



Creating a safer
Cambridgeshire



CHIEF CONSTABLE'S ANNUAL REPORT 2009



Cambridgeshire

The force is split into three operational divisions with other directorates providing support services.

- Northern division
- Central division
- Southern division

Foreword

Cambridgeshire is an excellent place to live, work and visit, and many of its residents enjoy an outstanding quality of life. Cambridgeshire is an incredibly diverse county; alongside well-being and relative prosperity with accompanying low levels of crime, there are also communities which are coping on a daily basis with significant social deprivation.

Some of the largest urban areas especially Peterborough, but also Cambridge, St Neots, and the Fenland towns, continue to grow at a fast rate, in spite of the economic downturn. Happily, people are living longer and healthier lives. In Cambridgeshire, unlike other parts of Britain, the birth rate is going up. We have rich and poor, young and old, urban and rural, all in close proximity. Add to that an extraordinary social and cultural diversity, with more than one hundred languages spoken within the county's boundaries, and you have complex social and policing challenges.

We know that the British economy in general, and our public services in particular, are facing extremely lean times. Delivering 'more for less' on behalf of the taxpayer will be a requirement of all organisations. In this respect Cambridgeshire Constabulary has less room for manoeuvre than many. Per head of population, there are fewer police officers than most parts of the country.

The constabulary has responded with energy and skill to Cambridgeshire's challenges in 2008-9, delivering improved levels of productivity, and working with personal commitment to treat all citizens with sensitivity, integrity and respect.



Chief Constable Julie Spence

Our ongoing investment in training and development is helping to deliver increased levels of public satisfaction with the services we provide. We have developed innovative approaches to community policing. For example, neighbourhood meetings combined with e-cops bulletins, where crime and safety briefings are sent online to subscribers throughout the community, have created genuine dialogue with the people we serve.

Our specialist approach in investigating particular types of crime has earned national acclaim, especially the levels of support we offer to victims of sexual offences. Our detection rates for these harrowing crimes are amongst the highest in Britain. We have also devised new ways



to reach and assist victims of 'honour' based violence, and we have worked to tackle the grotesque crime of human trafficking. Later this year, our mission to treat victims with compassion and sensitivity will be helped enormously, when we open a Sexual Assault Referral Centre for Cambridgeshire, in partnership with the National Health Service and the charity Rape Crisis.

The constabulary's continuing improvement and transformation is a source of immense pride for all who work here, and I would like to thank every member of the team for their contribution and service. Our business systems, financial and information management processes, levels of openness and accountability, willingness to learn, and

commitment to providing a high quality of customer service, are in vastly better shape than they have ever been. All of our staff are dedicated, skilled, concerned and capable.

Continuing support and investment from the Cambridgeshire Police Authority and from government will allow us to build upon this improvement, which will give a proud and historic service the resources it needs for policing a fast changing Cambridgeshire in the twenty-first century.



Achievements by divisions and departments

This report provides a snapshot of Cambridgeshire Constabulary's successes in the past year. A wide range of information about the organisation is also available online at www.cambs.police.uk



Investigations directorate

Detective Chief Superintendent Russell Wate, Head of Investigations

The Investigations Directorate has a broad and demanding range of responsibilities, which include the investigation of crimes such as homicide and child abuse. It also provides professional leadership in the investigation of domestic violence and serious sexual offences, the forensic examination of crime scenes, and supports officers in the preparation of papers for the criminal courts.

Highlights in 2008-9 included:

- The seizure of £2 million worth of cocaine as part of an extremely complex and protracted intelligence-led operation, which resulted in the conviction and imprisonment of three individuals for a total of 32 years.

- Cambridgeshire's increasingly diverse population means that we often have to use interpreters to support our officers. The cost of interpretation services can be significant. We appointed a Translation Services Manager to provide advice and guidance to officers and staff, and to oversee the efficient employment and deployment of interpreters. Over the past 12 months we have saved £168,000.
- The constabulary has built strong partnerships to assist its work in preventing extremism. We support communities, helping them to resist extremist influences by raising awareness of counter-terrorism issues with neighbourhood policing teams, safer schools staff, and through the employment of a Counter Terrorism Intelligence Officer and a Counter Terrorism Community Engagement Officer.
- In June 2008 the constabulary launched "Choice" – the county's honour-based violence and forced marriage hotline – which has received 320 calls in 12 months, and has resulted in 119 crime investigations.
- Cambridgeshire Constabulary has created specialist units for the investigation of rape and other serious sexual offences. These units are staffed by dedicated investigators and have specially trained officers available to support victims. In 2008-9 we have been able to provide greater support to victims, which has resulted in more offenders being brought to justice.



