

Cambridgeshire Police Authority



Creating a safer
Cambridgeshire

Strategic Plan 2006 – 2009



Cambridgeshire Police Authority

The role of Police Authorities, as independent authorities, is defined under the Police and Magistrates' Court Act 1994 and Police Act 1996. Their overall responsibility is to maintain an efficient and effective police force. Further information relating to their financial and legal powers and responsibilities, together with details of the Members of Cambridgeshire Police Authority, can be found on the Authority's website.

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1. Cambridgeshire Constabulary's Mission, Vision and Values

1.1 Our Mission

Creating a Safer Cambridgeshire – by reducing crime and disorder, and winning the trust and the confidence of the people we serve

1.2 Our Vision

Working with others to make Cambridgeshire the safest place to live, work and visit
and
Working together to make Cambridgeshire Constabulary the best place to work

1.3 Our Values

• Integrity • Respect • Sensitivity

1.4 Our Strategic Themes

- Citizen Focus through Neighbourhood Policing and Citizen Engagement
- Developing Community Cohesion whilst recognising and understanding hidden complexity
- Developing an internal culture which understands and puts the citizens perspective first - dealing with today's jobs today
- Enhancing capability for serious and organised criminal investigation
- Developing a more inclusive performance regime to include - serious and organised crime, partners and support departments
- Developing a 'learning organisation' with real commitment to maximising the potential of our people

Cambridgeshire Police Authority will actively support the Constabulary in pursuance of the above mission, vision, values and strategic themes. Work to be undertaken to develop these areas is outlined in Section 8 of this Plan, and in the Cambridgeshire Local Policing Plan for 2006-2007.

2. Foreword by Police Authority Chairman

This is the third Strategic Plan produced by the Police Authority. It is a statutory document, and sets out our medium and long-term objectives and the framework for the development and improvement of policing in Cambridgeshire and Peterborough. The Plan takes full account of the National Policing Plan and the National Community Safety Plan 2006-2009, as well as the results of consultation with local communities and partner agencies.

Since the publication of the previous Strategic Plan twelve months ago, the Constabulary has improved its performance over a broad range of measures.

The Authority is committed to providing the Chief Constable with the resources she needs in order to sustain and further improve performance for the benefit of the citizens of the County. However, this is no simple task. Central Government's share of the funding of policing services in the County has reduced from 80% of net revenue in 2001-02 to 69% in 2005-06, which means that a greater proportion of the budget has to be funded through the local police precept. At the same time the police grant funding formula, if in full, would have produced a further £2m for Cambridgeshire. However, the Government has applied "floor" increases to all authorities, with those above the floor having to pay for those below, and Cambridgeshire is above the floor. In addition, Cambridgeshire has lost a further £1.9m as the result of changes to counter terrorism funding.

Despite these very real pressures and constraints, your Police Authority will continue to endeavour to strike a balance between the resources needed for effective policing services and the levels of local taxation to pay for those services.

As Members of the Police Authority, we are charged with ensuring that an effective and efficient policing service is delivered to all communities across the County. It has been particularly pleasing to note the significant and hard won improvements, in so many aspects of service delivery, over the past year and, while much still remains to be done, we believe that the Force is clearly moving in the right direction.

The Police Authority acts on behalf of the public and we welcome any comments and views on policing matters from members of the public and organisations within Cambridgeshire and Peterborough. I look forward to hearing from you.



Michael G Williamson JP
Chairman of Cambridgeshire Police Authority

3. Foreword by Chief Constable

What a difference a year can make.

Twelve months ago I was talking about the challenge I had set the Force to move from failing to first-class. Since then crime has dropped by more than 10 per cent and the overall sanction detection rate has soared by more than 15 per cent. In some areas, violent crime for example, the detection rate, went from less than 23 per cent to almost 50 per cent, pushing the Force from 40th to 11th in national tables.



And the improvement continues – with the result that we now have a firmer base on which to build further success. Where, in the past, it was tempting to answer criticism with an explosion of feverish and unsustainable activity, we now have more time to properly analyse the problems in those areas where we need to improve and agree long-term strategies to achieve our aims. After years of fire-fighting, that is a good position to be in – though no-one would disagree that we have much more to do.

While the challenges can sometimes seem immense, I genuinely believe that we are better equipped and moving in the right direction to meet them, as this Plan explains. The statistics, showing that we are reducing crime, improving detection rates and bringing more offences to justice, are already well-documented. That has come about largely because we took a long, hard look at how we ran our investigative team, and decided on a radical shake-up. The upshot is that we have strong teams across the crime spectrum who are able to move into BCUs swiftly to deal with major incidents – allowing BCU commanders to use their resources for local, front-line policing.

That process, in turn, is a key support to the vital task of neighbourhood policing which we are tackling – among other ways – with a robust pilot structure on Southern Division. This tells communities who their local policing teams are, how they can contact them, what help they can call on – and what they can do to help in return. Here, as with everything we do, it is attention to detail that will get results – like the innovative “door-a-day” scheme. This collaborative venture between Intelligence and the Corporate Communications marketing team is seeing postcards put through doors in neighbourhoods where there is police activity – explaining what we are doing and encouraging people to come back to us with information.

It goes without saying that this Plan is directed towards translating into action in Cambridgeshire, the key priorities set for us by the Government. Among a wide range of initiatives tailored to meet the needs of policing our county, we are providing officers with the equipment and the knowledge to make greater use of mobile data, making their response more flexible and improving their time out of the station.

With the reorganisation of the Police Service across the UK already under way, and the very real prospect of operating in much larger areas, the need for greater flexibility will become increasingly self-evident. E-Cops - a home-grown initiative by two Cambridge officers for keeping local people aware by email of local crimes and

policing activity – fits the bill exactly, and is now up and running in two BCUs. As with other Cambridgeshire successes, like our skill and expertise in seizing criminal assets, this has attracted wide interest across the policing service.

We all – from the ACPO team to the newest recruit – know that achieving the kind of results which put us high up in the league tables is only part of the story. Just as important is getting the feedback that tells us we really are winning public confidence by making the villages, towns and cities we serve feel safe. That can only come from effective communication – dealing with queries properly and giving courteous and meaningful answers even when we cannot help, responding quickly to calls for assistance, and treating our “customers” as adults who need to understand our aims so that they can become part of the partnership against crime.

We have put the right structures in place to do our jobs well. We have the skills we need, and are providing the training where it is needed. Our successes as a force are attracting the recognition they deserve. Now it is up to us, as individuals and teams, to show we have the commitment, the enthusiasm and the stamina to make a success of our three-year mission to be first class – and make it stick.

Julie Spence BEd LLB MA MBA
Chief Constable

4. Introduction to this Plan

Each year, in accordance with the requirements of the Police Act 1996, the Home Secretary produces a National Policing Plan (NPP) which provides a national framework for the delivery of policing services. The Act has also required each police force in England and Wales to produce an annual policing plan, identifying how it intends to deliver local policing services in order to achieve the objectives and priorities set by the Home Secretary.

Reflecting the increasingly shared accountability for “community safety”, the Home Office has, for the first time, this year published its National Policing Plan as part of a wider National Community Safety Plan (NCSP) for 2006-09. This Plan is part of a developmental process representing the Government’s aim of improving co-ordination between local authorities and agencies so that local needs are identified and resolved in partnership.

The position of the NCSP within statute is still subject to parliamentary agreement, and the NPP therefore remains the current statutory national planning document. Production of a Local Policing Plan remains the responsibility of each Police Authority.

This Local Policing Plan is therefore the primary corporate planning instrument for Cambridgeshire Constabulary in 2006-2007, and reflects a number of ongoing contributory planning mechanisms, including

- The Strategic Assessment, a twice-yearly analysis of local crime issues, produced using the principles of the National Intelligence Model (NIM)
- Financial management and budget-setting processes
- Consultation with members of the communities within Cambridgeshire
- Consultation with other partner agencies concerned with combating crime and antisocial behaviour
- Response to findings and recommendations emanating from both formal and informal external inspection¹
- Response to internal inspection and governance processes (including quality control and risk management functions)

The Plan also encompasses the summaries and aims of a number of project and programme plans to implement a range of national and local initiatives within Cambridgeshire Constabulary, including

- Quality of Service Commitment
- Neighbourhood Policing Plan
- Frontline Policing Plan
- Force Delivery Plan
- Race Equality Scheme

¹ Includes Her Majesty’s Inspector of Constabulary (HMIC), Audit Commission and Police Standards Unit (PSU)

5. Consultation with the Public

Promoting the involvement of citizens in decisions about how they are policed is a central focus for the Home Office. This intent is particularly reflected in its neighbourhood policing agenda, described in detail under Key Priority 3 of the National Policing Plan.



In order to ensure that the views of the public are reflected in the way that policing services are delivered, a number of legislative mechanisms and guidance sources place an obligation upon Police Authorities in relation to how local consultation is undertaken. It is also the aim of both Cambridgeshire Police Authority and Cambridgeshire Constabulary to enhance and improve consultation.

In addition, effective community consultation and engagement can help to identify areas with high social tension and, in doing so, help to tackle their contributory factors and thereby promote community cohesion. There is therefore a need to tailor consultation methods to specific groups, particularly traditionally “hard to hear” groups such as some minority ethnic groups, people with disabilities, refugees, or young, elderly or homeless people.

In order to integrate these obligations and aims, Cambridgeshire Police Authority will take a co-ordinated approach to consultation with the local community, to which end, and in liaison with the Constabulary, the Authority’s Communications and Consultation Panel is developing a Strategy and Action Plan. The Panel includes representation from the Constabulary’s ACPO team, and this work will ensure that effective local policing can be delivered alongside effective and consistent community engagement. The Plan will incorporate the following consultation mechanisms:

- Participation in partnership “Quality of Life” surveys to be conducted within Cambridgeshire County and Peterborough City Council local authority areas
- Incorporation of a response proforma within the Local Policing Summary to be distributed to every household within the Force area
- Consultation with the community via Local Consultation Group (LCG) meetings as part of the Police Authority’s annual budget-setting process

To provide feedback to the Authority or the Constabulary on this plan, and indeed on any aspect of policing in Cambridgeshire, please contact us at the address shown inside the cover of this plan.

6. National Priorities and Objectives

6.1 Home Secretary's Key Priorities

Within the National Community Safety Plan, the National Policing Plan outlines the Home Secretary's key priorities for 2006-2009.

Key Priority 1

Reduce overall crime by 15%, and more in high crime areas

Key Priority 2

Bring more offences to justice in line with the Government's Public Service Agreement target

Key Priority 3

Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams; and reduce public perception of antisocial behaviour

Key Priority 4

Tackle serious and organised crime, including improved intelligence and information-sharing between partners

Key Priority 5

Protect the Country from both terrorism and domestic extremism

6.2 Local Policing Priorities

In addition to these national priorities, police authorities are able to highlight any local needs specific to their communities by identifying one or more local policing priorities. These can be identified through a number of different mechanisms, including -

- Consultation with local communities, including hard to reach groups whose views may be overlooked
- Consultation with partners – particularly inter-agency groups whose primary objectives are to improve safety and reduce crime
- The Force Control Strategy, which provides an analysis of local issues of a criminal nature and/or pose a threat to public safety
- A focus on internal business processes and systems, in order to ensure the efficiency and effectiveness of these improve

National guidance requires that an area highlighted as a local policing priority must not duplicate areas of policing delivery that are already described by the national framework, and must be strategically significant in terms of its potential impact on the community and the resources required to respond to that impact.

A theme that is consistently highlighted in relation to policing within Cambridgeshire is that of community cohesion, and some of the factors contributing to the increasing complexity of diversity within the County are discussed in greater detail at section 8.2 of this Plan.

There is a growing recognition that additional focus on this area would bring benefits, both to the settled communities, and to those new populations moving in to Cambridgeshire and seeking to live in harmony within those existing communities. Cambridgeshire Police Authority has therefore identified the following as its local policing priority for 2006-2007.

**To improve our understanding of and engagement with
the complex communities of Cambridgeshire**

Further analysis has taken place to identify specific objectives and workstreams where work to improve community cohesion can be undertaken. Specifically, Cambridgeshire Police Authority and Constabulary will strive to achieve the above local policing priority by:

Working to enable new populations moving into the County to live in harmony with the existing community:

- (i) *The Constabulary will work with partner agencies and employers to improve the knowledge and understanding of the criminal law and cultural and community values amongst new immigrant populations*
- (ii) *Where any disproportionality in offender groups exists, the Constabulary will effectively target prevention and enforcement initiatives, particularly in relation to knife crime and vehicle-related offences*

And by:

Increasing the capability of the Organisation by developing essential communication skills amongst frontline officers and staff

- (i) *The Constabulary will support frontline officers and staff to communicate with non-English speaking members of the community by providing training and access to basic tools and interpretation facilities*
- (ii) *Key members of staff will be encouraged to increase their knowledge of foreign languages most commonly encountered within Cambridgeshire*
- (iii) *The Constabulary will develop and implement a recruitment strategy to attract police officers and police community support officers from key migrant and Black Minority Ethnic host populations*

In order to seek the views of the public, the Constabulary's divisional commanders have consulted with community representatives, and positive feedback has been received in relation to the Authority's proactive approach to this complex area. This consultation is continuing in order to identify appropriate mechanisms which, in

partnership with community agencies and representatives, will assist the Constabulary in achieving delivery of this local priority, to the benefit of all communities within Cambridgeshire. Further details of delivery and measurement frameworks will be found in the Authority's annual Cambridgeshire Policing Plan for 2006-07.

7. The National Context

7.1 Restructuring of Police Forces

There has been much recent debate on the subject of how the British Police Service should best be structured to combat the many and complex criminal and community safety issues that face the United Kingdom in the 21st Century. Proposals emanating from a report by Her Majesty's Inspector of Constabulary (HMIC) (*Closing the Gap - A review of the 'Fitness for Purpose' of the current structure of policing in England and Wales by HM Inspector of Constabulary, Denis O'Connor CBE, QPM*)² called for the amalgamation of the 43 existing police forces in England and Wales into a much smaller number of strategic forces. The reasons for this were, in summary, that whilst existing police forces were, on the whole, delivering an effective response to local criminal issues such as house burglaries and car crime, some had insufficient capacity and capability to manage more sophisticated, organised criminal activity. In particular, HMI held concerns relating to the management of a range of "protective services" that included major crime, serious and organised cross-border crime, counter terrorism and extremism, civil contingencies, critical incidents, public order and strategic roads policing.

