms of public perceptions, and particularly those of vulnerable people who are sometimes persistently targeted, when coupled with its resourcing implications, presents a risk to the force. Anti-social behaviour is also linked to deprivation, community tension and other criminality.

Domestic abuse

This presents to the force the greatest overall risk/harm of any policing area. The serious and sustained physical and emotional damage often inflicted on the victims, the considerable economic costs for policing and other agencies in the management of victims and of offenders and the political consequences of failing to prevent the serious injury or death of a domestic abuse victim are compounded by the high level of crime and incidents (over 16,600 in the twelve months⁶). At least 17 per cent of all violent crime recorded in Cambridgeshire is associated with incidents of domestic abuse. If domestic abuse can be effectively tackled then the impact on violent crime patterns across the force would be considerable.

Drugs misuse

The misuse of drugs has an impact on many aspects of our community's safety and wellbeing. There are clear links between drug supply and organised criminal groups. Drug misuse is behind much serious acquisitive crime in Cambridgeshire, with many of those arrested for property crime or robbery offences using Class A drugs prior to their arrest. It also has links to violence in terms of enforcement of debts, feuds and violent behaviour resulting from drug use (for instance in Northern BCU cocaine abuse appears to be a factor in some violent offences). The harm to users is considerable and it is young people, particularly those who are vulnerable, who are most likely to become users, often with devastating long term results for them and for the force's communities. Immediate physical consequences may also result, and there have been a number of emergency admissions to local hospitals recently connected to the use of 'legal highs'. The resources needed to deal with the consequences of drugs misuse are considerable for both the police and the many partners and agencies who are involved in managing the issue.

Organised crime groups

Organised crime groups (OCGs) present a significant level of harm to the force. The consequences of organised criminality are felt directly and indirectly across the community, from the physical and psychological consequences of drug addiction to the financial impact of the black economy and the costs of managing the associated crime and social harms to the police and other agencies. There is always the potential for violence both between organised criminals and also directed towards their client base, and the availability of firearms makes this particularly problematic. It is difficult to assess the full scale of organised criminality within the policing area as it is dependent upon a full and accurate intelligence picture. This limited knowledge of the problem is a risk area for the force.

6. Measured from Sept 2009-August 2010

Appendix 3

Community Safety Plan priorities 2011-14

Each of the six community safety partnership (CSP) areas is required to create a three-year Community Safety Plan which must be refreshed every year. The involvement of local police managers in these partnerships ensures that the plans are relevant to that area, and fit with corporate priorities set for policing in Peterborough and Cambridgeshire. This is also further supported by the Strategic Assessment process, covered in Appendix 2, which considers the CSP priorities when making its recommendations. Ensuring priorities are complementary is essential to enable common goals to be set and streamline effort.

Cambridge City

- Alcohol related violent crime in the city centre
- Repeat victims of domestic violence
- Repeat incidents of anti-social behaviour

And a further priority for 2011/12:

- Reducing re-offending - to ensure focus for the next 12 months until the transition to Integrated Offender Management

South Cambridgeshire

- Dwelling burglary
- Repeat victims of anti-social behaviour
- Farm crime
- Road safety

East Cambridgeshire

- Promote a safer community (supporting victims, improving perception and strengthening communities);
- Challenge anti-social behaviour (focus on anti-social behaviour hotspots; address underage alcohol consumption in public and its contribution to anti-social behaviour, avoid criminalising young people by early and effective positive interventions and improve the perception of the community management of anti-social behaviour)
- Challenge offending behaviour in our local communities (reducing re-offending, domestic abuse, night-time economy and alcohol-related violence and perceptions)

Peterborough

- Cutting crime (focus on serious acquisitive crime)
- Reducing anti-social behaviour
- Underpinned by Integrated Offender Management

Fenland

- Prevention, awareness and education
- Intervention and emerging issues
- Reducing re-offending

Huntingdon

- Prevention including intervention and awareness raising on emerging issues
- Focusing on vulnerable locations

Appendix 4

People

- 1,391 police officers
- 195 police community support officers
- 896 police staff
- 205 special constables

In the current financial climate the constabulary must ensure its people (including its volunteers and members of the Cambridgeshire Special Constabulary) are directed in the best way possible by working more smartly. That means simplifying, standardising, and, where appropriate, centralising or collaborating the work of different departments and teams; in short, delivering the same, or more, for less. A HR manager has been seconded to Operation ReDesign to help ensure the work of the human resources department, including learning and development, fully supports the priorities in this plan. Business changes that will enable this to be achieved are outlined below.