Northern division

**Chief Superintendent Andy Hebb,
Divisional Commander**

In 2008-9 we continued to listen to the needs of our growing and very diverse communities in Peterborough and its surrounding areas. By strengthening our relationships within the Safer Peterborough Partnership and with other agencies, we have built a joint approach to the reduction of crime and anti-social behaviour, and worked to ensure that Peterborough is a place where people feel safe to live, work, study and visit.

In 2008-9 we have

- Reduced total crime (-1.5%), with

reductions in violent crime (-3.8%) and vehicle crime (-1.4%).

- Seen a continuing rise in the public's overall level of satisfaction with our service, which remains a priority for the division for 2009-10.
- Strengthened our neighbourhood policing model, identifying and tackling local issues with our partners. We apply a 'You said – We did' approach, to reassure people that we listen, understand and act.
- Maintained a senior policing lead within Peterborough City Council, to manage both council and police staff in the delivery of joined-up community safety services.
- Secured national 'Neighbourhood Crime and Justice' funding, which we used to develop local partnership working between criminal justice agencies. This has already resulted in 15 volunteer community crime fighters, provided support to promote the Policing Pledge in Peterborough, and supported the priorities expressed by communities.
- Delivered eleven separate "Weeks of Action", which have made a positive difference to some of the higher crime areas of Peterborough.



- Committed our staff and resources to the Safer Schools Project. A sergeant, two constables, and six police community support officers work within Peterborough schools.
- Delivered "Operation Staysafe" – which saw us working with Social Services and the Youth Offending Team during evenings and at weekends to find and prevent vulnerable young people from coming to harm. We have been successful in identifying children and young people at risk in areas of the city which have suffered from anti-social behaviour and youth crime.
- Our Community Cohesion Unit has continued to work with the city council and others to ensure that any tension within our communities is identified and resolved.
- Worked tirelessly to minimise the impact of drugs. In 2008 Operation Limestone targeted drug dealers in Peterborough. We successfully disrupted a supply network for Class A drugs which involved months of dedicated and skilled police work. Our officers arrested 20 people, and the crown court eventually handed down sentences which added up to 70 years of imprisonment. By taking drugs, pushers, their traffickers and suppliers off the streets of Peterborough, we are making the city a safer place.
- Met the increasing challenges for policing and public order brought by Peterborough United Football Club's continuing success and promotion. The city now attracts larger numbers of travelling supporters from bigger clubs. We have successfully policed these matches, and have minimised disturbance for people living in or visiting the city.



Central division

Chief Superintendent Mick Gipp, Divisional Commander

Community priorities and 'citizen focus' were again hugely important in enabling central division to maintain a high standard of customer service in 2008-9:

- There was a steady increase in our customer satisfaction levels, which rose from 76.8% to more than 80%.
- The CrimeBUster bus – which has been on the road in communities across Fenland, and which was funded by the Safer Fenland partnership – helped us to police rural communities.
- Other neighbourhood initiatives, designed to tackle residents' stated concerns around crime and disorder, included Operation Invicta, which addressed anti-social behaviour, and Operation Hartwell, which was devised to keep the residents of St Ives safer at night, clamping down on alcohol related disorder and offending.
- Anti-social behaviour remains a key concern for the residents of Huntingdonshire, Fenland and central Cambridgeshire, and

working to reduce it was the major focus for our neighbourhood policing teams. We have worked with partners in local authorities and the National Health Service to reduce alcohol-related anti-social behaviour. Our officers and staff have intervened where shops are selling alcohol to youths, and we have tackled groups who persistently offend in public spaces.

- Crime levels in central division were in 2008-9 at their lowest since the national crime recording standards were first introduced seven years ago. We have also detected more crimes than ever before.
- In the past 12 months more than £116,000 was confiscated from criminals at court, under the Proceeds of Crime Act.



