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Foreword

Welcome to this year's Annual Report. I am in the unusual position of reporting on a year in which my predecessor, Sir Graham Bright, was in charge. I took over as Police and Crime Commissioner for Cambridgeshire on 12 May 2016.

To report on the year's work I thought it best to use records that Sir Graham himself had already presented. Sir Graham provided the Police and Crime Panel with a review of the year's activities in March 2016 as part of a budget setting presentation. As this was a paper approved by Sir Graham and considered by the Panel, it has been used as the template for this Annual Report.

As 2015-16 marks the end of Sir Graham's three and a half years in office, this report looks back not only at the last year but also at the longer term.

Huge financial challenges have been faced and met. These challenges are not yet complete and there are more tough decisions for me to make going forward. I would like to thank Sir Graham and his deputy, Brian Ashton, for handing over a financially stable Constabulary well placed to move forward with confidence in the years ahead.

As the newly elected Police and Crime Commissioner, I am now looking to build on this legacy and over the coming months will be working with partners to produce my new Police and Crime Plan. It will be this plan on which I will report in next year's Annual Report.

This year marks a new era for Cambridgeshire with a completely new top team. In addition to myself we have a new Chief Constable, Deputy Chief Constable and Assistant Chief Constable. Together we will build on the work of our predecessors to make Cambridgeshire Constabulary even stronger.

On behalf of Sir Graham I would like to thank everyone who worked with and supported him during the year. I know that he was enormously appreciative of the talent and energy given by so many in keeping the people of Cambridgeshire and Peterborough safe.



Jason Ablewhite

Police and Crime Commissioner

1 – Annual review

In the year 2015-16 there were significant budgetary pressures as the national austerity measures continued.

The overarching ambition for the year remained the delivery of an efficient and effective police service for the people of Cambridgeshire which is sustainable for the future. Every effort was made to protect front line policing. It was determined that short-term measures would not be taken at the expense of long-term financial stability and long-term borrowing would not be used for short-term needs.

Achieving financial stability

Financial stability was achieved in a number of ways. It was based on a prudent budget strategy. There was a continual process of looking forward to find suitable projects and initiatives to help meet future savings requirements.

Collaboration with neighbouring forces played a big part in financial planning, particularly with Bedfordshire Police and Hertfordshire Constabulary. In addition to savings achieved through collaboration, there were also significant savings with local projects such as procurement, estates and changes to some of our processes.

The result

Savings of £4.7 million were made in 2015-16 making a total of £13.3 million since 2013-14. If we include the balanced budget for 2016-17, this amounts to £16.1 million.

Year	£m
2013/14	3.7
2014/15	4.9
2015/16	4.7
2016/17	2.8
Total	16.1

Services were managed within budget during the financial year and the effective usage of resources during the financial year meant an underspend of £0.9 million was achieved. This underspend has been allocated to a new IT renewal budget (part of the Capital Reserve) to ensure that the necessary resources are available for the replacement of the Airwaves Police Communications System by the Emergency Services Network.

Looking ahead, we can expect budget pressures to continue with a further £6.3 million of savings to be found by the end of financial year 2019-20. In Cambridgeshire, we have a number of long-term initiatives in place to help deliver these savings. Nevertheless, we will continue to need to make tough decisions about how the available resources are deployed.

We are now in a position where long-term borrowing has been reduced from £16.8 million in March 2012 to £10.2 million in March 2015 (latest audited figure available). We no longer have any short term loans and have a healthy cash flow with cash balances over £14 million throughout the year.

Our budget assistance reserve was at £9.8 million as at March 2016. The 2015/16 underspend of £0.9 million will be applied to the Capital reserve for ICT developments and the proceeds from sales of redundant properties will be applied to the Capital Reserve and will be used to fund estate developments such as the vehicle workshops.