Each police authority was asked to identify the structural option they believed would deliver the most effective policing structure for their area. Work has therefore been undertaken by police forces across the Country to examine how various geographic options would impact on a range of economic, political and crime-related issues in terms of policing delivery. Each of these impacts was "scored", and this data combined with other information to justify an eventual recommendation to the Home Office.

In the Eastern Region, the work undertaken by the police forces of Cambridgeshire, Norfolk, Suffolk, Hertfordshire, Bedfordshire and Essex was co-ordinated via a regional group made up of representatives of each Force. Three structural configurations were evaluated, before our views were submitted to the Home Office at the end of December 2005.

Since that date, analysis has continued in order to forecast the implications for the Constabulary's human resource, finance, information technology and other support infrastructures, to ensure that the Constabulary is able to respond positively to the Home Secretary's requirements.

Cambridgeshire Constabulary has considerable experience of working in collaboration with neighbouring police forces (see 11.6.4 of this Plan) but recognises that the impact of organisational restructure on its police officers and staff may bring new challenges. The Authority will continue to work with staff, and their recognised staff associations, to ensure that all are kept informed and supported through any reorganisation and, in particular, are not disadvantaged in terms of employment terms and conditions. The Constabulary's Human Resource Department has produced a framework of principles, reflecting the values championed within the People Strategy discussed at Section 8.6 of this Plan, for managing the change process.

² The full report can be found at homeoffice.gov.uk

7.2 Working in Partnership

Successful policing is recognised as one element within a framework of public services that contributes to making a community “safe”, but which needs to be supported by the work of many other public services – and indeed the community itself. To make a real impact – not only on crime, disorder and antisocial behaviour, but also on the many other social, economic and environmental factors that can threaten a community – a new emphasis on partnership working is emerging.

7.2.1 National Community Safety Plan

For the first time, this year the Home Secretary’s National Policing Plan has been published as part of a wider document, the National Community Safety Plan (NCSP), which describes how a number of public services will jointly be held to account for delivering those services. In addition to the Police, these include –

- Local Authorities
- Primary Care Trusts
- Children’s Trusts
- Job Centre Plus
- Local Criminal Justice Boards
- The Fire and Rescue Service
- Drug Action Teams
- Local Strategic Partnerships
- Crime and Disorder Reduction Partnerships

The Government’s priorities for national community safety during the next three years are outlined within the NCSP as follows:

National Community Safety Priorities For 2006-2009

- **Making communities stronger and more effective** by enabling individuals and the wider community to take greater responsibility for their own and their community’s safety
- **Further reducing crime and antisocial behaviour** so there are fewer victims and people have greater confidence in their safety
- **Creating safer environments** in which people can live, work and relax
- **Protecting the public and building confidence** by countering crime wherever it occurs
- **Improving people’s lives so they are less likely to commit offences or re-offend**

At this stage, the National Community Safety Plan is regarded as a “transitional” step in the development of the partnership agenda, and the National Policing Plan remains the statutory framework for identifying and monitoring policing delivery. Nevertheless, within their local plans, police authorities are required to demonstrate how the services they proposes to deliver during the year will take account of the above national Community Safety themes.

The full National Community Safety Plan can be found at the Home Office website (police.homeoffice.gov.uk.)

Given the transitional status of the NCSP and the current overlap between its priorities and the key policing priorities set out within the National Policing Plan, delivery against the required Community Safety outcomes have not been duplicated here. Instead, Appendix “A” of this Plan maps the delivery of policing outcomes against the requirements of the NCSP, demonstrating how policing services within Cambridgeshire will integrate with those delivered by partner agencies to meet those requirements.

Public Service Agreement (PSA) (see section 10.1) targets already identify a number of key improvements in public service delivery the Government expects to see by the year 2007-2008. However, the move towards the publication of a National Community Safety Plan represents a yet further development of this partnership ethos, and heralds the introduction of more formal structures for identifying, achieving and measuring performance against shared community safety outcomes.

Cambridgeshire Police Authority and Constabulary are working with members of local authorities and strategic partnerships to identify structures that will enable joint community safety planning to be progressed in future years.

7.2.2 Crime and Disorder Reduction Partnerships

Since the Crime and Disorder Act of 1998, the Police Service has worked in partnership with local authorities, the health and probation services and a number of specialist inter-agency teams (such as Drugs and Alcohol Action Teams and the Youth Offending Service) to identify and combat harms to our society. Funds have been made available via a range of funding streams, including the Safer Communities Fund and regeneration funding, to target issues of local concern under the management of Crime and Disorder Reduction Partnerships (CDRPs). Within Cambridgeshire six CDRPs, aligned to local authority areas, have operated, carrying out three-yearly crime audits to determine the priorities to be applied within their partnership area.

The partnership landscape has, however, changed substantially since CDRPs were first created, and a review of the CDRP framework has therefore been undertaken³. The Government’s overall objective for the review was to strengthen the visibility, responsiveness and role of local partnerships, and a number of proposals are now being pursued, including:

- Structural changes to split the strategic and operational decision making responsibilities between county and local authority level; this will particularly benefit areas with a two-tier local government structure, and support the strategic decision making processes within Local Strategic Partnerships.
- The development of national standards for partnership working, in order to clarify the role and responsibilities for each partner agency and ensure a consistent approach to partnership working across England and Wales.
- Development of a good practice framework, mirroring the National Intelligence Model adopted by the Police Service, to enable partnership working to routinely analyse data and intelligence relating to community safety.



³ Jointly undertaken by the Home Office, Local Government Association, Association of Chief Police Officers, and Association of Police Authorities, between November 2004 and January 2005

- Placing of a new duty to share de-personalised data relevant for community safety purposes on responsible authorities, who will be expected to develop effective information sharing protocols.
- Extension of the powers of local authority Overview and Scrutiny Committees to encompass the work of CDRPs. Partners will be required to consult and engage with their communities on an ongoing basis, and mechanisms enabling communities to be able to hold partners to account for a particular community safety issue are to be developed.

7.2.3 Local Area Agreements

Alongside this developing framework of joint planning and performance measurement, new mechanisms are being implemented for funding and managing shared community priorities and outcomes. A new type of partnership agreement, known as a Local Area Agreement (LAA), is gradually being introduced across the Country as part of a 10-year strategy to achieve a balance between central and local government influence on local interventions. The aim is to build a more effective relationship between central and local government, so that agencies who have a local “voice” can play their part in developing a local strategy, whilst continuing to contribute towards delivery against national priorities.

Local Area Agreements have been piloted in twenty-one local authority areas, across all nine British local government regions (one of which was the area governed by the unitary authority of Peterborough City Council). A further 66 LAAs are to be rolled out during 2006-2007, including the remainder of the County of Cambridgeshire, thus by 2007 the County will be covered by two LAAs – one for Peterborough, the second for Cambridgeshire County. In the latter case, the Agreement will be negotiated with all five local authorities within the County (Cambridge City, East Cambridgeshire, South Cambridgeshire, Huntingdon and Fenland Districts).

A number of existing funding sources will be streamlined, with the level of funding allocated to Local Areas to be determined by the Government in accordance with their assessment of local need and national priorities. Funding will be allocated against four strategic “blocks” –

- Safer and stronger communities
- Healthier communities and older people
- Children and young people
- Sustainable communities and transport

Additional targets – known as “stretch targets” – can be set for which, when successfully achieved, additional funding may be granted.

Central government will set high-level national priorities for the Fund, drawing on existing Public Service Agreements, with local authorities and their partners then setting local priorities based on CDRP and other locally-identified strategies. Agreements will focus on the delivery of outcomes which are shared by all the local delivery partners, and it will be possible for the Agreements to specify amounts that partners agree are to be used for particular purposes and by particular agencies.

The Respect agenda, announced early in 2006, requires that Local Area Agreements include a commitment to deliver family support work, neighbourhood management initiatives and antisocial behaviour work. They must also ensure that local agencies take a lead on that Agenda, and include funding streams that focus on ‘Respect’ outcomes.

7.2.4 Protecting Children in Partnership

Alongside the national framework for policing strategy, additional requirements are placed upon the providers of public services by the Government's determination to protect vulnerable members of the community.

Cambridgeshire Constabulary is committed to working together with our partner agencies to protect children and young people, and is represented on the Cambridgeshire Children and Young People's Strategic Partnership (CYPSP) Group, whose purpose is to act as champion for young people in service development, review and decision making. An Action for Change sub Group is developing a programme to oversee the delivery of specific elements of work. Within this, the Constabulary will, in particular, contribute to the development of -

- Supportive and bully-free schools
- Safe local environments
- More police presence and security on the streets
- Reducing alcohol and drug use

In identifying a professional lead for victim-centred investigations within Cambridgeshire, the Constabulary has provided a focus to ensure that multi-agency responses are aligned to best practice highlighted in a number of national strategic drivers for the protection of children. These include the Children and Young People's Plan, the Children Act 2004, and the recommendations emanating from national scrutiny processes, including the Climbié and Bichard Enquiries. Whilst police involvement in cases of child abuse stems from the primary responsibility to protect the community and bring offenders to justice, the overriding consideration is the welfare of the child.

7.3 National Policing Developments

Criminality is rarely constrained by geographical boundaries and in order to deliver a co-ordinated response to crime across the UK, successive governments have introduced a number of initiatives and professional lead agencies, all of which interact with local policing efforts to provide a national framework within which police forces must shape local policing delivery. These include -

7.3.1 National Intelligence Model (NIM)



The National Intelligence Model is the cornerstone of policing in England and Wales. Its processes ensure that information is fully researched, developed and analysed to provide intelligence that senior managers can use to

- Provide strategic direction
- Make tactical resourcing decisions about operational policing, and
- Manage risk

The model operates at three levels, information and intelligence flowing between levels and between neighbouring police forces and other law enforcement agencies

- i) Level 1 – Local Basic Command Unit (BCU)
- ii) Level 2 – Force and/or regional
- iii) Level 3 – serious and organised crime that it usually national or international

At level 1, it is community intelligence gathered locally that will inform the delivery of policing services under the neighbourhood policing model described at section 9.3 of this Plan.

The new Code of Practice for Management of Police Information (MoPI), referred to at Sections 6.3.6 and 9.1.1 of this Plan, has been aligned to NIM principles in order that consistent standards are used in the handling of all information.

7.3.2 National Strategic Assessment

The National Policing Plan identifies the main policing issues throughout England and Wales and establishes a comprehensive picture of the current, emerging and longer-term priorities. Produced using NIM processes, it is used in the development of local and strategic plans, which link into force strategic assessments; these are then used to construct the annual National Strategic Assessment which, in turn, provides the evidence to inform the subsequent National Policing Plan. This annual cycle provides the national framework for forces and authorities to plan locally, enabling local priorities to be reflected at a national level.

7.3.3 National Crime Recording Standard

In order to both promote greater consistency between crime recording in all police forces, and encourage a more victim-orientated approach to crime recording, a national crime recording standard was introduced by the Home Office and the Association of Chief Police Officers (ACPO) in April 2002. From that date, police forces have been required to record all reports of incidents, whether from victims, witnesses or a third party, and whether or not crime-related, in accordance with Home Office "counting rules".

Cambridgeshire Constabulary has continued to receive positive feedback following audits undertaken in relation to its crime recording processes; a grading of "good" has again been awarded during the last year.

7.3.4 National Policing Improvement Agency (NPIA)

Within its report *'Building Communities, Beating Crime'* the Government outlined its intention to establish a National Policing Improvement Agency with the principal objective of embedding a culture of self-improvement across the Service. An executive director has been appointed, and will oversee the development of the Agency, which is expected to begin operation in April 2007. The NPIA will rationalise and combine the strengths of a number of existing organisations, and will focus on driving forward critical national programmes for improvements in policing, including the Bichard Enquiry recommendations, introduction of neighbourhood policing and initiatives to tackle cross-border crime, through the identification and dissemination of good practice.

7.3.5 Serious and Organised Crime Agency (SOCA)

The Serious Organised Crime and Police Act 2005 introduced a range of measures aimed at protecting the public from the harm caused by organised criminals, including those involved in fraud and serious financial offences, computer crime, drug and people trafficking, and acts of terrorism. The Act identified the need to establish a lead agency to co-ordinate the response to such activities, and work is currently underway to establish the Serious and Organised Crime Agency by April 2007. The Agency will bring together the existing National Crime Squad, National Criminal Intelligence Service, and investigative branches of Revenue and Customs

and the Immigration Service. The Agency will have a Country-wide remit, and will work closely with local police forces and revenue departments.

7.3.6 Bichard Report

Published in 2004, the report by Sir Michael Bichard made 31 recommendations relating to the information management systems that had played a part in the murders committed in Soham in 2002. They highlighted the need for police forces, the Government and other national agencies to work together to ensure that a nation-wide infrastructure is adopted which will ensure consistent standards of information, and access to that information, apply throughout England and Wales.

The IMPACT programme (Information Management, Prioritisation, Analysis, Co-ordination and Tasking) has now been implemented within all police forces, effecting major changes in technology and working practices. This has been accompanied by introduction of a local “cross-check” system that alerts the Criminal Records Bureau (CRB) to any information held about an individual across a range of police systems, and a comprehensive code of practice on police information management (MoPI) which came into force in November 2005.

A number of further national initiatives are planned, including:

- The IMPACT Nominal Index (INI) system to enable information-sharing between police child abuse investigation units is to be rolled out from 2006
- Arrangements for information-sharing between the police and other agencies, notably local authority departments for social services, require development within the “Working Together” framework
- A central vetting and barring scheme, covering all those wishing to work with children or vulnerable adults is to be introduced under the ‘Safeguarding Vulnerable Groups’ Parliamentary Bill, and a quality assurance framework is being made available to police forces to assist them in carrying out their role within the vetting process
- The National Policing Improvement Agency will develop findings from an initial review of police information technology procurement, further enhancing that future system compatibility

The Home Secretary continues to take responsibility for implementation of these measures, with progress reviews to continue on a six-monthly basis.