Southern division

**Chief Superintendent Rob Needle,
Divisional Commander**

Cambridge, Ely and their surrounding areas are amongst the world's most celebrated 'heritage' destinations, attracting very large numbers of visitors and dignitaries. Cambridge is home to a hugely diverse community of both long-term and short-term residents, and it remains one of the most vibrant, safe and attractive cities in the United Kingdom. Our officers and staff in southern division work very hard to keep it that way, and in 2008-9:

- We ensured public safety and helped to reduce the number of crimes at large public events which included Midsummer Fair, Strawberry Fair, Cambridge Folk Festival and Dance Island. Our policing tactics were low-key and proportionate, and were devised to be in tune with both the needs of the events and the wishes of those living nearby.
- We investigated and brought to justice three men who carried out an aggravated burglary and rape in Littleport. The principal offender – who was eventually to receive an indeterminate sentence equal to a life

behind bars – was apprehended on the Norfolk/Cambridge border by officers using tracking techniques which allowed them to locate and arrest him, despite his lack of a permanent address.

- We rolled out the SpeedWatch initiative to residents of villages in South and East Cambridgeshire. This enables effective, community-based reporting of speeding motorists, which people have told us is a serious concern.
- Amongst the many diplomats and world leaders to visit Cambridge last year was the premier of the People's Republic of China, Wen Jiabao. Whilst a privately-hosted speaking engagement at Cambridge University resulted in controversy – with a student throwing a shoe at the politician – the force's own policing was praised. Our officers, managing public spaces around the route of the visit, were required to enable demonstrators freely to air polarised opinions without obstruction.
- We launched a scheme to make public service workers better aware of the needs of people with Autism and Asperger's Syndrome. Our aim is to allow these members of our community easily and comfortably to identify themselves to public authorities, so that their particular needs can be identified swiftly and more easily addressed.
- We ran a successful drug awareness initiative for Muslim women, offering support and education, to help address concerns they may have for their children. The scheme was extremely well supported and attended, with many requests for further sessions.



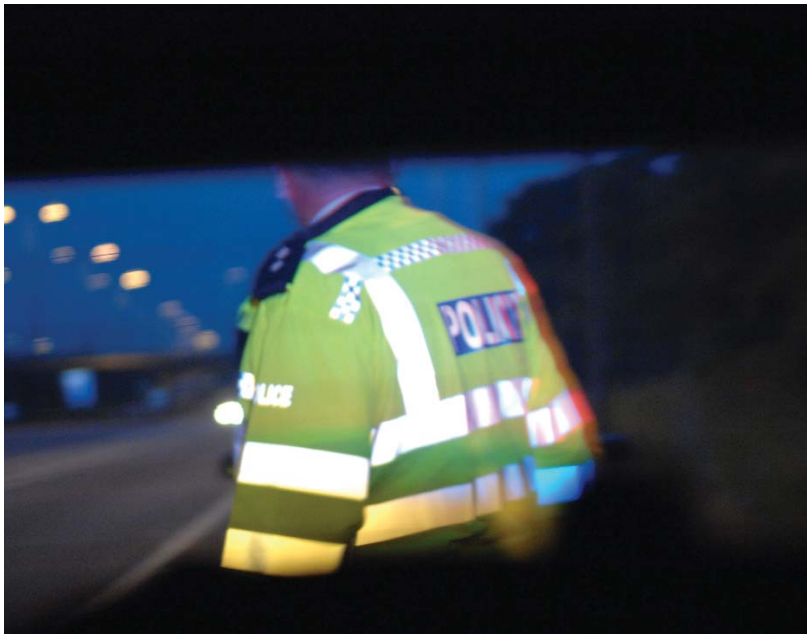
Safer Communities

**Chief Superintendent Karen Daber,
Head of Safer Communities**

This year we rolled out PENY – a new system which enables Police Electronic Notification to the Youth Offending Service. By using this fast and secure online system, the constabulary is able to send accurate information about vulnerable young people to professional colleagues in a quick and streamlined way. As part of the Youth Justice Board's "Wiring Up Youth Justice" project, the system – created in Cambridgeshire – is now attracting interest from police forces across the UK.

We continue to provide support and guidance to young people in schools throughout our county. A training package, created in partnership with the Personal, Social and Healthcare Education Service, drug and alcohol misuse support services, and Primary Care Trusts within the National Health Service, has been delivered to all schools officers, and to key neighbourhood policing teams. It gives clear and helpful guidance to teaching or support staff who are asked to support drug or alcohol misuse prevention lessons in schools.