2015-16 Budget

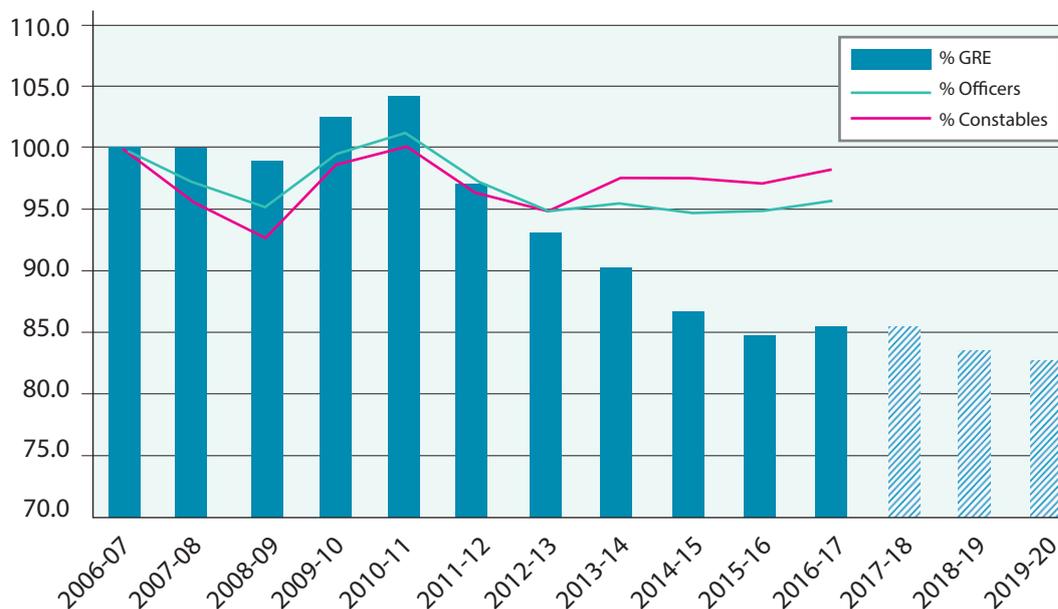
The total budget for 2015-16 was:

Budget area	£m
Constabulary	124.0
Office of the Police and Crime Commissioner	1.2
Victims' Commissioning, Crime and Disorder Reduction Grants and Police ICT Company funding	2.2
Capital Financing	1.8
Total	129.2

Officer numbers

One of the Police and Crime Commissioner's key aims has always been to protect front line officer numbers in the face of ongoing budget reductions. If we look at the Gross Revenue Expenditure over the last ten years we can see that police finances reached a peak in 2010-11 and have dropped dramatically since then. If we then overlay the total number of officers and the total number of Constables we can see how the relative proportion has changed over time.

Chart 1 – All police officers compared to constables (PCs)



Officers refers to all police officers, including senior ranks.

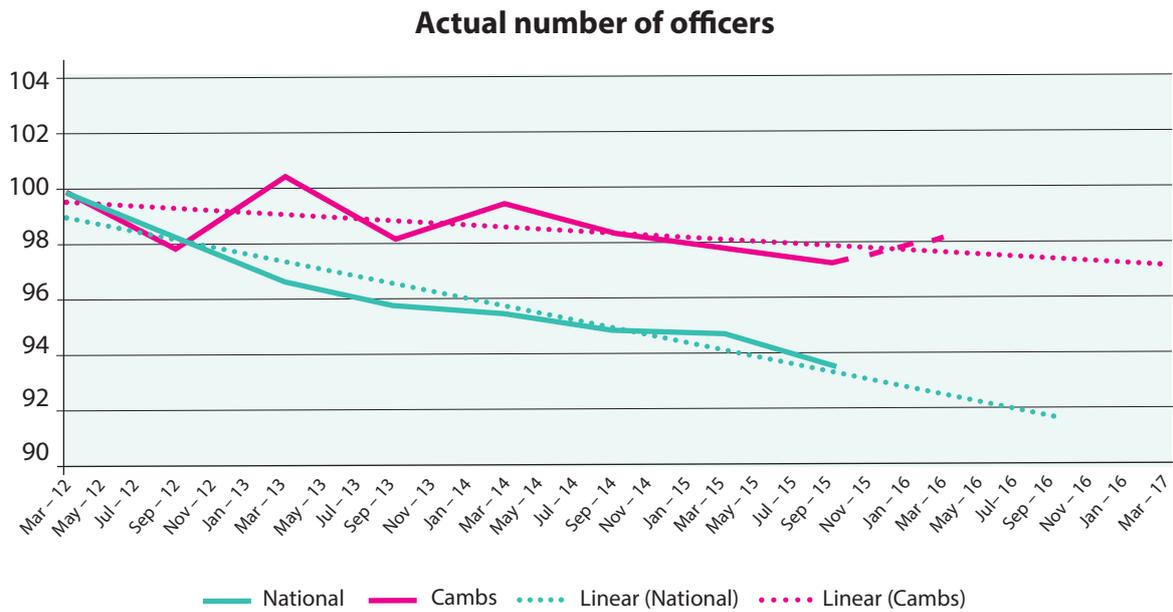
Constables refers to front line police constables and does not include senior ranks.