Within Cambridgeshire Constabulary, the increasing need for managed processes for retaining and sharing information is to be addressed by the creation of a new Information Management Directorate. The Directorate will be tasked with implementing national guidelines on managing the collection, evaluation, recording and retention of police information. Further details of this work are detailed within the 2006-2007 annual Policing Plan.

7.3.9 Quality of Service Commitment

The Quality of Service Commitment brings together a number of national initiatives⁴ which together aim to improve the service provided to all those who have direct and

⁴ National Call Handling Standards, HMIC Contact Management Thematic, Single National Emergency Number, Local Policing Summaries, Victims’ Code, ‘No Witness No Justice’, Witnesses’ Charter, Neighbourhood Policing

indirect contact with the Police. The standards, have been developed jointly by the Home Office, Association of Police Authorities (APA) and the Association of Chief Police Officers (ACPO), and will provide a benchmark of the minimum standards of service that a member of the public can expect to receive from any police force within England and Wales.

Police Authorities are responsible for ensuring that police forces will achieve full compliance by November 2006. In Cambridgeshire, this work forms a key part of the wider “citizen focus” agenda described at section 8 of this Plan.

7.3.10 Initial Police Learning and Development Programme (IPLDP)

The Initial Learning and Development Programme is a new programme which reforms both the design and delivery of training for newly recruited police officers in England and Wales. It was primarily initiated by the HMIC report on *‘Training Matters’* published in January 2002. It also embraces key elements of the Police Reform agenda – to increase community engagement, strengthen accountability, and modernise the workforce.



The principles which underpin the IPLDP are:

- ◆ The responsibility for the delivery of training to student police officers during their first two years of service will rest with individual forces (either using their own facilities or working with other specialist providers)
- ◆ The majority of learning should take place within the workplace
- ◆ Wherever possible learning activities will be provided on a non-residential basis
- ◆ Recruits must be provided with protected learning time in which they can learn without being deployed to other duties
- ◆ Training should take place within a Professional Development Unit or similar
- ◆ Training should include involvement with local communities
- ◆ Training is capable of being assessed against National Occupational Standards
- ◆ Learning is accredited

Within Cambridgeshire, Professional Development Units are being implemented on each of the territorial divisions, in readiness for the first intake of students in May 2006.

7.3.11 Police Race and Diversity Learning and Development Programme

The PRDLDP Programme aims to improve police performance in relation to race and diversity through structured learning and development. A ‘National Learning Requirement’ has been identified by the Association of Chief Police Officers (ACPO) and Centrex⁵, offering guidance to police forces on the design, delivery and evaluation of locally-based learning initiatives. The programme addresses all diversity areas, including race, gender, sexual orientation, disability, age, religion and belief. In particular, it aims to improve community involvement in all aspects of police training (including IPLDP) as part of the drive to secure policing services which are responsive to the needs of our diverse communities.

⁵ Centrex is the Central Police Training and Development Authority, whose aims are to help develop policing by identifying good practice and sharing this knowledge nationally and internationally

In Cambridgeshire, a project team has been established to ensure the programme is successfully implemented, membership of which includes representatives from the Police Authority and the Training Advisory Group (see Section 8.1 of this Plan).

7.4 Police Reform

7.4.1 Workforce Modernisation

The introduction of Police Community Support Officers (PCSOs) under the Police Reform Act of in 2002 heralded the start of a new concept of national policing. It recognised that the specialist skills and knowledge of police officers are best utilised on critical policing duties, rather than support activities that could be undertaken by other roles. The core aim of the Workforce Modernisation Agenda is therefore to support police forces in gaining the maximum advantage from flexible use of an extended “police family”, including designated staff under the Police Reform Act, special constables, volunteers, accredited⁶ staff, wardens and community members.



Under the conditions of the national scheme, Accredited Persons can be granted some police powers, for example to issue fixed penalty notices for certain offences, confiscate alcohol and tobacco from children and remove abandoned vehicles. Volunteers are not granted such powers, but are able to undertake valuable support duties such as staffing community station enquiry offices, assisting with CCTV monitoring, or providing support to victims and witnesses. Both roles have the potential to offer considerable benefits to policing by –

- Strengthening existing links with organisations already contributing to community safety (e.g. neighbourhood or countryside watch schemes, or local authority wardens)
- Providing additional visibility and reassurance to the public
- Freeing up police officer time
- Extending the opening hours of remote police stations
- Promoting diversity by welcoming the contributions of community members
- Improving the quantity and quality of intelligence flow between the police and the community
- Support the neighbourhood policing agenda

Cambridgeshire Constabulary is currently exploring the potential for implementing Community Safety Accreditation (CSA) and Volunteer Schemes, including the registration, training and supervisory infrastructure required to effectively sustain them. This work is being undertaken under the remit of the PCSO Strategic Board, which will submit recommendations to the Force Executive Board in due course.

Work is continuing to maximise the contribution to policing by members of the Special Constabulary. The Home Office set a target for the Constabulary to

⁶ The Police Reform Act 2002 allows Chief Constables to “accredit” non-police employees with powers similar to, but not as extensive as, PCSOs where such accreditation can be seen to support community safety functions

increase the number of special constables by 15% by December 2006, and the introduction of a Special Constabulary Management Team has already seen this target exceeded. The Team is continuing to oversee the enhancement and integration of training and welfare support packages in order to improve retention rates, including the introduction of a rank structure similar to that within the Regular Force.

7.4.2 Frontline Delivery

The Government has set a target for all forces to ensure that 72.5% of all available police officer time is spent on frontline duties by 2007-08, and there are a number of ways in which organisational structures and working practices can make an impact. These include reducing bureaucracy, reorganising business processes, the deployment of police staff into roles previously undertaken by police officers in order to release those officers to core policing work, and reducing the level of activities that divert them unnecessarily from frontline work.

Cambridgeshire Police Authority will ensure that increases in police strength are reflected in frontline roles, and that funding opportunities for non-warranted and specialist support staff roles which release police officers to frontline duties are maximised. Further details are provided at Section 11.7 of this Plan.



7.4.3 A Representative Police Service



If community confidence and cohesion is to be achieved, true community engagement must be seen as an essential part of policing. It is therefore imperative that individuals from all walks of life are engaged and enabled to work within the Service.

In order to provide a police service which is representative of the community it serves, Cambridgeshire Constabulary is actively developing

and pursuing a range of monitoring, consultation and support mechanisms, which are co-ordinated through its Diversity Unit (see Section 8 of this Plan). In particular, the recruitment of police officers and police community support officers from key migrant and Black Minority Ethnic host populations is a key strand of the Constabulary's Local Policing Priority for 2006-07 (Section 6.2).

7.4.4 Reducing Bureaucracy

Nationally a Policing Bureaucracy Gateway was launched by the Home Office and ACPO in September 2004 which sought to identify, challenge and influence the demands made by new policies, legislation and procedures that affect the police service. Each police force is charged with implementing processes to ensure that bureaucracy is identified, and minimised, so that frontline policing staff are not

unnecessarily burdened by tasks which take them away from their core duties. Through the National Centre for Policing Excellence (NCPE) all police forces are working to ensure that incoming codes of practice and investigative procedures are not unnecessarily burdensome and, within Cambridgeshire, a number of complementary workstreams have been implemented to ensure that internal procedures are simplified, for example, eliminating duplication of paperwork, and making documentation available in electronic format, where appropriate.

8. Local Context

The National Policing Plan highlights many initiatives, resources and requirements which are shared by all police forces within England and Wales and which are of national concern. Whilst taking these into account, however, Strategic Policing Plans are prepared by individual Police Authorities to inform the public how policing is to be delivered locally.

Having considered the national Ministerial Priorities, Police Authorities are able to integrate local needs within their Strategic Plans by highlighting areas of Force business on which particular focus is to be made in support of overall policing objectives. This Plan therefore also endeavours to address issues that are of concern to people within the County of Cambridgeshire.

• Delivery against Strategic Themes

Section 5 of this Plan highlights the responsibility placed on Police Authorities to identify any local operational policing needs which are not fully met within the Home Secretary's national policing priorities and therefore require additional local focus. In addition, however, Policing Plans are also able to identify any organisational issues impacting on local policing.

Section 1 of this Plan identifies a number of values and strategic themes that underpin the Constabulary's overall objectives. This section now summarises the organisational structures and work programmes being undertaken to reinforce those themes and values. The summary incorporates a number of project workstreams which are managed under a dedicated Citizen Focused Policing programme board, viz

- Improving the Customer Experience
- Neighbourhood Policing
- Cultural Change

A more detailed summary of the Citizen Focus programme can be found in the annual Cambridgeshire Policing Plan for 2006-2007.

8.1 *Citizen Focus through Neighbourhood Policing and Citizen Engagement*

8.1.1 Improving the Customer Experience

A further project workstream within the Constabulary's Citizen Focused Policing Agenda identifies a number of target areas in which the Constabulary is working to improve its performance, including

- Delivery against the national Quality of Service Commitment (see 6.3.9)
- Making it easier for the public to contact the Constabulary
- Providing a professional and high-quality service
- Call handling
- Improving the service provided to victims of crime
- Management of complaints against the Constabulary

8.1.2 Independent Advisory Groups (IAGs)

Following the 1999 report of the investigation into the death of Stephen Lawrence, police forces across the Country have introduced IAGs to both provide dynamic feedback on operational incidents and to help develop policies and procedures that better reflect the needs of the communities. A formally-established IAG has not been a feature within Cambridgeshire where, instead, a reliance is placed on a range of other consultative fora.

The Police Authority hold a regular series of consultative meetings configured to fit in with the budget setting process, as described in Section 5 of this Plan, and has trialled a range of different ways of consulting with the public, such as meeting with shoppers at supermarkets. The Authority has also recently commissioned a review, both of its own consultation arrangements, and the mechanisms employed by the Constabulary.

The Constabulary has a number of different ways of receiving feedback from members of the community, including –

➤ **Peterborough Local Consultation Group**

In the Northern Division, this Group has successfully been established from different ethnic and religious communities residing predominantly in the multi-national areas of the City. It meets formally on a quarterly basis, but also can be convened in response to either local or national events which are of a sufficiently critical nature to make a significant impact on relationships within the community, for example the bombings in London in July 2005. The mechanism is sufficiently flexible to invite participation from local residents' associations, local authority departments, councillors and various youth services, depending on the nature and locality of current issues.

➤ **Central Division “Independent Advisory Group”**

The Constabulary's Central Division has established a local consultative group, along the lines of IAGs in other forces, comprising members of the communities living and working within its geographical area. The Group meets regularly to discuss the different ways in which local policing delivery might impact on those separate communities.

➤ **Cambridgeshire Independent Advisory Network (CIAN)**

The Constabulary has recognised the tremendous value of existing groups and meetings that take place to cover both geographical interests and particular interest groups around the County. It has begun to establish a virtual group – the CIAN – in order to ensure that all the benefits from having an IAG can be captured through the widest possible audience, and tailored according to the particular issues that need to be developed, either in policy or operational terms.

The CIAN has been utilised as the basis for a series of rolling discussion meetings to help the Constabulary develop new policies. As a direct result, draft policies have been strengthened by feedback from minority groups, and CIAN contributors have been delighted at the investment being made by the Constabulary to secure different views.

CIAN members are also currently involved in the development of a Training Advisory Group specifically to help the Constabulary to put in place a new student police officer training programme, which will see the newest recruits trained in the communities in which they will actually be policing (see Section 7.3.10).

8.1.3 Neighbourhood Policing Programme Management

As stated above, in addition to recognition as a key national policing priority within the National Policing Plan, the implementation of neighbourhood policing has also been highlighted by the Constabulary as a key element of its Citizen Focus agenda. Designated as a “pathfinder” BCU for neighbourhood policing development in Cambridgeshire, the Force’s Southern Division has developed an understanding of many of the demographic, geographic, political and crime-related factors that must influence the local implementation of a neighbourhood policing service. The Division has moved some way towards building a structure for delivery of that service in Cambridge and its surrounding areas, and a dedicated project manager has now been charged with integrating a number of delivery mechanisms across the remainder of the Force area. These are discussed in more detail at Section 9.3 of this Plan.

Interested members of the advisory framework outlined at 8.1.2 may also wish to support the development of Neighbourhood Panels, one of the key building blocks of the neighbourhood policing model to be implemented in line with the key policing priorities outlined within the National Policing Plan. Further details are provided at section 9.3.2 of this Plan.

8.2 *Develop Community Cohesion whilst recognising and understanding hidden complexity*

8.2.1 Policing Complex Communities

This Policing Plan has already identified, through its local policing priority for 2006-2007, the importance of promoting community cohesion within Cambridgeshire.



Whilst there will always be some commonality in the needs of communities across the Country, it is important that policing services are tailored to reflect local community characteristics. This requires a recognition and understanding of the many complex and “hidden” factors that feature amongst those living and working within Cambridgeshire’s borders. In the Northern Division, Peterborough

has long since housed a multi-national community, however, the widening of European borders during 2005, and designation of the City as a reception centre for asylum and immigrant communities has further extended the complexity of its population - we now know that at least 70 separate languages are spoken by people emanating from at least 90 different countries. The Constabulary’s Southern and Central Divisions also have their own diverse make-up: Cambridge University attracts a transient international student population of more than 30,000, and up to 7 million tourists visit the City each year, whilst a large Gypsy and Traveller community reside within the County’s rural areas.

Distrust between ethnic groups, often based on historical prejudice, or a lack of political awareness and suspicion of authority within the communities themselves, can cause tensions which, if not properly understood and managed, can lead to unrest and disorder. The Constabulary is therefore investing in a number of initiatives that will assist our understanding of its own, very unique population.

8.2.2 Force Diversity Unit

Management of diversity is highlighted as a key component of the Cultural Change workstream within the Citizen Focused Policing Programme. The work of this Unit focuses on promoting and “mainstreaming” diversity values into core policing business across the Organisation, and has identified a range of initiatives to be undertaken in seven areas. Further details of work to be undertaken to progress delivery in each of the following workstreams can be found in Cambridgeshire’s annual Policing Plan for 2006-2007.