Our officers have also worked with young offenders and their victims, giving the



perpetrators of crime the opportunity to undo the harm that they have caused. This 'restorative justice' approach culminated in a pilot scheme now being run in Cambridge. Community resolution has been received positively by victims, offenders, and by our own staff and partners in the public services.

Cambridgeshire Constabulary signed up to the Policing Pledge in December 2008. This is a clear statement of our standards of service, and it also lists the measures we have put in place to ensure that we can meet them. An important part of that has been our promise to minimise the extent to which neighbourhood policing teams are taken off the beat, or subject to changes or disruption. Across the year we have strived to ensure stability within neighbourhood policing teams, and have minimised staff turnover. Neighbourhood meetings have taken place throughout Cambridgeshire, allowing local residents to tell us about their priorities for our officers, staff and partners.

Specialist workers have been present in our custody offices this year, to give advice to those detained for offending where alcohol plays a part.

Homesield has given vulnerable, older members of our community more reliable and straightforward access to services which can greatly improve their quality of life. A partnership initiative, it is being supported energetically by the constabulary. Any professional visiting someone in their home can now identify potential risks and alert the Homesield Coordinator, based at Age Concern. They will then make any necessary referrals to the right places.

Reducing the number of casualties on Cambridgeshire's roads has again been a priority for the Safer Communities team. Our staff work with the Cambridge and Peterborough Road Safety Partnership in numerous educational and enforcement activities. In 2008 the county recorded 413 serious injuries from road traffic collisions, and 60 fatalities. This represents a reduction of 10% on the previous year.

During the national drink driving campaign in Christmas 2008, the Roads Policing Unit undertook formal road checks, stopping 10,000 motorists. This was high profile policing designed to deter as well as detect offenders.

The constabulary's Collision Investigation Unit deals with all fatal and the most severe traffic collisions. As part of the Roads Policing Unit, they reached the final of the force's inaugural Putting People First Awards which recognise exceptional quality of public service and care. The unit was praised for the sensitivity and professionalism of its work with the families and friends of those killed on our roads, and for the high standard of investigations which ensure that those at fault are brought to justice.

The constabulary's Tactical Firearms Unit in 2008-9 was deployed to deal with 534 incidents requiring an authority to be armed, and attended 491 incidents which required

arming with Tasers. Our officers recovered 136 weapons including knives, swords, shotguns, handguns and crossbows.

Our Aerial Operations Unit, underpinned by a consortium partnership with Suffolk and Essex Police, supported the constabulary in making arrests, and in locating and recovering evidence or stolen property, as figures show:

Police helicopter: Aerial Operations Unit consortium activity in Cambridgeshire

	2007/08	2008/09
Flights undertaken	1136	1042
Incidents attended	1914	1870
Arrests	194	213
Missing persons located	15	35
Property recovered	£381,430	£1,114,000

The constabulary's switchboard dealt with 687,835 calls last year, and 92% were answered within the standard of 30 seconds, with an average waiting time of 7 seconds. Our switchboard staff seek to deal with as many calls as possible through first contact resolution and continue to provide an excellent level of service to callers.