Taking a starting point of 2006-07, this chart demonstrates the shift that has occurred since 2010-11 as budget reductions came into effect. In the two years following 2010-11, officer and constable numbers dropped. However, since 2012 numbers have remained stable. In addition, the relative proportion of constables (as against all officers) has increased. This is the result of a thinning out of senior posts and focussing the budget on maintaining front line constable numbers.

National Comparison

When we compare the position in Cambridgeshire to the position nationally, we can see that Cambridgeshire has lost less officers compared to the national average since March 2012.

Chart 2 – National vs local officers

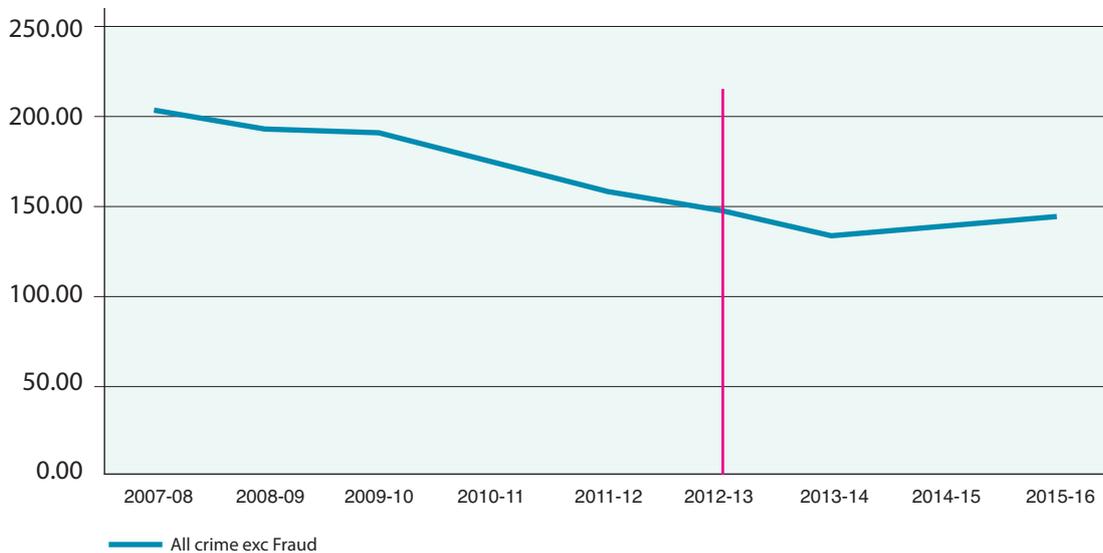


Overall crime levels

According to the Crime Survey for England and Wales for the year ending December 2015, crime continues to fall in terms of the estimated incidents of crime or people’s experiences of crime. The chart below shows how the number of recorded crimes per 1000 households in Cambridgeshire has been slowly decreasing since 2007-08 (figures exclude fraud). This is despite the budget cuts that began to bite in 2010-11. In the last three years, there has been a slow increase in recorded crime, reflecting national trends. This rise is largely owing to improved crime recording by the police leading to a greater proportion of reports of crime being recorded.

Chart 3 – Trends in Overall Recorded Crime per 1000 Households

Source: Police Recorded Crime based on Cambridgeshire data submitted, rolling 12 month average at month six of financial year.



The changes in recording practices have impacted on some crime types more than others. The chart below shows trends in recorded crimes by type. This shows an increase in violent crimes being recorded from 2013-14, particularly Violence without Injury, again reflecting national trends. Minor altercations between individuals are now being recorded as crimes where, in the past, they may not have been.