Realising operational hours

How to assess whether the same, or more, is achieved for less will result in a significant shift in focus for the constabulary. Instead of continuing to measure police productivity by the number of police officers per 1,000 population, the constabulary will reflect the more typical people-based or 'labour' productivity measure - the ratio of output per labour-hour. More specifically the constabulary will be looking at the amount of operational hours realised by smarter, more efficient ways of working. The concept of operational hours applies equally to police staff and we will be looking to ensure that output with a reduced number of operational hours delivers at the same level or improves. For example, using more e-Learning and other blended learning initiatives to reduce classroom time and encouraging officers to apply professional judgement (See Priority 3). The constabulary will also be introducing changes so a more responsive and better quality of service is provided at first contact, primary investigation and resolution stages of crime and anti-social behaviour reporting (See Priority 3) and will be centralising the organisation's intelligence function.

Maintaining PCSO numbers

PCSOs provide a highly visible cost-effective and good quality service. As a result, the constabulary is keen that it will maintain its PCSO strength at existing levels.

Re-profiling police staff, police officers and Cambridgeshire Special Constabulary including volunteers

Through the introduction of a workforce board the constabulary will work to respond to organisational changes to establish whether the numbers of supervisors (sergeants) and managers (inspectors and higher ranks) can be reduced and still maintain performance. This same board will profile the skills of its workforce to identify how best to utilise both its warranted and non-warranted officers.

The Workforce Plan will seek to rebalance the workforce. While there may be a need to decrease overall officer numbers in the short-term, resource will in the longer term be redirected to the constable rank so the current number of constables is maintained and, ideally, increased. This, coupled with work to move officer hours to the frontline and the drive to ensure that those operational hours are used as efficiently and effectively as possible, should enable us to maintain, if not improve, service delivery to the public.

The introduction of the national Skills for Justice Police Performance Framework (PPF) provides a platform to review all role profiles across the constabulary to ensure they are 'match-fit' for the needs of the organisation both now and going forward. This work will help in the development of the most effective use of resources available which is in the outcome of Priority 1.

For the 2011/12 period business leads have been far more involved in the development of the force-wide learning and development plan. This will better ensure the organisation's learning and development function can be reassured that it is delivering what is required; be that addressing a performance weakness, delivering against the organisation's vision or providing mandatory learning.

There will be an emphasis on:

- continuing to professionalise the organisation through accreditation;
- maximising the use of technology and other learning interventions;
- exploring pre-entry qualification routes into the organisation and
- pursuing joint-learning opportunities with Bedfordshire and Hertfordshire.

The planned budget for training in 2011/12 is £0.8 million.

Supporting culture change and embedding equality

The human resources and learning and development function recognise the need to support staff during periods of cultural change. Some of the practical ways they intend to do this are:

- *involving and listening to staff and explaining to them the reasons behind change;*
- *developing the programme of Chief Constable's Seminars to facilitate the better exchange of ideas;*
- *putting communication at the heart of any change programme;*
- *identifying appropriate change management / stakeholder management learning initiatives; and*
- *recognising and valuing the importance of leadership development particularly in these constrained times.*

Equality Duty

The government has confirmed that the new public sector Equality Duty under the Equality Act 2010 (the Act) will come into force on April 6, 2011. The new duty covers the following eight protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion and belief (or non belief), sex (formally known as gender), and sexual orientation. The duty also covers marriage and civil partnership, but not for all aspects of the duty.

Public Authorities need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic, but that the other aims (advancing equality and fostering good relations) do not apply. The three aims are set out below:

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

Clearly, Cambridgeshire Constabulary is a 'public body' to which the duty applies; so too are bodies to which we 'contract-out' services.