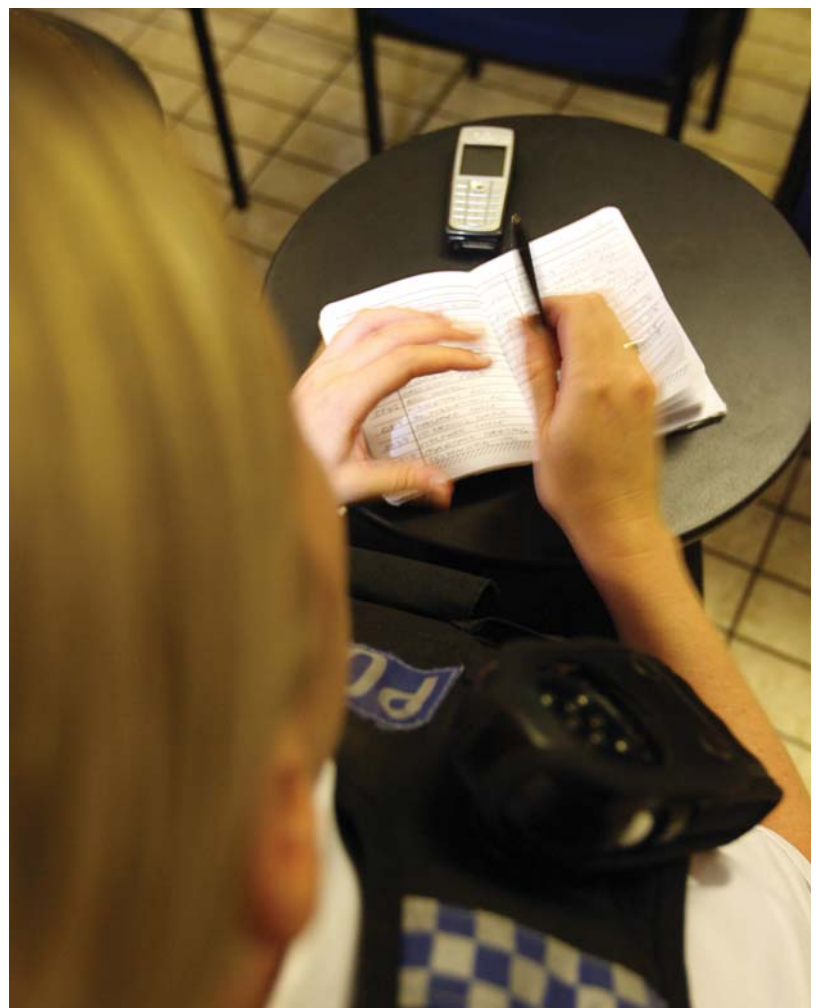
The Police Service Centre, which handles calls made to our 0345 456 456 4 non-emergency hotline, received 227,452 non-emergency calls, an increase of 8,584 on the previous year. Its 30 second standard was met in 87% of calls taken, with an average waiting time of 14 seconds. This performance betters many public and private sector organisations,

and in 2008-9 the centre continued to work hard to improve the quality of the service it provides.

The Force Control Room handled 11,235 emergency calls during the year, and 92% of calls were answered within the standard of 10 seconds, with an average wait time of 7 seconds.

Force Control Room officers and staff also managed the deployment of resources to 249,081 incidents. They also supported firearms operations and other critical incidents.

A new training programme was established, putting emphasis on high standards of care when dealing with calls related to domestic violence and sexual offences.





People directorate

Penny Sills, Director of People

2008 has been a year of review and change for the constabulary's workforce, which was accompanied by a revised structure for our directorate. Organising our recruitment, employment policy and business

services in a different way has given colleagues much clearer and more responsive channels for professional support.

Principal developments have included:

- A scheme to develop talent force wide, and to assist in management and succession planning
- The creation of five trainee human resources manager posts
- The establishment of a workforce support team, encompassing health, safety, welfare, physical education and rehabilitation

The figures below give an overview of the level of recruitment undertaken this year and the ethnicity and gender profile of the force for this year.

Key facts and figures:

Recruitment

Police officers	177
Specials	42
PCSO	54
Police Staff	84

Ethnicity and Gender Profile

Ethnicity & Gender Profile		Percentage									
		Minority Ethnic		Not Stated		White		Female		Male	
		2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
Force Total	PCSO	8.5	9.13	1.1	0	90.5	90.86	53	55	47	45
	Police Officer	2.3	2.35	0.8	0.89	96.8	96.76	26	26	74	74
	Police Staff	2.5	2.42	1.9	2.42	95.6	95.15	62	62	38	38



In the past 12 months, our directorate has delivered:

- A force wide programme of training and development to improve the level of service and professional care – ‘Citizen Focus’ – we offer to individual members of the public.
- An online E-recruitment system.
- A positive action campaign to recruit police officers, police community support officers (PCSOs) and special constables, with recruitment marketing materials translated into several languages.
- An increasingly flexible programme for police officer recruitment and training, to cater for intakes of up to 48 officers
- An audit of equal pay for police staff, which demonstrated that the constabulary is using a tried and tested job evaluation scheme, and applying robust and defensible processes.