Chart 4 – Trends in Recorded Crimes by Type per 1000 Households

Source: Police Recorded Crime based on Cambridgeshire data submitted, rolling 12 month average at month six of financial year.

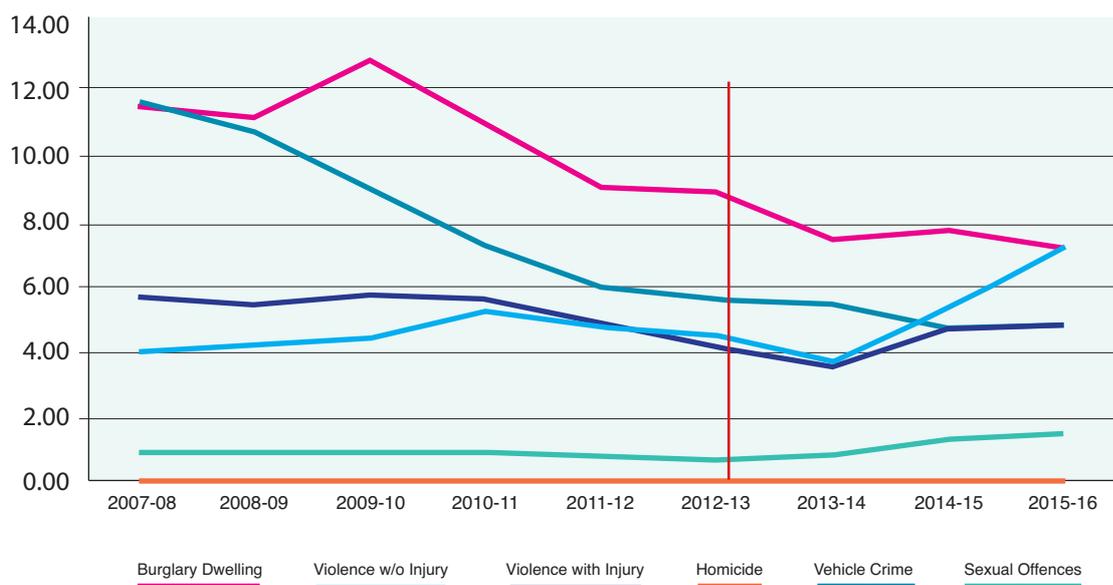
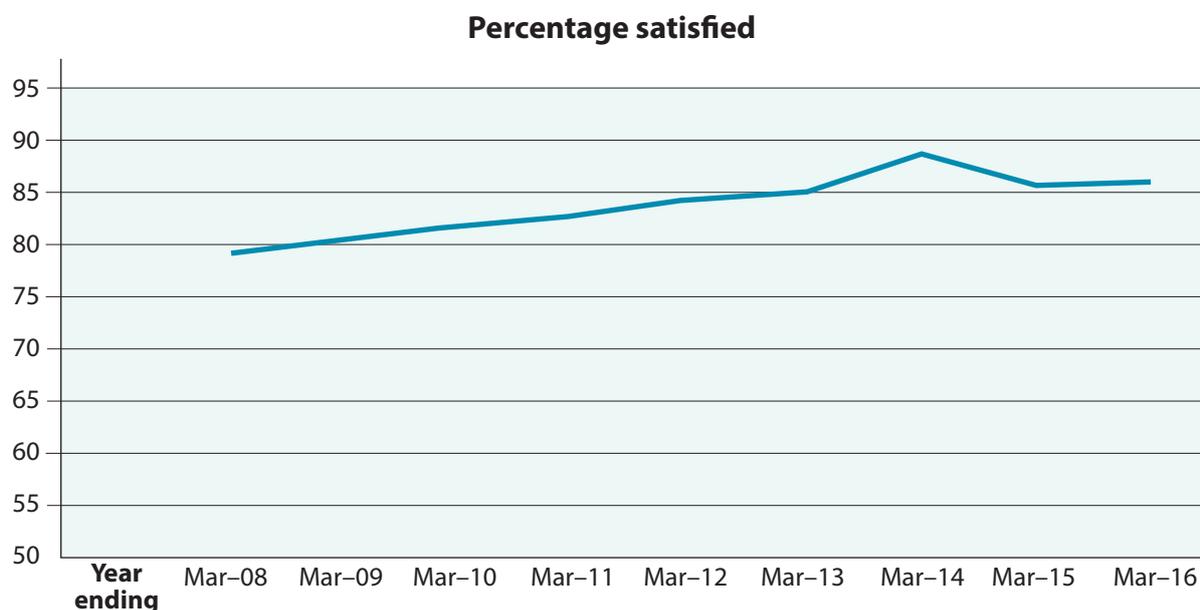