- Race
- Religion
- Gypsies and Travellers
- Sexual Orientation
- Disability
- Gender
- Age

The Diversity Unit is taking a lead role in implementing the Constabulary’s Race Equality Scheme, which contains a range of initiatives demonstrating how the Force is responding to both the legislative requirements of the Race Relations Amendment Act 2000⁷, and the recommendations of the Morris Enquiry⁸.

Working with the Police Authority Communications and Consultation Panel, the Unit also play a lead role in establishing inclusive consultation and engagement mechanisms to support the Constabulary’s work programmes relating to neighbourhood policing and the new probationer training programme.

8.2.3 The New Link Immigration and Reception Centre – Northern Division

Funded in part by a partnership funding bid under the ‘Invest to Save Budget’ programme, a Reception Centre for individuals new to the area has been established at Peterborough. The Centre aims to provide advice to individuals recently moving to the area on a wide range of subjects, including aspects of domestic law, education, housing and health services. It provides a range of facilities, such as interpreter services, which work together to build trust with and between different groups separated by language or other barriers that exist between themselves and other cultural, religious or racial groups.

8.3 *Developing an internal culture which understands and puts the citizens’ perspective first – dealing with today’s job today*

8.3.1 The Customer Relations Management (CRM) Programme

The Customer Relationship Management Programme has a major part to play in improving our relationship with the community. Most people who make contact with us probably do not see themselves as “customers”. Nevertheless, the CRM programme is a real attempt to look at what members of the public need when they contact us, and to improve the way in which we respond to that need.

The CRM programme is being project-managed to ensure that a number of citizen-focused benefits are realised -

- Responsiveness to customer needs
- Consistent standards of service delivery whenever and however contact is made with the Constabulary
- Agreement is reached with the communities themselves as to how standards of service will reflect local needs.

⁷ The Act infers a legal duty on most public authorities to eliminate unlawful racial discrimination, promote equal opportunities, and promote good relations between people from different racial groups.

⁸ The Morris Enquiry “*Managing the Difference*” focusing on professional standards and employment practices within the Metropolitan Police Service

Our aim is to set and meet standards across the Organisation that ensure that, when a member of the public first makes contact with us, we will -

- Listen to what we are being told, and take this seriously
- Try our best to understand what is needed
- Say what we can do to help including, where appropriate, the options that are available
- Confirm what will happen next

And thereafter

- Make sure that we do – promptly - whatever we have promised to do
- Provide regular updates of progress, and confirm the outcome of each enquiry or reported incident at the earliest opportunity
- Review how well we have responded to the needs of each contact – and invite feedback to help us do this

A bespoke training package entitled “You First” has been externally designed to ensure the above principles are understood by frontline staff. Training has already been delivered to those working within our Control Room and Customer Service Centre, and to be delivered to other groups who have frontline contact with members of the public, such as Enquiry Officers, during 2006.

Recruitment of staff within the Constabulary’s new Customer Service Centre at Peterborough has almost been completed. Together with delivery of the above training, creation of the new Centre has delivered noticeable improvements in the Organisation’s response to emergency calls. Continued improvements will ensure that the Constabulary is able to achieve the National Call Handling Standards outlined within the Quality of Service Commitment (see 6.3.9) in terms of both quality and quantity of calls received.



A recent audit, conducted on behalf of the Police Standards Unit, has indicated that the Organisation’s systems and processes are “fit for purpose” and that, once outstanding recruitment and training delivery are completed, are likely to deliver one of the best such facilities in the Eastern Region.

8.3.2 Operation Crossfire

Commencing in 2005 and led by the Chief Constable, the operation focuses on an ethos of responding to incidents on the same day as they are reported to the Constabulary. Daily monitoring of the number of incidents outstanding at the end of each 24-hour period is conducted by local supervisors, with monthly scrutiny by the Force Performance Group.

8.3.3 Project Bumblebee

Presenting a further opportunity to work with other police forces, Bumblebee enhances the service provided to victims of crime by enabling items of stolen property to be identified and returned to their rightful owners using the internet. Victims of crime are able to access the Bumblebee website to search for items of

property stolen from them, or register an interest in a particular type of item should it be added to the system at a later date, and then submit a claim for their return. Cambridgeshire is one of twelve police forces now participating in the scheme, with a further six considering the option, enabling victims to access details of property recovered beyond the boundaries of their local force.

8.3.4 Witness Care

All witness care officers have been given multi-agency training to improve their communication skills and raise their awareness of the principles of the "No Witness No Justice" programme, which includes the provision of enhanced services to victims and witnesses whose cases are going to court. These services include:

- Nominating a single point of contact so that victims and witnesses become familiar with the person who is handling their case
- Maintaining contact via the witness' preferred means, eg email, telephone, letter or even SMS text messages
- Providing regular updates on the progress of their case and outcomes at court

8.4 Enhancing Capability for Serious and Organised Criminal Investigation

8.4.1 Serious and Organised Crime Department Restructure

Restructure of the Constabulary's Investigations Directorate in 2004 resulted in the implementation of a centralised Major Investigations Team (MIT), and the appointment of senior "lead officers" in the areas of volume crime, victim-centred investigations, and serious and organised crime. Whilst, therefore, day-to-day management of such crimes falls within the remit of the territorial divisions, best practice advice provided by the Directorate ensures that corporate standards of investigation and victim care are adhered to across the County. Most importantly, this ensures that structured intelligence-gathering, analytical and investigative processes feed through from all levels to obtain a comprehensive overview of criminal activity.

In order to stay one step ahead of organised crime, and following changes in legislation and the merging of a number of national crime agencies, Cambridgeshire has recently restructured its Serious and Organised Crime Department to create a number of specialist teams. The Department's staff will offer support and specialist investigative, intelligence and operational skills to disrupt and dismantle organised criminal enterprises, and act as a central liaison point with other forces, partners and agencies in support of a co-ordinated national response.

➤ **Serious and Organised Crime Team**

The team will dedicate its operations to target those engaged in serious and organised crime, particularly drug and people trafficking, money laundering, fraud, sexual exploitation and organised immigration.

➤ **Fraud and Money Laundering Team**

The team will tackle active criminal money laundering – practices which turn the proceeds of crime into even larger profits - and large-scale fraud within the County. They will work closely with SOCA, the Asset Recovery Agency and the private industry in seeking to prevent criminals profiting from such crime and increase the risks associated with organised criminal enterprise.

➤ **Computer Crime Unit**

Due to the increase in high tech crime and opportunities for organised criminal individuals and enterprises to operate freely using the internet, secure emails, computers and other IT systems, members of the Computer Crime Team are now specially trained in the use of high tech systems and methods. By gathering evidence and intelligence, they will seek to disrupt and dismantle network opportunities available to anyone engaged in computer crime, including those intent on using paedophilia. They will also provide advice to other investigations where a sophisticated IT involvement exists.

➤ **Financial Investigation Unit**

Cambridgeshire has an enviable reputation for success in seizing the assets of criminals who have profited financially from large-scale crime, particularly drug dealing. The team will continue to financially investigate criminality at local, regional and national level, using intrusive and innovative financial tactics to tackle criminals through asset recovery, confiscation and forfeiture.

➤ **Domestic Extremism**

A dedicated team is responsible for co-ordinating all major public order event planning, and operational policing and investigation, of animal rights extremism across the County. A fuller description of the work of this Unit is provided at Section 9.5.2 of this Plan.

8.4.2 Criminal Justice Processes



The CPS Trials Unit is soon to be devolved to the three co-located Criminal Justice Units based on the territorial divisions. This will provide "cradle to grave" case building support and advice on serious cases. It will no longer be necessary for cases to change hands as they move from Magistrates Court to Crown and will provide greater continuity of prosecution and administrative support.

8.4.3 Collaborative Work

The Constabulary continues to work with neighbouring forces to maximise the effectiveness of the police response, both to major crimes where an increased specialist resource may be required to boost the home force's response capacity on a temporary basis, and to organised criminals operating across county borders. This collaborative approach has already proved mutually beneficial, as evidenced by the success of Operation Arctic⁹ and the successful prosecution of an active animal rights campaigner during 2005, and will continue to be applied wherever it is felt to be appropriate.

Cambridgeshire is also continuing to develop its formal collaboration arrangement with Norfolk and Suffolk to provide a number of shared custody facilities across the three counties. This will significantly enhance the capacity of all three police forces to process suspected offenders, particularly those operating at Level 2 (regional) criminality.

⁹A successful cross-border operation launched in response to a series of robberies and "ram raids" committed across the counties of Cambridgeshire, Suffolk, Norfolk, Essex, Hertfordshire and Bedfordshire

8.5 Developing a more inclusive performance regime, to include serious organised crime, partners, and support departments

8.5.1 'Failing to First Class'

In response to performance shortfalls identified in a number of areas during 2003, the Constabulary embarked on a determined drive to move from a "failing to first-class force". Three years on, demonstrable improvements have been achieved, making Cambridgeshire Constabulary one of the fastest improving police forces in the Country.

The implementation of a number of separate initiatives has been linked to the philosophy that every police officer and police staff member has a contribution to make towards the Constabulary's achievements. An example is the ongoing series of "Toolbox Talks", devised to share knowledge and understanding of departmental roles and good practice across the Organisation. Above all, clear linkage between individual and organisational objectives now ensures that all who work for the Constabulary share ownership of its success.

8.5.2 Corporate Performance Department

A dedicated Performance Support Team, reporting directly to the Chief Constable, has accountability for the integration of performance management processes across the force, and structured processes now ensure that performance remains high on the agenda at all levels of the Organisation. The Department works closely with the **Strategic Commander**, a senior post incorporated into the Constabulary's executive management structure to ensure delivery of the outcomes and performance improvements identified through the HMIC Baseline Assessment framework.

8.5.3 Service Level Expectations

Departments working in support of frontline policing objectives have drawn up service level expectations, in order that all within the Organisation know the level of service they can expect to be delivered by non-frontline functions. Monitoring of performance against the agreements will be undertaken, and mechanisms have been built into the agreements so that interventions can be made where the level service falls below the standards outlined.

8.5.4 Partnership Performance

There is currently no comprehensive national framework that measures performance relating to those aspects of community safety which fall outside the traditional policing remit, albeit the Government's PSA targets are shared by all public services, and the introduction of LAAs will introduce a new emphasis on working towards shared outcomes. The Constabulary's Corporate Performance Department is currently working with partner agencies, particularly CDRPs, to develop a meaningful performance regime that takes account of shared delivery targets.

8.5.5 Personal Development Review (PDR) Process

The Constabulary utilises the national police PDR system, based upon the integrated competency framework, and the process is actively used by managers as a key vehicle for driving improvements in organisational performance. Personal

objectives are set for all staff, and reviewed on an interim and annual basis by both first and second-line managers. Strategic priorities are cascaded through the PDR process by linking these to individual development plans, to ensure the workforce has the skills, knowledge and commitment to deliver a first class service. The system was revised early in 2006 to incorporate an increased focus on the relationship between personal, team and corporate objectives, and enhance the quality of discussion between managers and staff.

8.6 Developing a learning organisation with real commitment to maximising the potential of our people

8.6.1 People Strategy

A framework of principles and values the Force is working to achieve in order to develop and retain the skills and abilities of its staff has been adopted, and is shown at Appendix 'B' of this Plan. Alongside this, a "Performance through People" programme is to be introduced which will deliver a range of development opportunities for staff at all levels and in all parts of the Organisation.

8.6.2 Leadership Development

Key to the success of the People Strategy is the investment made in relation to the skills and commitment held by staff - not only the core and technical skills required for occupational competence, but also the personal, people management, and leadership skills.



Recognising the value of motivational and supportive leadership, the Constabulary has embarked on an incremental programme of leadership development, utilising the expertise of nationally recognised specialists in this field. Leadership skills will be developed in staff at all levels and across all job roles, through local delivery of the national Centrex¹⁰ Core Leadership Development Programme. The programme comprises a variety of delivery

mechanisms (workbooks/e-learning, workshops and personal work-based action plans) and will be delivered in partnership with regional colleagues

Additionally, in-force events will be held to share and promote learning. Personal development opportunities are available from internal secondments and through access to nationally recognised personal development programmes, including 'Springboard (for women) and Navigator (for men). These programmes aim to support personal and career development through a series of workshops and workbooks evaluations focusing on self-development and the identification and management of personal and workplace barriers. As a result of the success of these programmes in 2005, the Constabulary aims to introduce the next levels of these programmes - Springforward and Superworking – during the next year.

A Personal leadership Development Programme is also to be run for staff from visible ethnic minority groups within the Constabulary.

¹⁰ Centrex is the Central Police Training and Development Authority, whose aims are to help develop policing by identifying good practice and sharing this knowledge nationally and internationally

8.6.3 Chief Constable's Performance Improvement Forum

Held bi-monthly, the forum focuses on extending organisational learning in relation to new or challenging issues facing the Police Service, using a range of dissemination methods, from informal workshop and pilot evaluation discussions to formal lectures. They provide a valuable opportunity to develop individual and organisational understanding, and wide cross-organisational participation ensures that divisional and functional integration occurs. Examples of issues scheduled for 2006-2007 include the Management of Police Information (MoPI), and the obligations placed upon all police forces by the Civil Contingencies Act 2004 to ensure business continuity.

8.6.4 Professional Standards Department (PSD)

The PSD has a major role to play in promoting the highest standards of professional conduct throughout the Organisation, and in therefore driving forward the ethos that underlies the vision and values outlined at Section 1. In addition, however, its role in investigating complaints, made either internally or externally, provides valuable learning opportunities. A number of national enquiries and reports¹¹ all highlight the need for the Police Service to move away from a heavily regulated and punitive enquiry system towards an ethos of organisational learning and development. The incorporation of recommendations for both individual and organisational learning into investigations conducted by the Constabulary PSD staff therefore ensures that the Organisation is able to learn lessons where errors and oversights, and indeed poor conduct, occurs. The Head of the Constabulary's PSD currently sits on a national working group looking to address a recommendation from the Taylor Report that a national Code of Ethics, based upon good practice laid down by the Advisory, Conciliation and Arbitration Service (ACAS), be introduced. This representation will ensure that Cambridgeshire Constabulary is both able to contribute to that national debate, and that local working practices adhere to national standards.