Underpinning the general duty are specific duties that are set out in the Equality Act (Statutory Duties) Regulations. As a requirement of these regulations Cambridgeshire Constabulary will publish information by July 31, 2011, including workforce data, showing its compliance with the general duty. That information will be available on the force website. It will also conduct a full review of its policies and procedures ensuring that all have been impact assessed to comply with the requirement of the public sector duties.

Human resources

The human resources department has redirected much of its focus over the past year from recruitment to resizing, handling a substantial number of redundancies. It is now working with staff from Hertfordshire and Bedfordshire Constabularies to help develop a new organisational structure. A small number of specialist staff will support these activities using the core human resources team to support the delivery requirements of planned changes.

Outplacement services have been provided by a combination of internal and external no cost providers to support staff going through the redundancy process. In the coming year this activity will continue and develop, particularly with a view to supporting officers reaching 30 years' service. It is hoped the officers will be able to leave the organisation with dignity and confidence negating the need to invoke compulsory measures to reduce police officer numbers, if required.

The department intends to develop initiatives around employee engagement to ameliorate the impact of the current job losses both for those who face redundancy, and those that remain within the organisation.

Redundancy selection processes used during the past year will be refined and developed to seek to retain talent within the organisation. The impact of current changes on promotion opportunities will create a challenging environment to meet this objective.

The outcome of the review of police pay, terms and conditions headed by Tom Winsor is anticipated to generate further delivery actions for the department.

Underpinning the delivery of 'more for less' is development of core HR IT systems to support managers in managing their staff robustly by enabling them to gain access to key information. In the past year, the force introduced a new sickness management module within its core HR system as part of a developing self-service area. Over the next two years, the system will be further developed to enable managers to have computer access to information about staff leave, sickness and duties. The Performance Development Review will also be moved onto the self-service module. This will lead to an integration of staff information into one accessible place.

Overarching the strategy is a need for culture change in terms of empowering managers and staff to use their professional judgement. The HR department will have a role to play in coaching managers on an ad hoc basis to foster this style of management. The department will work with learning and development to develop any required structured interventions for larger groups or managers/staff.

Health and safety

The health and wellbeing unit has continued to work in conjunction with line managers and staff to improve overall health within the organisation and thereby attendance levels. Over the 12 months ending February 28, 2011, average absence per officer has steadily reduced and still sits well below the Home Office targets. The use of targeted campaigns on specific health issues will continue to improve staff awareness and self-care. The constabulary is developing a health and safety improvement plan to ensure training, procedures and processes are up to date and being used effectively to minimise risk of accident, or injury to both officers and staff and enable sensible risk management by process of proportionate risk, relevant to the changing environment. An external audit will be conducted during 2011/12 to ensure that health and safety obligations are being fully met.

Costed Workforce Plan

Police Officers	2010 - 2011		2011 - 2012		2012 - 2013	
	Establishment	£000's	Budget Establishment	£000's	Estimated Establishment	Indicative Costs*
Totals	1,404	£57,539	1,391	£56,910	1,356	£54,962

Police Staff	2010 - 2011		2011 - 2012		2012 - 2013	
	FTE @ March 2011		Budgeted FTE @ April 2011		Estimated FTE @ April 2012	Indicative Costs*
	Posts	£000's	Posts	£000's	Posts	£000's
Police Staff	1,042	£31,920	896	£29,413	833	£28,425
PCSOs	195	£5,765	195	£5,941	195	£6,116
Totals	1,237	£37,685	1,091	£35,354	1,028	£34,541

Overtime	2011/12 Budget £000's	Projected 2012/13 £000's
Police	2,060	2,000
PCSO	-	-
Other	238	288

Other Workers

Special Constabulary	2010/11 Headcount	2011/12 Planned Headcount	2012/13 Planned Headcount
	202	202	300

*Indicative costs - estimates based on emerging business reorganisation proposals.