Chart 5 – Satisfaction with the service received by victims of crime

Source: CORA (Crime Overview Results & Analysis) – Victim User Experience



Satisfaction with the support received from the police by victims of crime is an important measure of how we are performing. Satisfaction has slowly increased over the years and for the last three years has been over 85%. Support for victims of crime has been transformed over the last year as the Victims' Hub has established itself as the central point for victim support.

Her Majesty's Inspectorate of Constabulary (HMIC)

The Constabulary is continually inspected on different aspects of performance by the HMIC and given overall gradings against three main criteria: Effectiveness, Efficiency and Legitimacy. These gradings are known as PEEL assessments. The Constabulary's overall 'PEEL' assessment, as published in February 2016 by Her Majesty's Inspectorate of Constabulary (HMIC) judged the Constabulary as follows:

- Effective at keeping people safe and reducing crime = 'requires improvement'
- Efficient at keeping people safe and reducing crime = 'good'
- Legitimate at keeping people safe and reducing crime is = 'good'

Action plans are already in place to address the areas for improvement identified and implement the recommendations made.

2 – Delivering the Commissioner’s pledges

When Sir Graham Bright was elected Police and Crime Commissioner for Cambridgeshire he produced a Police and Crime Plan which included a number of personal pledges. These pledges arose from what the people told him were the main concerns they had regarding crime and policing in the county. Below is a summary of some of the activity undertaken to deliver these pledges.

Visible and local policing

The public tell us they want to see more officers on the streets. They want greater police visibility.

Despite the significant funding reduction, since 2012 police officer numbers have been maintained. The total number of police officers in 2015-16 was 1,343 with 1,147 of these being local policing officer posts. These officers are supported by an establishment of 825 police staff.

Cambridgeshire Constabulary is one of the lowest costing police forces in the country with one of the highest percentages of officers deployed operationally on the “frontline”.

Our 150 Police Community Support Officers (PCSOs) play an important role in local policing and we have placed a new emphasis on the support they can provide in safeguarding victims of crime and responding to reports of anti-social behaviour and domestic violence.

Through collaborating with Bedfordshire Police and Hertfordshire Constabulary, Cambridgeshire Constabulary also has access to additional officers if needed, providing resilience to cope with major incidents or high demand.

The implementation of mobile technology over the year has had a major impact in the way local police teams work. It allows officers to send and receive real-time information while out and about, reducing the need to return to a fixed base to complete paperwork and increasing the amount of time they can be visible in the communities.

Working in partnership and collaboration

Collaboration between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary is delivering a significant contribution to the overall goal of the three forces to scale back office costs by up to £20 million each year from a baseline of £120 million. This Strategic Alliance enables the three forces to develop plans to collaborate on a range of operational support and organisational support functions. The three are already collaborating on a number of areas including Armed Policing, Procurement, the Professional Standards Department and Roads Policing.

Not only does Cambridgeshire collaborate with Bedfordshire and Hertfordshire, we also work in partnership with other forces, particularly with regard to serious and organised crime. Cambridgeshire is part of the Eastern Region Special Operations Unit (ERSOU), set up to tackle the threat of organised crime across the six police force areas of the Eastern Region and to provide specialist covert policing capability and law enforcement.

Largely unseen, this unit works to protect the people of Cambridgeshire from the threat of serious organised criminal activity such as drugs, human trafficking and computer-enabled crime.

The Constabulary is also working in partnership with the public, encouraging citizens to get involved in policing and their communities through volunteering.