8.6.5 Quality Assurance Team

In order to maximise the achievement of its overall objectives, the Constabulary has invested in the development of a professional and objective inspection facility. The Quality Assurance team is tasked directly by the Chief Constable, via her weekly Chief Constable's Management Team meetings, to inspect and audit a range of activities and functions across the Force. Its objectives are to ensure integrity and fitness for purpose, and to assist overall performance improvement by identifying areas of weakness and good practice, and making recommendations for improvements across the Constabulary.

¹¹ The Morris Enquiry "*Managing the Difference*" focusing on professional standards in the Metropolitan Police; The Taylor Report, a national review of police disciplinary processes; The report by the Commission for Racial Equality *The Police Service in England and Wales*" focusing in particular on investigations into allegations concerning race and diversity within the Police Service

9. Delivering Improved Policing Services

This section of our Plan describes the measures to be undertaken by Cambridgeshire Constabulary in pursuit of both national and local policing objectives.

In response to the Government's key policing priorities outlined within the National Policing Plan, the Police Authority will be ensuring the delivery of a number of key programmes and initiatives, which are outlined fully within the 2006-2007 Cambridgeshire Policing Plan, but are summarised below.

Complementing these nationally-determined priorities, and in accordance with the National Intelligence Model (NIM) principles, half-yearly Strategic Assessments are undertaken by the Constabulary in order to ensure that local policing activity can react to the likely or predicted impact of interim adjustments, such as law enforcement initiatives, partnership activity, or the emergence of exceptional risk issues. This information will be used to inform the ongoing decision-making processes relating to

- ◆ Determining Force-wide priorities
- ◆ Identifying intelligence requirements
- ◆ Managing business planning processes
- ◆ Allocating resources

9.1 Key Priority 1

Reduce Overall Crime by 15% and more in high crime areas

The Public Service Agreement target (PSA1) from 2002-03 to 2007-08 is to reduce crime by 15%. A higher target has been set in forty identified "high-crime" areas, one of which is Cambridgeshire's Northern BCU, at Peterborough. Delivery against target will be measured by the British Crime Survey and will include violent crimes and criminal damage. This broad target gives police forces and authorities, together with their communities and partners, greater flexibility to target the crimes that are of most pressing local concern and which can collectively achieve the Government's PSA target.

9.1.1 Use of Technology

There are many areas of policing where science and technology can make an effective contribution, either by enhancing existing processes or by providing entirely new capabilities. The Government's Police Science and Technology Strategy 2004-09 presents an over-arching vision of how immediate policing needs will be addressed and how future capabilities can be identified. Its purpose is to ensure the police service is equipped to exploit opportunities in science and technology in order to deliver effective policing; this includes both using science and technology to improve the capacity of the police to detect crime, and preventing individuals from abusing science and technology for sophisticated criminal purposes.

The Government has identified the key capabilities which it believes will contribute most effectively to the delivery of national priorities and will have the greatest impact of police performance. These are:

- ◆ Identifying and eliminating threats to public safety, taking account of the increased risk of terrorist activity
- ◆ Ensuring effective use of intelligence-gathering technology
- ◆ Ensuring the secure exchange of data between forces and other agencies
- ◆ Facilitating mobile data input and retrieval
- ◆ Maximising the value of evidence
- ◆ Ensuring the effective management of investigations, including the use of intelligent systems to assist decision making
- ◆ Monitoring offenders that pose a threat
- ◆ Undertaking effective surveillance
- ◆ Ensuring the effective location and recovery of evidence
- ◆ Protecting officers and vulnerable individuals



The increasing need for police forces and other agencies to share and access information has led to a number of national information technology developments. The CRISP (cross-region information sharing project) lays foundations for information sharing between police forces to better enable analysis and detection of cross-border crime. Subsequently, and emanating from the criticality of information exchange identified by the Bichard Enquiry, the IMPACT (information management, prioritisation, analysis, co-ordination and tasking) programme develops this further, extending information access to other appropriate agencies, and introducing a Code of Practice on police information management (MoPI).

Details of the implementation of MoPI and other national IT developments within the Force will be found in the annual Cambridgeshire Policing Plan.

9.1.2 Gun Crime

To date Cambridgeshire has encountered a low level of gun crime within its borders, nevertheless, the links with serious crime and antisocial behaviour need to be recognised.

Along with maintaining an effective reactive capacity, the Constabulary is developing a proactive policing response to tackle the growing threat of a “gun culture”, and the fear that this causes within the community. In particular, this relates to enhancing our intelligence management, the robust enforcement of firearms licensing legislation, and active interventions into youth environments in order to deter young people from developing an involvement with firearms activity.

The Violent Crime Reduction Bill (2005) proposes the introduction a range of new powers concerning the responsible manufacture, sale and use of firearms, including air weapons, to assist police in protecting the public from gun crime. The Cambridgeshire Policing Plan 2006-2007 provides further details of the Constabulary’s work to utilise all available legislation to reduce the harm caused by inappropriate use of guns within the County.

9.1.3 Alcohol Related Crime

The British Crime Survey shows that almost half of violent crime is alcohol-related. Alcohol-fuelled crime and disorder are particularly manifested in the night-time drinking culture within town and city centres, where they often involve anti-social behaviour related to underage drinking.

The national Alcohol Harm Reduction Strategy (2004) sets out how the Government plans to tackle the harms and costs of alcohol misuse; an interim analysis estimates that one in 16 people are dependent on alcohol – for the population of Cambridgeshire, this equates to approximately 34,541 people. The Strategy is embraced locally, including the sharing and implementation of national “good practice,” integration of alcohol-related crime prevention into the work of Cambridgeshire’s Crime and Disorder partnerships, and active enforcement of licensing legislation. This will include active use of new powers, proposed under the Violent Crime Reduction Bill, relating to licensing of premises, implementation of alcohol exclusion zones and banning orders for individuals causing alcohol-related disorder.

9.1.4 Drug Related Crime

The PSA1 target to reduce overall crime is complemented by PSA4, the target to reduce harm caused by illegal drugs. Tackling drugs is key to reducing crime, and the police and their partners have a central role to play within the Drug Interventions Programme.

Cambridgeshire is a relatively wealthy county, however, there are areas which are defined as socially deprived – some of the most deprived in the UK – and these areas raise significant concerns relating to drug-related crime. Drugs are available throughout the County, with a range of effects upon the communities, most significantly the high level of acquisitive crime committed by prolific and persistent offenders in order to fund their drug dependency.

Work is underway to integrate the approaches to both the Drugs Interventions Programme and the Prolific and Other Priority Offenders Strategy so that drug-related prolific offending is reduced and individuals are diverted into treatment, rehabilitation and support. With key partners Cambridgeshire Constabulary will ensure that those who, on arrest, test positive for a Class “A” drug and other high-risk drug users, receive treatment and appropriate support.

Drugs Interventions Programmes (DIP) are established at Peterborough, Huntingdon and Cambridge, where staff from the Probation and Health Services work with police officers to integrate a range of individual interventions and provide a beginning-to-end support system for dealing with Class A drug misusing offenders. Members of local Drug and Alcohol Teams are represented on all six Crime and Disorder Reduction Partnerships (CDRPs) within the County, and will ensure that funding for treatment programmes and other responses are delivered in a co-ordinated way, utilising “Intensive” DIP funding interventions. The extension of drug testing programmes within custody suites across the County will further assist the endeavour to divert drug-abusing offenders into treatment and away from drug-related offending.

9.1.5 Domestic Violence and Child Abuse

Although often perceived differently from street-level crime, domestic violence accounts for a considerable proportion of violent crime reported to Police, both locally and across the UK. Guidance on the investigation of domestic violence, published by the National Centre for Policing Excellence (NCPE) and available for national reference, identifies a range of support processes to prevent or reduce such offences. Interventions from the time of first report to post-incident case management assist in identifying potential offenders and ensuring that repeat offences are minimised.

Within the Constabulary's Investigations Directorate, a specialist Child and Domestic Abuse Investigation Unit (CDAIU) provides a centralised management structure, a central referral unit, and paedophile and internet unit to support the work of the three territorial divisions, which themselves house specially trained investigators and domestic violence co-ordinators and advocacy workers. The CDAIU brings together a range of expertise and good practice recommendations in order to provide legislative guidance, specialist support and reference sources to those working both within the organisation, and those who work with us to protect children and young people

The Constabulary's Shrievally Trust also co-ordinates a number of projects to provide generic advice to those working in the voluntary and commercial sectors who may not have their own child protection policies and resources.

9.1.6 Tackling Prolific and Priority Offenders

Nationally, the Prolific and Other Priority Offenders Strategy is designed to tackle around 7,500 of the most prolific, antisocial and harmful offenders, who have the most disproportionate effect on crime, the fear of crime and perceptions of safety within communities. There are three strands to the Strategy:



- ◆ **To prevent and deter** young people from embarking on careers of crime and becoming prolific offenders
- ◆ **To catch and convict** those who are already prolific offenders, thereby dramatically reducing the harm that they cause to their local communities
- ◆ **To rehabilitate and resettle** convicted prolific offenders, to enable them either to break the cycle of crime, or to face a swift return to the courts.

Within Cambridgeshire, each of the six CDRPs is responsible for driving the Strategy forward at a local level.

9.2 Key Priority 2

Bring more offences to justice in line with the Government's PSA

9.2.1 The Criminal Case Management Programme

The Government is committed to catching and convicting offenders through a more "joined-up" criminal justice system. Under the terms of its new PSA targets, its aim is to bring 1.25 million offences to justice each year by 2007-08.

Along with many other areas of policing, within this area of business there are issues that the police cannot tackle alone. An effective partnership involving the police and the Crown Prosecution Service (CPS) at both an operational and at a strategic level will best ensure that a high level of sanction detections are converted into offences brought to justice. As such, the Constabulary's Department of Criminal Justice has established an objective to "promote and develop joint criminal justice services and the principles of an integrated prosecution service". This objective aligns to a national framework, the Criminal Case Management Programme, that is designed to ensure an improvement both in the effectiveness of criminal trials, and in the level of care and justice provided to witnesses.

Cambridgeshire Constabulary is delivering against this national framework;

- Three Witness Care Units are now operating at Cambridge, Huntingdon and Peterborough;
- The Constabulary is now compliant with the fourteen minimum standards of victim and witness care outlined within the 'No Witness No Justice' programme;
- Implementation of the Code of Practice for Victims of Crime forms part of the programme to deliver against the Quality of Service Commitment (section 6.3.9 of this Plan), and funding is actively being sought to support this, and the anticipated implementation of the new Witness Charter¹², upon its adoption nationally.

In accordance with the national requirement, a statutory charging policy, whereby the decision to prosecute is transferred from police to the Crown Prosecution Service will be introduced. In order to maximise the benefits of this process change, the Constabulary is providing experienced investigating officers to undertake a mentoring role for officers submitting case files to the CPS. The resulting increase in file quality will encourage an increase in guilty plea and Early First Hearings, leading to an increase in the number of offences brought to justice.

Further details of work ongoing within Cambridgeshire Constabulary to achieve this objective can be found in the annual Cambridgeshire Policing Plan for 2006-2007.

9.2.2 Improving the Quality of the Investigative Process

Following lessons learned from a number of high profile criminal cases, the White Paper and Police Reform Act 2002 recognised the need for the Police Service to "professionalise" the business of investigation. The resulting 'Professionalising the Investigation Process' programme (PIP) will enable UK police forces to deliver a more professional, ethical and effective investigation capability, by identifying the theory and practice of "investigation", setting minimum standards (what an officer must do to ensure a proper and thorough investigation takes place), accrediting the skills gained by both police and civilian investigators (including specialist areas such

¹² A non-statutory initiative to extend national standards of witness care to non-victim and third party witnesses;

as child protection, domestic violence, special branch, etc), and developing a career management structure within the investigations field. The programme aims to ensure continuity of the investigative process, and will achieve its aims by fostering–

- Improved organisational learning and training
- Increased accountability in investigations
- Improved service delivery to victims of crime
- Increased public confidence in the investigation of crime
- Professional recognition for investigators

Locally, role profiles for which PIP accreditation is required have been identified, and work commenced to pilot the accreditation of acquired prior evidence and learning (APEL) for officers based across the three territorial divisions. It is anticipated that accreditation of officers who now possess investigation skills at Levels 1, 2 and 3 will be completed early in the 2006-2007 year, with probationary officers receiving training and assessment as an integral part of the new IPLDP training programme. It is therefore envisaged that full integration of the PIP training process will be achieved well within the national target date of 2007-08.

9.2.3 Sanction Detections

To ensure more offences are brought to justice, the rate and quality of sanction detections¹³ must improve and, nationally there is a concerted effort to achieve a sanction detection rate of at least 25%.

During 2006 Cambridgeshire Constabulary launched a dedicated operation, named “San Diego” in order to target and make a positive impact on the number of sanction detections achieved. The operation commenced with an analysis of Home Office data to identify which disposal types were being under-utilised within the Force, and an internal promotion to ensure that all police officers and staff became familiar with the importance of improving this aspect of the Force’s performance. Monitored on a daily basis by the Head of Investigations and a dedicated monthly review meeting chaired personally by the Chief Constable, this focus on sanction detections has continued to drive up Cambridgeshire’s performance, which now compares favourably with that of other national forces.

9.2.4 Custody and Case Preparation System (CuCP)

Within the National Strategy for Police Information Systems (NSPIS), a custody and computerised case preparation system began a national roll-out programme some years ago. The programme is part of the Government’s reform of the Criminal Justice System, and will enable an easier interface with computer systems used by other agencies working within the criminal justice arena, for example the Courts, Driving and Vehicle Licensing Agency, Police National Computer and Immigration Service.

Cambridgeshire Constabulary established a CuCP implementation project during 2005, with pilot applications soon to commence in custody suites, followed by force-wide roll-out later during the year. Together with delivery of the adjacent training to staff, it is anticipated that the CuCP system will be fully operational within Cambridgeshire by the end of the 2006-2007 year. Most importantly, the system will enable custody offices within Cambridgeshire to be linked to the Constabulary’s three Criminal Justice Units, meaning that information relating to suspects and offenders can be exchanged and processed more quickly leading to a more efficient criminal justice process for those suspected of committing criminal offences.