Appendix 5

Finances

Financial Information

The budget for policing Cambridgeshire in 2011/12 is £130.5 million. Two thirds of this money comes from the government in the form of general grants, the rest comes from council tax payers. The authority decided not to raise the council tax and as a result will receive additional government grant of £1.2m (equivalent to a 2.5 per cent increase in council tax).

However, the county's population continues to increase with predicted growth by 2021 of 31 per cent for Cambridge; 21 per cent for South Cambridgeshire and 21 per cent for Peterborough. This authority also has the fifth lowest net spending per head of population in the country (out of 43 forces in England and Wales). All of this means continuing pressure to serve many more people with much less money.

Funding headlines

- **Government grant funding £83.45 million**
- **Council tax funding £47.05 million.** That is £169.56 a year or £3.26 a week for the average council tax payer (a Band D property).

Balancing the budget

£6 million had to be saved for 2011/12 because £3.5 million (4.4 per cent) less grant will come from the government than last year, and the cost of policing has increased by an estimated £2.5 million. These increased costs include pay increments (there has been a cost of living pay freeze, but staff still get pay increments); local government and police officers' employers' pension costs; costs of the capital programme; and general inflation on supplies and services, especially fuel.

These savings have been achieved by reducing the number of police staff posts. In 2010/11 45 police staff posts were removed and in 2011/12 a further 81 will go. Of the 126 posts not all post holders will be made redundant. Reductions are also being achieved by removing posts as they become vacant, offering people early retirement or job share options. No police officers or PCSOs have been made redundant – although three police officer posts not requiring warranted officers have been removed. The authority has also reduced the overtime budget by £0.5 million and challenged budget holders to make savings across the board. Capital projects such as new police buildings have been put on hold and in some cases officers are now sharing office space with local authority staff. In Peterborough for example the enquiry office provision is moving to a Peterborough City Council building more centrally based. In Cambridge repairs are being carried out to Parkside Police Station delaying the need for a new building.

Whilst the books are balanced for 2011/12, there are more challenges to come and a further £10million needs to be saved in the period to March 2015. For this reason it is crucial to look at longer term ways of saving money. A project is underway to explore collaboration opportunities with Bedfordshire and Hertfordshire Constabularies. See Priority 2 for more information.

Given the current budgetary pressures, many forces are considering and some are already implementing the use of Regulation A19 which allows the compulsory retirement of officers reaching 30 years service on the grounds of efficiency. At this stage, the constabulary is not intending to invoke A19, but would wish to prepare for its implementation should it become necessary. Therefore a report will be/was presented to the Full Authority meeting in April for discussion and approval.

Value for Money Statement

The Government (Home Office) set a national policing efficiency and productivity target for 2008/09 to 2010/11 of 10.3 per cent, which was endorsed locally. The authority achieved this target with cumulative cashable efficiency gains worth £13.3 million for the three-year period.

The streams of work which drive efficiency include:

- *Efficiency in productivity and improvement in deployment of officers and staff: The latest HMIC profiles (comparative data sets) show Cambridgeshire has less police and police staff per head of population than the national average. The constabulary therefore depends on good productivity to be able to deliver policing services. As described in the body of this plan, there is an ambitious programme of redesigning the policing services for Cambridgeshire in order to be able to deliver the best possible service for the future while budgets continue to fall. This is complemented by a collaboration programme with Bedfordshire and Hertfordshire Constabularies on organisational support services, protective services and operational support.*
- *Reduction in overtime spending: over the past three years overtime spending has been driven down and in 2011/12 will be reduced by a further £0.5 million. The use of a single Resourcing Unit will ensure deployment across the county is fully co-ordinated, and the next phase of the development of the workforce system will promote further opportunities to rationalise overtime. It is expected that the results of the Winsor Review into police and staff terms and conditions will have an influence in this area.*