The constabulary's strength, in terms of police

officer numbers, fell below establishment levels last year, which resulted in an underspend against the budget for 2007/08. One of the main challenges for 2008/09 was to rectify this position. The Learning and Development and the People directorate have worked closely this year to put in place recruitment processes and training programmes which allow for increased intakes. Two doubled intakes of 48 officers were brought into the force during this financial year, with the expectation that optimum levels of staffing would be reached by June 2009.

The introduction of the fast track Initial Learning and Development Programme in 2008/09 provided a speedier route for existing PCSOs and special constables to become police officers.

The force has also worked hard to maintain PCSO numbers, through early recruitment and training. This has ensured that new recruits were available to join neighbourhood policing teams as soon as existing support officers had moved into new police officer roles.

Resources directorate

Niki Howard, Director of Resources



The management of the budget always presents the biggest issue. The area that gave us the greatest challenge was that of staffing numbers for police officers actually in post. Police officer numbers have been uplifted in the year to fulfil the full budget requirement by February 2009 and going forward numbers will be maintained at budgeted level. The actual underspend on the budget was within 0.6% of the target.

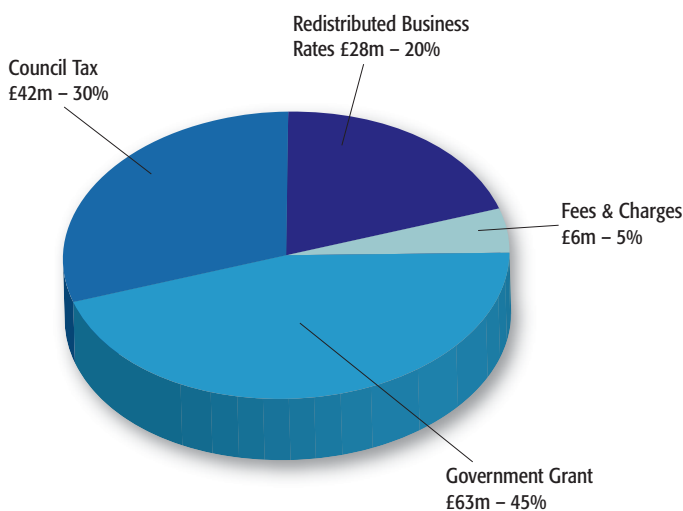
The Police Use of Resources Inspection gave us an overall fair score with good prospects of improvement, with five areas within the inspection moving to a 3 "good" score. This year was the first year that we didn't have any areas marked 1 "failing". This is a far cry from where we were two years ago with a one "failing" score overall.

We have managed a large improvement programme for both ICT and Estates during the year and made significant progress to improve our assets to deliver efficiencies.

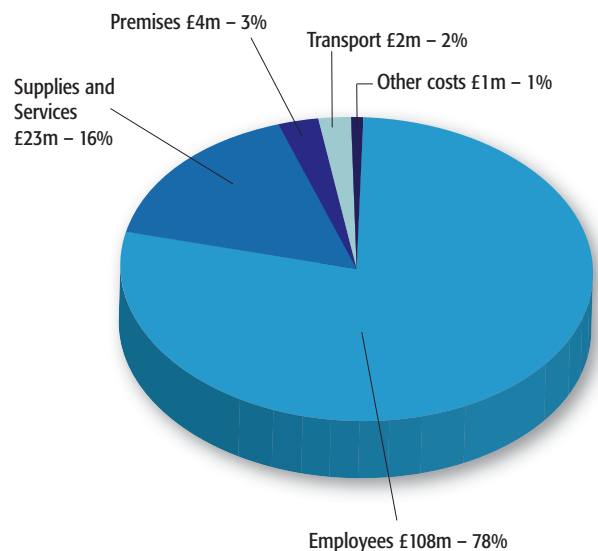
How the money is spent

The charts below show where the budget came from, and how the force spent its budget in 2008/09.

Income



Expenditure



The Policing Pledge

The police service in England and Wales will support law abiding citizens and pursue criminals relentlessly to keep you and your neighbourhoods safe from harm. We will:

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80 per cent of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and:
 - If you are vulnerable or upset aim to be with you within 60 minutes.
 - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes.
7. Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
8. If agreed that attendance is not necessary we will give you advice, answer your questions and/or put you in touch with someone who can help.
7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
9. If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed, at least every month if you wish, and for as long as is reasonable.
10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

'We want to do our best for you but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and you deserve.'