Special Constables, Police Support Volunteers, Independent Custody Visitors and Community Volunteers in the Victims' Hub all contribute their time in different ways to protect and safeguard the people of Cambridgeshire. See Appendix 1 for the Independent Custody Visitor Annual Report.

In addition, there are various community watch schemes that do an excellent job at looking out for each other and work in partnership with the police. Neighbourhood Watch continues to develop close community links and Speedwatch, which addresses the issue of speeding vehicles, has grown considerably during the year.

Outreach

Whilst the Police and Crime Commissioner attended many events himself, he was unable to attend everything. During the year he appointed a second outreach worker to act as his "eyes and ears" on the ground. The outreach workers spoke to the public in many forums, such as Parish Council meetings, at Police Contact Points, through schools liaison and through a range of conferences and events. Outreach workers also worked with local policing teams and with partner agencies to co-ordinate local activity and respond to public demand. What they learned they were able to feedback directly to the Police and Crime Commissioner to help shape future decision making.

Victims' Services

2015-16 saw the first full year of the Victims' Hub delivering support to the victims of crime.

Launched in October 2014, the police-led Victims' Hub is staffed by local people who understand local crime trends and the local support services available. It ensures that people receive the right support in the right place at the right time. It has received national recognition and its pioneering approach has been adopted by other areas across the country.

Constabulary staff carry out an Initial Victim Needs Assessment when they take a crime report and those victims who need additional support to cope and recover are referred to the Hub. Victim Care Co-ordinators within the Hub assess victims of crime (through a Detailed Victims' Needs Assessment) to determine the level of support they need and then help them in the most appropriate way, bringing in specialist services, commissioned primarily by the Commissioner, as required.

The Hub staff are also providing support to low and medium risk victims of domestic violence where an Independent Domestic Violence Advocate (IDVA) isn't assigned.

A number of additional services have also been put in place to cover identified gaps in services. This has included Community Psychiatric Nurses (CPNs) to support those victims who appear to have significant mental health problems, and specialist support for exploited migrant workers.

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

In 2015-16, 7,586 victims were referred to the Hub for contact. Of these 5,734 were contacted (1,647 could not be reached after three attempts). Of the 5,734 contacted 4,032 accepted support (1,702 said they did not need any support).

In addition, nearly 30,000 letters were sent to victims who had reported a crime, offering support if they wanted it. The Victims' Hub Community Volunteers received 185 referrals equating to around 2,800 volunteering hours.

Victims of crime in Cambridgeshire can now request to meet their offender in a restorative justice conference. The Constabulary has integrated the provision of restorative justice into the Victims' Hub and is working alongside partners from other agencies to develop a sustainable delivery model. The Restorative Justice team have received over 100 referrals of which ten percent have progressed to a full conference.

Protecting the vulnerable – Safeguarding the most vulnerable has been at the core of policing in Cambridgeshire. There is as much a focus on prevention as there is on supporting those that have become a victim of crime.

The volume of recorded domestic abuse has increased year on year. The rise in levels of recorded hate crime is again an indication of more confident victims who can then be safeguarded. Child sexual exploitation and human trafficking continue to be an issue for the county.

Mental Health – The Commissioner has been the primary funder of three Community Psychiatric Nurses who are based in the Force Control Room where 999 calls are handled. The nurses are part of Cambridgeshire and Peterborough Foundation Trust (CPFT) Integrated Mental Health Team. They are able to offer expert advice to 999 call takers and also speak to callers who have, or are dealing with someone who has, a mental health issue. The Commissioner has continued to take a lead in pushing forward the agreement made by partners under the Mental Health Crisis Care Concordat to ensure those in mental health crisis get the right help, from the right service at the right time.

Child Sexual Exploitation – The Constabulary runs regular campaigns to raise awareness of this issue and to target offenders to prevent exploitation taking place. Operation Makesafe was a campaign where officers delivered letters and postcards to the public to raise awareness of the signs of Child Sexual Exploitation and how to report concerns. Operation Erle culminated in the prosecution of ten men from Peterborough for the trafficking of young girls for sex. Total sentences of over 100 years were given by the court.