- Programme of business process improvement: transformational change to the delivery of services will improve the value for money. An internal project team, 'Operation Redesign' has been formed to deliver the programme. Partners may be other police forces (collaboration) but the constabulary will also look beyond the police service to see what can be jointly delivered with other public and third sector partners. The new Sexual Assault Referral Centre is a good example of joint working with both health and third sector organisations and a multi agency referral centre, which will work across local government partners, is now planned for delivery by April 1, 2011. The constabulary will continue to pilot innovative projects during the year which impact positively on front line policing including, for example, the 'Professional Judgement' initiative.
- Reduction in bureaucracy: the constabulary continues to make best use of technology and has embarked upon a programme of upgrading its outdated IT infrastructure, for example, providing laptop computers, reducing the need to use printed paper while enabling 1 key processes and increasing the functionality of the previously rolled out hand held BlackBerrys. Review of forms in use across the constabulary will continue to ensure they are necessary and relevant and where possible available via a BlackBerry. This will allow officers to complete forms and some tasks electronically without having to return to a police station.
- Adoption of national frameworks for procurement: where possible national framework contracts will be adopted to ensure best prices in the procurement of, for example, fleet and uniform. At present there are 89 awarded contracts using the national frameworks and the new joint procurement and stores arrangements with Hertfordshire and Bedfordshire will help to further align purchasing contracts over the next five years. The vehicle fleet is purchased through national contracts and working with the Chiltern Consortium this should achieve the best possible value for money. A three-force uniform and dress code has been agreed with Hertfordshire and Bedfordshire and this will help to drive efficiencies in the purchase of uniforms.
- Measures to achieve national convergence of information technology: work is ongoing nationally with regional partners to scope collaborative ICT services. The authority and constabulary are fully engaged with the National Police Improvement Agency to deliver on their Information Strategy 'ISIS' for policing. Working with the NPIA, eight partners, two external to our region the negotiation stage of purchasing a new system that will fully integrate incidents, crimes, intelligence and detention of offenders information has been reached.
- Improvements in the provision of business support services: Cambridgeshire is currently only just above the HMIC's recommended seven per cent (maximum) of total costs to be spent on this activity. The work is in two stages, firstly to drive down costs within the constabulary and then to collaborate to drive further efficiencies with Bedfordshire and Hertfordshire.
- Local approaches and collaboration (includes with other forces, or other partners): the Eastern Regional Special Operations Unit is now fully operational and delivering efficiencies for regional crime, particularly around witness protection, organised crime groups and undercover unit capability. With county colleagues the joint delivery of the estates function both in terms of buildings occupied, and structures, is being scoped.
- Reductions in overhead expenses: Cambridgeshire is a small constabulary and the proportion of expenditure on overheads always appears high. For 2011/13 overheads have been reduced by a further £1.2 million to maintain front-line policing. A major investment in IT systems with a migration from Lotus Notes and many stand alone systems onto a Microsoft platform will deliver savings and efficiencies. Expenditure on computing is projected to further reduce within the next 6 months as a result.

Assurance for these plans will be provided by:

- Publication of the Police Report Card by HMIC
- Application of the Policing Analysis Benchmarking Tool
- Value for Money Comparison Charts provided by the HMIC
- Home Office monitoring arrangements
- A balanced budget

Significant cashable savings have been made from all of the above areas of activity for the budget year 2011/12.

The main areas of improved value for money identified for the financial year ending March 2012 are outlined in the table below:

Planned Value for Money Savings for 2011/12

Category	Planned Activity (description)	Anticipated Cashable Savings (£)	Anticipated Non-Cashable Savings (£)
Changes to force structures / Improvements in deployment / Business improvement processes / Reductions in locally imposed bureaucracy / Streamlining support services.	Operation ReDesign will fundamentally redesign how the policing service is delivered across the county.	4,000,000	1,650,000
Reductions in overtime	As part of redeployment plans but the Winsor Review may deliver further savings	500,000	
Procurement	As part of collaboration	500,000	
Local approaches and collaboration	With partners and Hertfordshire and Bedfordshire	500,000	500,000
Total - main areas of improved value for money identified for 2011/12		5,500,000	2,150,000

As set out above, a further £10 million (based on current estimates) will need to be saved by March 2015.

Work is well underway through Operation ReDesign and the Bedfordshire and Hertfordshire collaboration to identify exactly where these savings will come from.