¹³ A detection is “sanctioned” where an offender has been identified as having committed the crime, and positive action (either by charge, caution, report for summons, issue of fixed penalty notice or taking the offence into consideration) has been taken and recorded against that offender

9.3 Key Priority 3

Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams; and reduce public perception of antisocial behaviour

9.3.1 Principles of Neighbourhood Policing

Whilst delivery against national and local policing priorities must be sustained, the drive towards citizen-focused policing, both nationally and locally, underlines a determination to take action to address non-priority, low level crime and sustained acts of antisocial behaviour. At the same time, information gathered at a local level needs to be integrated into wider criminal investigative and preventative processes, in order to support the response to serious incidents or major crime.



Neighbourhood Policing therefore describes a model of policing that introduces an organised approach to tackling such issues, by building mechanisms that both identify and respond to public concerns into day-to-day mainstream policing activity.

Guidance has been provided to police forces by the National Centre for Policing Excellence (NCPE) in a draft document “*Professionalising the Business of Neighbourhood Policing*” which describes three themes required for successful implementation;

- **Dedicated and Accountable Resources with Geographic Ownership**

Neighbourhood Policing develops the traditional concept of local community policing. Dedicated neighbourhood teams will be structured according to the needs of each community, and clearly identifiable for each designated area. Teams will comprise a mix of both warranted and non-warranted police staff, together with representatives from other public service and voluntary agencies, who will work together to tackle problems of crime, antisocial behaviour and community concerns



that are specific to their neighbourhood. Members of the neighbourhood team will be accountable to the community for issues identified and highlighted by them. Collectively, the team will develop a working knowledge of the area, its infrastructure and social patterns.

Cambridgeshire Constabulary and its Police Authority are committed to ensuring that the range of ways through which the public can access policing services is appropriate to the needs of each community. Local people will therefore know who the police officers and community support officers (PCSOs) allocated to their neighbourhood are, and will be informed about the ways in which they are able to contact the team in different situations. Arrangements to direct appropriate calls to other relevant agencies will also be facilitated by the neighbourhood team.

- **Intelligence-led Targeting of the Issues that Matter Most to the Public**

Community concerns can vary considerably between different rural, urban or inner city communities, ranging from general quality of life issues to serious crime and terrorism. Processes already existing within the National Intelligence Model (NIM) which offer the means to identify and assess the impact of policing at both strategic and neighbourhood level. Concerns can thus be collated and analysed to produce profiles of localised issues, problem localities or individuals, and the resulting “community intelligence” then used to address them. A senior analyst has therefore been allocated to work with Neighbourhood Policing Implementation Team, tasked with integrating NIM principles into the community intelligence structure, and ensuring that this is used corporately across the Force at both divisional and force-level.

- **Joint Action by the Police, Partner Agencies, and the Public**

Some issues notified to neighbourhood policing teams will be appropriately dealt with by the Police, however, others may be more usefully directed towards partner agencies who may be able to offer, for example, housing, health or environmental solutions. It is therefore vital that all play their part not only in gathering information, but also in acting jointly to deliver a response which meets the needs of the local communities. Crucially, neighbourhood policing therefore seeks to harness the contributions of local businesses, voluntary groups, community teams and residents, all of whom have much to gain from working together to build an effective and supportive neighbourhood team.

9.3.2 Development of Neighbourhood Policing in Cambridgeshire

The Constabulary’s Southern Division was designated as a “pathfinder” BCU (Basic Command Unit) for neighbourhood policing during 2005. 11 neighbourhood policing areas have been identified within the Division, which differ in size and composition due to a number of factors, including population density, political boundaries, crime patterns and trends, and social and demographic factors.

Learning the lessons from our Pathfinder BCU, a Community Engagement Strategy (August 2005) has been produced to offer guidance to other BCUs within the County. The aim of the Strategy is

*To build a new model of policing where citizens, through effective and consistent engagement, are involved in the **identification** and **prioritisation** of local problems and, where appropriate, in their **resolution**, and through such involvement become **influential** in the wider accountability of policing and partner agencies.*

A number of key objectives, or “building blocks” have been identified as being necessary to the implementation of successful neighbourhood policing -

- **Neighbourhood Profiles.** Work is in hand to develop a template which will enable information specific to each neighbourhood to be captured. This will include demographic information, crime and incident data, and relevant information held by partnership agencies – including the health, housing, education, fire, probation and youth services, and business, retail and voluntary sectors.

- **Partnership Profiles** Similarly, information relating to the involvement of agencies already playing an influential role within each area needs to be established. The presence or involvement of existing groups and facilities, such as residents' associations, neighbourhood or commercial "watch" schemes, youth, sports or community centres, housing and health centres, schools, libraries, and places of religious worship will be mapped as part of each neighbourhood profile. These organisations will then be enabled, as part of the neighbourhood network, to play their part in identifying and responding to community issues.
- **Neighbourhood Policing Panels** It is envisaged that consultative panels will be convened for each area comprising representatives of the Police, local authority and partner agencies, voluntary groups such as Neighbourhood and commercial Watch schemes, and the communities themselves. Co-ordinated by the local community sergeant, the Panels will jointly be able to identify local issues, and thereby support and influence the shared response. Alongside this, local stakeholder groups will be formed at beat level and beyond, with Community Beat Managers and/or Police Community Support Officers holding mobile surgeries and meetings, and using questionnaires or other methods, to gather relevant views on problems affecting local citizens.

Implementation of neighbourhood policing within Cambridgeshire is being managed within the Constabulary's Citizen Focused Policing programme. Led by the Assistant Chief Constable, the Neighbourhood Policing workstream has a dedicated project manager, and embraces a range of strategies and delivery objectives that contribute to the national priority. Further details of these can be found in the annual Cambridgeshire Policing Plan for 2006-2007.

9.3.3 Fear of Crime and Antisocial Behaviour

From April 2005 the PSA 2 target is to reassure the public, reduce the fear of crime and antisocial behaviour, and build confidence in the criminal justice system. It will include a specific target to increase the number of people who think that police in their area do a good or excellent job.

Contrary to many people's beliefs, crime is falling across the Country as a whole, and within Cambridgeshire in particular. The levels of burglary, vehicle crime and robbery are still unacceptably high, and the Constabulary will continue to do all it can to both reduce the number of these crimes, and to identify and bring to justice those responsible for them. But there are other issues which can make a significant impact upon how safe people feel.

Amidst the array of more serious, sophisticated illegal acts, it often is the thugs who damage our property and commit assaults, or those who carry out antisocial and disruptive acts, who blight the lives of many ordinary citizens who just want – and deserve the right - to lead quiet, ordinary lives. And it is often these acts, rather than serious and "headline" crime, that will have the greatest impact on the fears that prevail within our communities.



The Constabulary is committed to helping people to feel - as well as be – safe, and will be therefore working with its partner agencies to increase perceptions of safety within the community, and in particular –

- ◆ Ensuring that people are properly informed about the occurrence of crime in their neighbourhood and beyond
- ◆ Dispelling the myths that can surround the incidence of crime, while at the same time presenting an honest account of criminal acts that do occur
- ◆ Ensuring that victims and witnesses of crime are treated with care and respect
- ◆ Encouraging a responsible attitude towards the need to protect ourselves from crime, and promoting an ethos of care and responsibility towards more vulnerable members of our community
- ◆ Preventing young people from adopting behaviour which causes fear and misery to others
- ◆ Providing opportunities for people from different backgrounds to learn about each other's way of life in order to overcome the barriers of fear and distrust that can exist between different neighbourhoods

9.3.4 The Respect Agenda

The national “Together” strategy identifies a number of ways in which partner agencies can target the more serious occurrences of antisocial behaviour, and the Constabulary is already actively using the powers granted under the Antisocial Behaviour Act 2003. The recently announced Respect Action Plan goes on to look at the response to the causes of such behaviour, as well as the conditions in which it can develop and thrive.



Cambridgeshire Police Authority and Constabulary will be looking to maximise the powers proposed within the Respect agenda. Together with partner agencies within the housing, education, youth and criminal justice services, we will be seeking to implement a range of interventions that tackle this problem at its roots, including

- Early interventions within schools and families to divert young people from disruptive behaviour
- The imposition of summary (pre-trial) powers to deliver immediate protection for communities suffering from problem individuals
- Extending the use of civil intervention orders attached to Antisocial Behaviour Orders to ensure that drug-using offenders are diverted into treatment programmes
- Extending the use of penalty notices for disorder (PNDs) to invoke a swift response to acts of antisocial behaviour, including their use by trading standards officers for those who sell alcohol or fireworks to young people
- Extending the use of house closure orders to premises which, in addition to the use of Class 'A' drugs, are a focus for other forms of antisocial behaviour
- Increasing the protection afforded to public sector workers, for example in hospitals or local government offices

9.4 Key Priority 4

Tackle serious and organised crime, including improved intelligence and information-sharing between partners

Serious and organised crime, which manifests itself most graphically in drug crime, sexual exploitation and gun crime, reaches into every community, ruining lives and instilling fear. Highly sophisticated and ruthless organised criminal enterprises operate across international, national and regional boundaries, with no regard or consideration of the misery they cause within the community. Nationally it is estimated that serious and organised crime is responsible for up to £40 billion of economic and social harm each year, and no area of the UK can consider itself immune.

The formation of the national Serious and Organised Crime Agency (SOCA) (described at Section 6.3.5 of this Plan) signals the Government's determination to meet these threats with a united and compelling response. However, action at both all levels is needed to protect vulnerable communities from serious and organised crime, and must be driven by intelligence and co-operation from within those communities. Locally, therefore, police forces need to maximise the contribution they make to the national response in a number of ways.

9.4.1 Serious and Organised Crime Department

Within Cambridgeshire, this work is co-ordinated by a dedicated Serious and Organised Crime Department which works within the Investigations Directorate. This Department has recently been reorganised in order to enhance the Constabulary's capability to tackle serious and organised crime. Details of the new structure have been provided at section 8.4 of this Plan.

The Department has identified a number of strategic operational aims:

- To disrupt and dismantle organised criminal enterprises engaged in serious and organised crime
- To reduce the opportunities for such criminals to profit from their activities, by increasing the risks associated with them
- To develop robust partnership links between Cambridgeshire Constabulary and other police forces and other law enforcement agencies in relation to serious and organised crime
- To capture and highlight best practice and new advances in targeting criminal networks, and provide specialist operational and investigative support to the territorial BCUs

The Department's key role is to manage:

Targeted Serious and Organised Crime Operations - Using all lawfully available tactics, the team will investigate, disrupt and prosecute those involved in drug and people trafficking, money laundering, fraud, organised immigration and other forms of serious and organised crime. Structured processes mean that all operations will be intelligence-led using NIM processes, and led by a Senior Investigating Officer (SIO).

Organised Financial Crime - A Financial Investigator will be allocated to each of the Department's operations, and the Team will work with criminal justice partners to seek the recovery of assets in all cases where there is evidence that the proceeds of crime have financed the acquisition of assets. In addition, however, the specialist Fraud and Money Laundering Team and Financial Investigation Unit will proactively target and investigate company fraud, money laundering operations and other complex financial crime. The teams will also work with divisional officers and staff to identify recovery opportunities related to low level volume crime, particularly that committed by identified prolific and persistent offenders.

High Technology and Computer Crime - A specialist team is skilled in the capture and analysis of computer evidence in relation to offences of computer misuse ("hacking"), company fraud and sophisticated financial mis-management, as well as paedophile internet usage.

Not all serious and organised crimes are managed centrally, however, and the Serious and Organised Crime Department is therefore expertise as a "professional lead" for complex crime investigations. The Department is developing a range of "best practice" standards in order to increase the investigative capacity and capability of officers based within the three territorial divisions. These are identified and approved via a Force Intelligence Steering Group, and include

- Standard operating procedures relating to level 2 investigations, for example those involving potential for asset recovery and drug or people trafficking
- A 'Memorandum of Understanding' to assist the clarification of roles and responsibilities between the Constabulary and its partner agencies, for example the UK Immigration Service (UKIS) and the National Criminal Intelligence Service (NCIS)
- Common standards for analytical products, to ensure that divisional investigators are provided with comprehensive quality intelligence packages
- Specialist training products for SIOs that adhere to national best practice and take advantage of national learning developments.
- Operational methodologies and resource frameworks that identify, for example, a recommended staffing model for particular types of operation

9.4.2 Increased Intelligence and Information Sharing

In order to achieve success in combating serious and organised crime, effective procedures for sharing and maximising the use of information held by police forces and other crime fighting agencies must be developed. The Constabulary's Serious and Organised Crime Department acts as a central conduit for such information share and co-operation at a number of different levels -

- Establishing arrangements for mutual support between forces in order to pool specialist covert and surveillance resources
- Via the ERIG (Eastern Regional Intelligence Group), linking criminal activity committed across the borders of the six police forces within the Eastern Region¹⁴
- Consultation with the Crown Prosecution Service and the Courts in order to develop expertise in relation to complex criminal matters

¹⁴ The police forces of Cambridgeshire, Norfolk, Suffolk, Bedfordshire, Essex and Hertfordshire

- Establishing collaborative working arrangements with the Financial Services Industry, with the aim of identifying ways of preventing and tackling banking and insurance fraud
- Establishing structured liaison processes with the new Serious and Organised Crime Agency

9.4.3 Roads Policing

The management and reduction of serious road collisions has traditionally been the main focus for roads policing in the UK; and when such accidents occur they will, of course, continue to receive the very highest priority from the Country's Police Service. The specialist knowledge of highly-trained traffic officers will remain invaluable in responding to serious collisions, and in bringing to justice those who, by breaching vehicle licensing and safety legislation, put themselves and others in danger.



At the same time, however, there is an increasing recognition of the potential for organised criminals to be detected using information available from the Country's road network. Mobile technology, CCTV, safety cameras and, in particular, the development of Automatic Number Plate Recognition (ANPR) systems, have vastly increased the capacity and capability of the police to identify and link criminal activity. Cambridgeshire Constabulary is therefore currently seeking to expand its use of ANPR as a roadside detection device by installing this technology in fixed point CCTV systems owned by local authorities – a further example of an effective partnership response to crime and disorder.