Educating young people, particularly girls, to be aware of such exploitation is an important strand of activity. The Commissioner supported the "Chelsea's Choice" initiative through the community safety partnerships. Chelsea's Choice is a play designed to educate children about the dangers of sexual exploitation, based on a true story of a girl who was groomed and forced into prostitution.

Modern day slavery – The Constabulary is committed to safeguarding people who are vulnerable to, or already a victim of, modern day slavery and exploitation, and prosecuting those responsible using the legislation available. The Constabulary continues to work with partner agencies on joint operations, identifying potential victims through visits to homes where many migrant workers live. Victims are helped to cope and recover from their experiences by a support worker funded by the Police and Crime Commissioner's Victims' Service grant which is referred to in the Victims' Hub section.

Youth Fund and Cadets

Youth Fund – The Youth Fund is to engage young people (up to the age of 18) in positive activities in their community. Community Groups and charities have been able to apply for grants up to £2,000 for projects related to activities that have the potential to divert young people at risk of offending. Since its launch, the Youth Fund has awarded 41 grants totalling £61,000.

Volunteer Police Cadets – Championed by the Police and Crime Commissioner, the Volunteer Police Cadet scheme continued to grow in 2015-16. The Cadets are between 13 and 18 years old and undergo an extensive training programme in which they learn about all aspects of modern policing. The scheme encourages a spirit of adventure, good citizenship and inspires young people to participate positively in their communities. At the end of March 2015-16 there were three schemes operating out of Peterborough, Soham and Wisbech with units in development in Cambridge and Cambourne.

The Cadets have accrued hundreds of hours of volunteering time in local communities, boosting their personal confidence and, in many cases, helping them to improve their academic performance.

Improve call handling

At the heart of maintaining local police performance is the Constabulary's relationship with the public. Understanding the concerns and priorities of members of the community is essential if the police are to meet the public's needs and deliver a service people have confidence in. In addition to listening, officers and staff need to be accessible and responsive to the public whether that be in person, by phone or online.

Around 109,000 calls were received by the police 999 service with around 95% picked up within the 10 second target. The 101 service received around 348,000 calls with 94% picked up within the 30 second target. Around 50% of calls are dealt with immediately. The other 50% need to be transferred to a secondary handler. In order to avoid callers having to hang on waiting for calls to be answered a Queuebuster system was installed allowing a call back facility. Average pick-up on secondary calls is under five minutes.

Tackling anti-social behaviour, burglary and drugs misuse

Anti-Social Behaviour – In 2015-16, the Commissioner provided over £260,000 grants to Community Safety Partnerships to tackle and reduce local fear of crime and ASB at a very local neighbourhood level. This was part of his work to create safer, stronger communities by tackling crime and reducing victimisation. Their activity includes preventative work with young people to reduce ASB, initiatives for families, working with the vulnerable and supporting victims.

The ECINS system (Empowering Communities Inclusion and Neighbourhood Management System), which was initially for ASB, brings together partners from across the county in a virtual world to share information, saving time and money and ensuring there is a 'whole agency' approach to support victims.

Burglary – Both the Commissioner and Chief Constable prioritise tackling domestic burglary and supporting victims of this type of crime. This has resulted in high levels of satisfaction from the victims of domestic burglary – 91.8% to the end of March 2016.

The Commissioner contributed £50,000 towards supporting the Cambridgeshire Shrievally Trust's 'Bobby Scheme'. This scheme provides a free service to vulnerable victims of burglary aged 60 or over who live in the county, installing locks, bolts, peepholes, door chains and alarms, providing vital reassurance to victims of burglary.

Drugs and alcohol – In line with the Commissioner's pledge to support work with partners to tackle drug misuse, significant funds have been granted for programmes to enable partners to work together to deal with drug-related issues. These activities include reducing the impact of drug-related offending, thus creating fewer victims of crime and building more cohesive, safer and confident communities.

Working in partnership with the Cambridgeshire Drugs and Alcohol Action Team (DAAT), there has been a co-ordinated approach to tackling drugs issues. This has included targeting support at those that cause most harm to themselves and others, preventing harm to children, young people and families affected by drug and alcohol misuse. It also ensured effective treatment pathways are available to help people reintegrate into the community and develop their full potential.