Savings will be identified under the broad themes described in the above table and the position will be clearer when the authority considers the 2012-15 Medium Term Financial Plan in the autumn.

Appendix 6

Police Authority Risks

The major areas of risks for the police authority are:

- *not having a shared joint plan informed by an understanding of national and local threats and risks;*
- *insufficiently obtaining and taking into account the views of the people in setting priorities;*
- *ineffective and inefficient delivery of the plan;*
- *not balancing the budget;*
- *not achieving the benefits of partnership working or collaboration;*
- *not safeguarding the welfare of officers and staff including Health and Safety;*
- *inadequate standards of custody including meeting the rights of detainees;*
- *failure to comply with equality and other discrimination laws; and*
- *ineffective governance, lack of integrity and inadequate preparation for transition to the Police and Crime Commissioner.*

Control mechanisms have been put in place to manage or mitigate these risks where appropriate and are included in this plan. The transformational approach planned will result in a police workforce that uses the best mix of warranted officers, PCSOs and staff, effective collaboration with Hertfordshire and Bedfordshire and more effective partnership working with other agencies. Policing priorities and resource management are informed by an analysis of threat, harm and risk facing the communities that the police protect.

'Risk maturity' is the extent to which a robust risk management approach has been adopted and applied as planned by management across the organisation.

In 2009/10, RSM Tenon, the retained internal auditors, assessed the authority and the constabulary's risk maturity as risk managed, the second highest category on its continuum, and there has been work carried out during 2011 to work towards becoming risk enabled.

The police authority and constabulary fully understands the risks that need to be managed and are confident in the ability of its plans to mitigate these risks.

Appendix 7

Performance summary

LOCAL POLICING PLAN 2010-2011 - PERFORMANCE SUMMARY

Objective		Actual	Yr 1 target	Performance
DELIVER A HIGH QUALITY SERVICE				
IMPROVE OVERALL SATISFACTION FOR VICTIMS OF CRIME				
PI 1.1	Satisfaction with service delivery (whole experience)	84.9%	83.1%	Target Achieved
PI 1.3	Satisfaction with service delivery (racist incidents)	80.2%	79.0%	Target Achieved
TACKLE ANTI-SOCIAL BEHAVIOUR AND CRIME EFFECTIVELY				
REDUCE REPEAT ANTI-SOCIAL BEHAVIOUR				
PI 4.1 / NI 17	Perception of anti-social behaviour	8.5%	11.2%	Target Achieved
REDUCE SERIOUS ACQUISITIVE CRIME				
PI 5.2 / NI 16	Serious Acquisitive Crime Rate	9,278	9,895 crimes	Target Achieved
REDUCE REPEAT VICTIMISATION OF DOMESTIC ABUSE				
PI 14.1 / NI 32	Repeat victims of domestic violence	31.3%	28.0%	Target Not Achieved
BRING MORE OFFENDERS OF SERIOUS SEXUAL OFFENCES TO JUSTICE				
PI 6.4	Serious sexual offences brought to justice	36.9%	32.4%	Target Achieved
REDUCE VIOLENT CRIME WITH INJURY				
PSA 23(1)	All Recorded Violence with Injury	4,523	4,620 crimes	Target Achieved
IMPLEMENT INTEGRATED OFFENDER MANAGEMENT (IOM)				
	Integrated Offender Management delivery plan	50%	100% completion	Target Not Achieved
IMPROVE ORGANISATIONAL ABILITY TO TACKLE ORGANISED CRIME GROUPS				
	Tackling Organised Crime Groups	94.7%	75% disruption of tiers 1-3	Target Achieved
COUNTER TERRORISM - ENSURE PREVENT IS MAINSTREAMED INTO POLICING ACTIVITY				
NI 35	PREVENT - Evidence of continual year on year improvement in building resilience to violent extremism	N/A	No target set	N/A
IMPROVE PUBLIC CONFIDENCE				
BUILDING CONFIDENCE				
PI 2.2 / NI 21	Dealing with local concerns (agencies)	42.2%	52.6%	Measure discontinued by Government