Additionally, Cambridgeshire is shortly to restructure its roads policing capability to ensure that traffic resources are able to maximise the use of increased expertise and developing technology. By bringing together some of the resources currently allocated to territorial divisions with the existing ANPR Unit, national technological advancements can be combined with structured intelligence processes to target and disrupt serious and organised criminals who use Cambridgeshire's roads. The Unit will continue to provide force-wide cover for roads policing, and will be deployed against an intelligence-led policing agenda, with a renewed focus on Level 2 criminality.

9.4.4 Major Investigations Team (MIT)

The Constabulary's MIT, one of only thirteen such dedicated units implemented amongst the UK's police forces¹⁵, has provided the Constabulary with an effective specialist investigative capability in response to major crime, as well as minimising the impact of such resource-intensive investigations on local policing delivery. A further example of collaborative working, the development of the Team in parallel with similar arrangements within Norfolk Constabulary has provided both Constabularies with an early Level 2 resilience in responding to major crimes (murder, manslaughter and serious or serial sexual offences).

¹⁵ Source: "Closing the Gap- a Review of the Fitness for Purpose of the Current Structure of Policing in England and Wales" by HM Inspector of Constabulary

9.5 Key Priority 5

Protect the Country from Terrorism and Domestic Extremism

9.5.1 Terrorism

Terrorism remains one of the most challenging crimes facing the Police Service, albeit the nature of that threat has changed fundamentally in recent years. There are now international terrorists who are intent on causing mass casualties and are willing to mount suicide attacks in pursuit of their beliefs. And it is no longer safe to assume that those who seek to harm our communities are strangers to them, as the events that occurred in London in July 2005 have shown. The national response therefore needs to address the fact that terrorist activities can have their beginnings at a very local, neighbourhood level. Whilst the specialist capabilities of the Police Special Branch play a key role in identifying and disrupting sophisticated terrorist operations, an effective response also depends on the commitment of every officer and member of staff within local police forces - and the communities themselves.

Since the events of September 2001 in New York, a cross-government counter-terrorism strategy has been put in place which identifies a number of objectives:

- Preventing young people being drawn into extremism and violence
- Pursuing the existing generation of terrorists and disrupting their networks
- Protecting our citizens and national infrastructure from attack, and
- Preparing to deal with the consequences of an attack should that occur

The Home Office has specific responsibility for delivering key elements of the strategy through effective legislation, the national counter terrorism exercise programme, effective use of science and technology, and the Chemical, Biological, Radiological and Nuclear (CBRN) Resilience Programme. However, police forces and authorities are vital partners in delivery of the strategy, and the national counter terrorism strategy requires their support in delivering the following elements:

- Building community links and confidence which help develop intelligence and isolate extremism
- Investigating and disrupting terrorist networks active in the UK
- Prosecuting terrorists and protecting citizens and infrastructure from attack
- Responding to attacks by catching and prosecuting the perpetrators, and
- Supporting a prompt return to “business as usual” following any such attack

Cambridgeshire Police Authority and Constabulary will continue work with partner agencies, other emergency services and specialist advisors, in order to develop expertise in accordance with national best practice. In particular, in order to deliver against the above requirements:

- The Constabulary will ensure that the implementation of dedicated neighbourhood policing teams within Cambridgeshire brings together the people, partners and businesses who care about the neighbourhood in which they live and work. The allocation of dedicated and visible resources will help to build trust and confidence, and the integration of NIM principles into neighbourhood policing structures and processes will support the capture and analysis of neighbourhood-level police intelligence.

- Members of the Constabulary's Special Branch team will continue to work with the national Terrorism Co-ordinator, the Metropolitan Police's specialist counter terrorist personnel, other police forces and agencies to develop its surveillance and investigation capacity and expertise.
- The Constabulary's Contingency Planning Team continues to enhance its planning expertise, working through the County-wide Resilience Forum to identify risks to citizens and infrastructure, in accordance with the requirements placed on police forces by the Civil Contingencies Act (CCA) 2004. Through a network of partnership working groups, a structured programme of internal and multi-agency exercises is under development, seeking to ensure that emergency plans are prepared, tested and validated, and staff at all levels of the organisation are aware of the terrorist risk, and trained to provide a professional response.
- Business Continuity plans have been prepared for all functions within the Organisation to ensure that, in the event of a terrorist attack, or other major disruption, the Constabulary can continue to deliver its core policing services.

Further details of the partnership work being undertaken in order to meet the requirements of the Civil Contingencies Act can be found in the Police Authority's annual policing plan for 2006-2007.

9.5.2 Domestic Extremism

Domestic extremism moves beyond the boundaries of legitimate protest to the intimidation of individuals who are engaged in lawful activity, and imposition of economic costs on legal businesses. Organisations and individuals that undertake such activities are highly motivated, often well organised and funded, and can count highly educated and intelligent individuals amongst their membership. Rather than high-level national regime change or government overthrow, their aim is to achieve a single political goal at a time.

Within its borders, Cambridgeshire has large rural areas which are home to three fox hunts, a number of GM (Genetically Modified) crop-growing, pharmaceutical research and animal breeding establishments and, notably, Huntingdon Life Sciences. As a result, the County has a larger number of potential targets for domestic extremist groups than most other comparable force areas.

Amongst these political causes, the largest and most resource-intensive within Cambridgeshire in recent years has been the Animal Rights movement, particularly that associated with Huntingdon Life Sciences. In response to this policing need, the Constabulary has established a dedicated policing unit to co-ordinate all major public order event planning, as well as the operational policing and investigation, of animal rights extremism across the County. Working in partnership with the Home Office-funded National Extremist Tactics Co-ordinating Unit (NETCU), other police forces, the national Serious and Organised Crime Agency and law enforcement agencies across the UK, the Unit is able to maximise the use of intelligence, and share expertise and knowledge of the practical applications of legislation and procedures unique to domestic extremist activity. The Unit will do everything it can to target the illegal activities of those who threaten and intimidate law-abiding citizens and businesses.

10. Performance Management

10.1 Measuring Policing Performance

There are a number of ways in which the performance of police forces is measured and compared at national level –

- (i) The **Police Performance Assessment Framework (PPAF)** is the primary assessment tool for the police service, and a suite of statistical statutory performance indicators (SPIs), set within a number of PPAF domains by the Home Office, is designed to measure performance against the full breadth of policing activity. The Police Authority can also set additional local performance indicators (LPIs) together with targets for areas not covered by the SPIs.
- (ii) **HMIC Inspection Ratings** Both the Police Standards Unit (PSU) and Her Majesty's Inspectorate of Constabulary (HMIC) have a role to play in guiding and supporting police performance and identifying performance gaps. In order to do so, HMIC undertakes an annual inspection of each police force, allocating a grading of either 'Excellent', 'Good', 'Fair' or 'Poor' to each of a twenty three areas of policing activity. This HMIC Baseline Assessment process is now aligned to PPAF.
- (iii) **Audit Commission** Under the Commission's new Code of Audit Practice, appointed external auditors are required to examine the arrangements in place within all police forces to secure the economy, effectiveness and efficiency in the use of resources. This signals the intent to introduce a common audit mechanism throughout the Public Sector, but is in its early stages of implementation, and work is still taking place to ensure that any duplication between this inspection mechanism and that undertaken by HMIC is minimised.
- (iv) **Public Service Agreement (PSA) Targets** are identified through HM Treasury's Comprehensive Spending Review (CSR) programme. Spending Reviews identify expenditure limits for all Government Departments and, through PSA targets, define the key improvements that the public can expect from these resources.

Whilst the 2005-06 CSR does not identify any PSA targets which are specific to policing, statutory performance indicators within the PPAF framework continue to monitor the contribution made by police forces to the overall achievement of PSA targets by the Home Office. In addition, PSA2, which was identified under the CSR of 2002, will continue until April 2006, and performance against this target will therefore continue to be monitored alongside targets emanating from spending reviews carried out in subsequent years.

PSA targets on which the policing services have an impact are:

PSA 1	Reduce crime by 15% to 2007-08 (and more in high crime areas)
PSA 2	Reassure the public, reducing the fear of crime and antisocial behaviour and building confidence in the Criminal Justice System
PSA 3	Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007-08
PSA 4	Reduce the harm caused by illegal drugs, including substantially increasing the number of drug-misusing offenders entering treatment through the Criminal Justice System
PSA 7	Reduce race inequalities and build community cohesion

10.2 Managing the Performance of Cambridgeshire Constabulary

Two years ago Cambridgeshire Constabulary embarked on a major initiative to improve its performance, and to move from “failing to first class” became a “mantra” for the Organisation and everyone who worked within it. The impact has been immense, with Cambridgeshire now recognised to be one of the fastest improving police forces in the Country.

The continuing need to improve policing performance - not only in terms of crime reduction and detection as measured by the national policing assessment frameworks described above but also in terms of quality of service to the public - is driving a range of cultural and process changes. Led personally by the Chief Constable, robust processes are employed to ensure that performance remains high on the agenda at all levels of the Organisation.

10.2.1 Corporate Performance Department

The Corporate Performance Department is responsible for measuring and monitoring performance across the PPAF range of policing activity in order to drive continuous performance improvements. Data collation and analysis undertaken by the Department ensures that, in addition to internal measurement, external comparison against other police forces, particularly Cambridgeshire’s Most Similar Force (MSF) group, can also be monitored.

10.2.2 Performance Challenge and Review Process

The structured process now embedded within the Constabulary provides a clear framework for performance challenge and review which can be applied across the Force for both operational and support activities. There is clear linkage between the Police Authority and Force Executive Board, through Basic Command Unit and Directorate Commanders, down to individual performance outcomes. Careful scrutiny and challenge, via structured monthly meetings at Police Authority, Force and departmental/team level, ensures that the reasons for poor performance are understood and supportive interventions made identified to deliver improvements. At the same time, examples of good performance are highlighted so that good practice can be both rewarded and shared across other business areas.

10.2.3 Performance Targeted Operations

Operations Crossfire (see Section 8.3 of this Plan) and San Diego (9.2.3) are both examples of performance-led operations established within the Constabulary to improve delivery outcomes. Using the above mechanisms, ongoing analysis of organisational performance will enable any performance gaps to be identified, and targeted improvement operations implemented .

10.2.4 Accountability

A crucial focus of the performance challenge process is the accountability, at all levels, for the performance against departmental, team and/or personal objectives. All staff now possesses a personal PDR (Personal Development Review) record, each aligned to the national Police Competency Framework, with clear objectives that enable an understanding of how their performance contributes to the overall performance of the Force.

10.2.5 Partnership Performance

In support of the increasing emphasis on partnership funding and delivery described earlier in this Plan, the Constabulary is working with the County's six CDRPs to develop a meaningful performance regime that takes account of shared delivery targets.

11. RESOURCES

11.1 Background

In order to deliver the next phase of the Police Reform agenda, the National Policing Plan has been published. In support of this, the Government has consistently 'top-sliced' funds to provide specific ring-fenced grant support against which police authorities can bid to implement the reform packages and associated initiatives. This process has inevitably seen an increase in bureaucracy and will provide this Authority with a significant challenge in the years ahead as major tapered grants, e.g. for PCSO's, are planned to cease.

In addition to this package of reform, the Government has slowly been effecting a transition in the tax burden. Whereas in 1997 the ratio of national to local taxation was about 85:15, for this year it is forecast to be around 70:30. This pattern is reflected nationally across all authorities and the profile is consistent for the Anglian Region.

11.2 The Year Ahead (2006-07)

The Authority has set out a series of progressive performance targets for the Constabulary within its Strategic Plan. The coming year represents the first year of this new round and the Budget reflects the achievement of previous and the aspiration of future performance standards.

The Authority has previously adopted a triennial Zero Based Budgeting approach to build a solid foundation upon which to justify the resources available to the Constabulary, however, an incremental approach has been taken for 2006-07, building on the activities and outputs of the previous year.

To maintain the continuous improvement in police services in Cambridgeshire, the Authority's Net Budget Requirement for 2006-07 is therefore a Net Revenue Expenditure of £110.474m. Taking into account a change in grant methodology which sees a £2m reduction in grant funding to Cambridgeshire, this compares favourably to an equivalent figure for 2005-06 of £112.674m. It will, nevertheless, require an increase in the local tax charge of 4.98% or 13p per week on a Band D property.

The Budget for 2006-07 will maintain police officer, increase police community support officer and maintain police staff numbers ensuring a continuing improvement in the delivery of front-line policing services. At the same time, the infrastructure which supports these staff will be reinforced.

This Budget will also continue the preservation of joined-up services involving the wider criminal justice system, such that we positively contribute towards narrowing the justice gap by bringing more offenders to justice. Such activities will also see the Constabulary engaging with the wider police family so that we can continue to improve performance across all areas of our business, thereby building a safer community for the people of Cambridgeshire.

With regard to Reserves, following a risk assessment, the Authority seeks to maintain a General Reserve of 4% of net revenue expenditure. In addition, the

Authority establishes and deploys a number of Earmarked Reserves to meet anticipated expenditures that are either not fully quantifiable in terms of their cost or timing. In advance of 2006-07 a major exercise has been undertaken into these earmarked reserves. Such reserves totalled £10m at 31st March 2005 and the majority of these sums are to be released to support the Authority's Capital Programme whilst not putting the financial stability of the Authority at risk.

11.3 Future Prospects

For 2006-07, as referred to earlier, a major grant problem affects the Police Authority and will continue to do so in future years. A change in grant methodology converted an element of the Police Grant to a specific grant for 2006-07 and future years – this resulted in a £2 million loss of grant for Cambridgeshire.

Despite Government claims of a 3.2% grant increase for Cambridgeshire using notional figures, the actual effect was basically a cash standstill after taking into account changes in the methods of calculating Police Pensions.

To set a budget for 2006/07 with a consequent tax increase below 5% was quite a feat, given the grant position outlined, and much work has been carried out to arrive at this position. For the first time, the Government effectively delivered a two-year grant settlement covering 2006-07 and 2007-08. For 2007-08 the grant at Cambridgeshire will be 3.8% higher than 2006-07.

The 2006-07 budget includes an additional 57 Community Support Officers and the 2007-08 draft budget includes a further 144. Overall the 2007-08 draft revenue budget currently includes expenditure increases of 5.8%, taking account of the extra community support officers and the fact that Government grants towards such costs tapers off. This local compliance with Central Government policies currently produces a position where savings of around £1 million will have to be found before the 2007-08 budget round to keep a local tax increase for 2007-08 of around 5%.

Work has been undertaken in advance of 2006-07 to improve processes relating to capital schemes. In the past underspends have occurred with a knock on effect on the revenue out-turn. The new process involves proper justification for each proposed scheme, linked to organisational priorities, approval by members and ongoing comparisons of expenditure to date with phased expectations. This will give an opportunity to predict cash flow better and to bring forward approved schemes from future years if slippage becomes evident. Work on a better revenue budget process is to commence early in 2006-07.

Force amalgamation has cast uncertainty on the 2006-07 and 2007-08 budgets, particularly in respect of the capital programme. Necessary work is still being undertaken on the Force Headquarters, and vital IT upgrades and new systems are being introduced. Also, the fleet and the estates will continue to be updated but longer term plans await Government announcements.

Work on amalgamation costs was undertaken to a rapid timescale by a working group of regional finance directors. Calculations suggested that any savings from back office functions being undertaken within a larger force would likely be insufficient to produce gold standard front line services.

The Custody PFI scheme is proceeding as sites are identified.

11.4 Medium Term Financial Plan – Revenue

	Budget 2004/05	Budget 2005/06	Estimate 2006/07	Estimate 2007/08
	£000	£000	£000	£000
Police Officers	50,440	52,205	54,202	56,941
Police Staff	22,690	26,809	28,690	33,105
Police Pensions	18,778	20,608	20,763	20,235
Other Employee Expenses	4,876	5,107	4,724	4,678
Premises Costs	2,709	3,370	3,660	3,763
Supplies & Services	10,404	10,401	12,250	11,841
Transport	2,165	2,278	2,119	2,175
Establishment Expenses	4,211	3,976	3,792	3,897
Agency Services	2,704	2,778	2,466	2,516
Miscellaneous Expenses	1,088	1,038	-	-
Contingencies	500	500	-	-
Debt Charges	338	948	1,323	1,702
Income	-15,164	-17,020	-22,745	-24,211
Use of Balances	316	-324	-770	-117
Total	106,055	112,674	110,474	117,048

11.5 Medium Term Financial Plan – Capital

	Budget 2004/05	Budget 2005/06	Estimate 2006/07	Estimate 2007/08
	£000	£000	£000	£000
Land & Buildings	3,848	8,115	5,538	2,931
Vehicles (including helicopter)	4,994	4,347	1,500	1,300
Plant & Equipment	50	124	-	-
IS/IT & Communications	2,843	4,820	3,661	595
Total	11,735	17,406	10,699	4,826

In conclusion, therefore, the Authority will continue to manage the divergence of increasing policing priorities and the demand for service against the 'real terms' reduced funding from Central Government, such that the local taxpayer is not disproportionately disadvantaged in terms of their contribution to their local policing service.

11.6 Efficiency

No public service can expect to receive billions of pounds of public funding without accounting for its expenditure and demonstrating a determination to maximise its impact. Cambridgeshire Police Authority and the Constabulary aim to ensure that the community within Cambridgeshire receives a policing service which is as efficient and effective as possible within the resources available, and that emphasis on increasing performance is maintained at every level of the organisation. Resources are distributed year-on-year in accordance with the priorities identified in the annual Cambridgeshire Policing Plan.

Cambridgeshire Police Authority, together with the Constabulary, operates a number of programmes to ensure that resources are allocated and deployed effectively:

11.6.1 Activity Based Costing

By measuring the amount of time spent on each policing activity in previous years, police authorities and forces are able to direct resources to activities they have identified to be a priority.

11.6.2 Efficiency Savings

Each year the Home Office establishes a target efficiency saving that each force is expected to meet. This Authority has consistently delivered a mix of Cashable and Non-cashable Efficiency Savings in excess of 3%, and is on target to achieve the target of 3% of the Constabulary's budget (of which at least half must be "cashable" savings) for the financial year 2005-06. Details of Cambridgeshire Constabulary's Efficiency Plan can be found in Cambridgeshire Constabulary's Policing Plan.

11.6.3 Best Value

Together with other improvement programmes, the Best Value process introduced under the Local Government Act 1999 aims to ensure that police authorities continually review local policing services in order to improve performance and ensure that forces remain efficient and effective. Pending an announcement from the Home Office in respect of strategic forces, Cambridgeshire Police Authority has placed all Best Value work on hold, however, this position will be reconsidered once the future structure of policing within the Region becomes clear.

11.6.4 Collaboration

Public services are under increasing pressure to deliver more for less and this is likely to increase, not diminish, over time. Future policing will inevitably see an increasing degree of collaboration and co-operation between police forces – as illustrated by the current proposals for the national restructuring of policing.

Pre-dating these restructuring discussions, Cambridgeshire, Norfolk and Suffolk Constabularies commenced preliminary work in 1993 to identify areas where each Force could benefit from further collaboration. The objective was to endeavour to identify and exploit opportunities to improve services at the same or for less cost. Services selected for collaborative working were assessed on the following basis:

- ✓ Service levels must be maintained or improved
- ✓ Potential for reinvestment
- ✓ Potential for reducing bureaucracy
- ✓ Timescale to completion
- ✓ Risk and consequence of failure
- ✓ Project and implementation costs

Benefits have already been achieved as a result of collaborative working on major investigations, as detailed in Section 9.4.4 of this Plan, and work is now progressing to establish nine shared custody suites at strategic sites across the three force areas. However, a further four prospective collaboration projects (call handling, property, fleet and procurement) are currently held in abeyance pending the outcome of the national restructuring debate and, in particular, the impact of this on the six police forces within the Eastern Region (see Section 5.1).

11.7 Maximising Frontline Policing – Workforce Modernisation

As a key part of its Public Service Agreement (PSA2) the Home Office has made a commitment to raise the proportion of time spent by police officers on frontline duties. A Frontline Policing Measure (FLPM) has been introduced as a way of comparing how forces use their staff to deliver frontline policing. The FLPM target for the period 2004-05 to 2007-08 is for 72.5% of police officer time to be spent on frontline duties.

Reflecting the growing number of non-warranted staff within the extended policing family, two subsidiary measures for improvement have also been set:

- (i) Percentage of time spent on frontline duties by all police officers *and staff*
- (ii) Percentage of police officer time spent on *visible patrol*

Cambridgeshire Police are undertaking a number of initiatives in order to meet the national targets:

- Ensuring that increases in police strength are reflected by increases in frontline roles, in particular patrol, CID and traffic activities
- Using activity sampling programmes analysis to review processes and structures in order to re-deploy officers, where possible, from non frontline posts into roles identified as 100% frontline roles
- Using activity sampling programmes to identify and reduce, by one third, the level of activity on the main activity categories relating to non incident-related paperwork
- Improving attendance and reducing sickness to 8.4 days per officer by 2007-08 by using an increasing range of occupational health interventions

National Community Safety Plan Priority		Delivery Discussion within this Policing Plan	
NCSP I	Making Communities Stronger and More Effective	7.2	Strategic Themes: Citizen focus through neighbourhood policing and citizen engagement; Developing community cohesion whilst recognising and understanding hidden complexity.
		8.3	Key Priority 3: Delivery against the Neighbourhood Policing agenda embraces the concepts of community identity, community cohesion; reassurance, and involvement of the voluntary and community sector in community safety outcomes. Empowerment of communities to exert pressure for improved service and greater accountability.
NCSP II	Further Reducing Crime and Antisocial Behaviour	8.1	Key Priority 1: Reduce overall crime by 15%
		8.3	Key Priority 3: High quality responsive services will be enhanced by successful implementation of the neighbourhood policing framework
NCSP III	Creating Safer Environments	8.3	Key Priority 3: The Neighbourhood Policing agenda embraces the concept of public perceptions relating to crime and antisocial behaviour
NCSP IV	Protecting the Public and Building Confidence	8.1	Key Priority 1: Reducing overall crime at all levels; robbery, alcohol-related violence, domestic violence, sexual offences and hate crime
		8.2	Key Priority 2: Bringing offenders to justice; Caring for victims and witnesses
		8.3	Key Priority 3: Recognising the value of neighbourhood-level intelligence
		8.4	Key Priority 4: Combating organised crime
		8.5	Key Priority 5: Combating terrorism and domestic extremism
NCSP V	Improving People's Lives so they are Less Likely to Commit Offences or Re-offend	8.1	Key Priority 1: Reducing overall crime embraces interventions to deter offenders committing acquisitive crime, particularly drug treatment programmes; Youth intervention programmes such as schools programmes, truancy work and partnership referrals
		8.3	Key Priority 3: Neighbourhood Policing agenda supports engagement with low-level offenders/deterrence of antisocial behaviour and community ownership

MAKING CAMBRIDGESHIRE THE BEST PLACE TO WORK

People Strategy (1st class delivery is achieved through 1st class people)

Principles

We will lead thoughtfully and with zest, zeal and emotional intelligence
 We have all been chosen to work for Cambridgeshire Constabulary because we are intelligent and capable people
 We will all take responsibility for our decisions and actions or inactions
 We will learn from our mistakes, we will not blame
 We will ensure individuals have the skills and capabilities to carry out their role effectively
 We are all adults working as part of a professional workforce and will treat each other as such
 We all have a responsibility to make Cambridgeshire a first class organisation

Recruitment	Retention	Promotion and Selection	Resource Usage	Standards of Behaviour and Work Ethic	Rewards and Recognition	Development
<p>We will recruit a capable, diverse workforce.</p> <p>We will ensure vacancies are filled, as soon as practicable, with the minimum of bureaucracy whilst maintaining the standards and integrity of the organisation</p>	<p>We will create a capable, well cared for workforce.</p> <p>People will leave the organisation <u>but</u> they must not leave because of poor treatment.</p> <p>They must leave recognising that Cambridgeshire is a great place to work.</p> <p>Organisations and people change, if people become "round pegs in square holes" we will enable them to leave with dignity.</p>	<p>We will promote and transfer 'round pegs into round holes'. The processes will be open, transparent, fair and pragmatic.</p> <p>All vacancies will be advertised and open to all to express an interest.</p> <p>All candidates, successful or not, will have feedback available.</p>	<p>We will ensure that resources are used to best effect to deliver a quality operational service.</p> <p>We will proactively manage loss of time from the workplace.</p> <p>We will encourage staff to stay healthy.</p>	<p>We will adhere to the highest standard of behaviour because we are proud to be a part of Cambridgeshire Constabulary.</p> <p>If our standards lapse, as they surely will, we will say sorry and learn from our mistake.</p> <p>If our behaviour is criminal or persistently below standard we can expect to be dismissed.</p>	<p>Top quality performance in all areas will be recognised.</p> <p>'Thank you' will be the most appropriately used words.</p>	<p>Development will be a partnership between the organisation and the individual.</p> <p>Development will not just be training courses but instead there will be a menu of options.</p> <p>Staff will be briefed on changes in working practices and legislation before they happen.</p> <p>Training and developing 24/7 staff will take place 24/7 and close to where they work.</p> <p>We will not be so concerned in our development that we forget others.</p>

Policies to support the Strategy will be concise, user friendly and support thinking staff to deliver within corporate principles, according to their differing circumstances

Glossary of Terms

ACAS	Advisory, Conciliation and Arbitration Service
ACPO	Association of Chief Police Officers
ANPR	Automatic Number Plate Recognition
APA	Association of Police Authorities
BCU	Basic Command Unit – a geographical policing unit with local accountability for operational policing
CBRN	Chemical, Biological, Radiological and Nuclear
CCA	Civil Contingencies Act
CCTV	Close Circuit Television
CDAIU	Child and Domestic Abuse Investigation Unit
CDRP	Crime and Disorder Reduction Partnership
CIAN	Cambridgeshire Independent Advisory Network
CJIP	Criminal Justice Intervention Programme
CMD	Crime Management Department
CPS	Crown Prosecution Service
CRB	Criminal Records Bureau
CRM	Customer Relationship Management project
CSAS	Community Safety Accreditation Scheme
CSR	Comprehensive Spending Review
CuCP	Custody and Case Preparation (System)
CYPSP	Children & Young People's Strategic Partnership
DIP	Drugs Interventions Programme
ERIG	Eastern Region Intelligence Group
FLPM	Frontline Policing Measure
IMPACT	Information Management, Prioritisation, Analysis, Co-ordination and Tasking
HMIC	Her Majesty's Inspector/Inspectorate of Constabularies
INI	IMPACT Nominal Index
IPLDP	Initial Police Learning and Development Programme
LAA	Local Area Agreement
LCG	Local Consultation Group
LCJB	Local Criminal Justice Board
Level 1 Crime	Crime committed within BCU and Force boundaries
Level 2 Crime	Crime committed across County and Force boundaries
Level 3 Crime	Crime committed at National or International level
LPI	Local Performance Indicator
MIT	Major Investigation Team
MoPI	Management of Police Information
MSF Group	Most Similar Force Group

NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standards
NCSP	National Community Safety Plan
NETCU	National Extremist Tactics Co-ordinating Unit
NIM	National Intelligence Model
NPIA	National Police Improvement Agency
NPP	National Policing Plan
NSPIS	National Strategic Police Management Information System
PCSO	Police Community Support Officer
PDR	Personal Development and Review
PFI	Private Finance Initiative
PIP	Professionalising the Investigative Process
PND	Penalty Notice for Disorder
PPAF	Police Performance Assessment Framework
PRDLDP	Police Race & Diversity Learning and Development Programme
PSA	Public Service Agreement
PSD	Professional Standards Department
PSU	Police Standards Unit
Sanction detection	An offence for which an offender has been identified and where positive action has been taken against that offender
SIO	Senior Investigating Officer
SOCA	Serious Organised Crime Agency
SPI	Statutory Performance Indicator
TCCP	Three Counties Collaboration Programme
UKIS	United Kingdom Immigration Service