The overarching aim of the adult drug treatment service in Peterborough is to support clients with problematic drug misuse into recovery, free from dependence. In doing so, the service contributes to tackling crime and disorder (particularly that linked to drug misuse and prolific offenders on the Integrated Offender Management scheme).

In addition to local work, the Eastern Region Specialist Operations Unit plays an important role in tackling the organised crime aspect of the drugs trade, targeting international drugs trafficking and distribution. Although tackling drugs misuse remains important, there has been an increasing focus on the impact of alcohol misuse. This has not just been seen in the criminal justice system but also in the NHS, public health and social care system. We have worked closely with a range of partners to deal with the misuse of both drugs and alcohol and its consequences.

Taking a preventative approach

The Constabulary has continued to invest resources into the county-wide Integrated Offender Management (IOM) Scheme. The scheme targets repeat offenders mainly around serious acquisitive crime such as house burglary and vehicle-related crime. Offenders are usually responsible for multiple offences and often have mental health and/ or substance misuse issues. There are usually 160-180 offenders on the scheme at any one time. Integrated Offender Management continues to evolve and develop bringing on board new partners and extending the criteria through which people are accepted onto the Scheme. This ensures the Constabulary focuses on those who cause the most harm to the people of Cambridgeshire.

3 – Transforming the service

Tough decisions had to be made early on in order to meet the financial challenges required by government. The scale of the reductions meant that large scale, transformational change was needed, not just small scale minor efficiency savings.

The cornerstone to this was creating a strong financial base from which the Commissioner and the Chief Constable could operate. With a further £6.3 million of savings still to be found by the end of financial year 2019-20, the transformational work started needs to continue. A number of major change projects continued to be delivered during 2015-16 as part of the long term transformation of policing in Cambridgeshire.

Bedfordshire, Cambridgeshire and Hertfordshire Strategic Alliance

There is extensive collaboration within the Bedfordshire, Cambridgeshire, and Hertfordshire Strategic Alliance in a number of policing areas including Joint Protective Services. This unit consists of over 950 officers and staff, the majority of which are in the Major Crime Unit, Armed Policing Unit and Roads Policing Unit. These are specialised units that provide a considerable degree of resilience for operations within Cambridgeshire.

Seven Force Eastern Region Collaboration

In October 2015, members of the Eastern Region Strategic Alliance formally agreed to the commencement of a Seven Force Strategic Collaboration Programme. The Programme intends to consider broader collaboration between the seven Forces to deliver further efficiency and savings. The seven forces are Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.

Eastern Region – Eastern Region Special Operations Unit (ERSOU)

ERSOU is a collaborated unit that targets serious and organised crime across the region. The nature of organised crime groups is that they operate across force boundaries and so require a cross-border response. The unit's assets are deployed anywhere within the region.

The unit combines resources from across Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk. Its aim is to identify, disrupt and dismantle Organised Crime Gangs impacting on the Eastern Region. The unit comprises a number of highly specialised teams working closely together and has embedded partners from other policing and enforcement bodies.

In addition, ERSOU represents the region on the national stage looking at serious and organised criminality. Attending and feeding back from the various national forums in this highly specialised area of policing is a significant part of the Eastern Region Special Operations management role.

Counter Terrorism

The Constabulary is able to draw on national, regional and local layers of resources to tackle the threat posed by terrorism. Each region is served by a Counter Terrorism Unit.

The benefits of preventing people from becoming violent extremists are also well recognised and as part of the collaboration arrangements with Bedfordshire Police and Hertfordshire Constabulary there is a "Prevent" team. They have an established referral process whereby anyone at risk of radicalisation can be referred for intervention and support.

Technology

In 2015-16, Cambridgeshire Constabulary continued its implementation of mobile technology to support a culture of agile working. Supported by a £2 million grant from the Home Office Innovation Fund, there has been a complete redesign of all force systems, processes and structures. This focuses on utilising technology to release officers' time, allowing them to spend more hours out in their communities and less time back at base completing paperwork. Officers have been issued mobile devices that allow immediate sending and receiving of real-time data, supported by a system that allows interrogation of multiple databases at the same time.

This programme is being rolled out across Cambridgeshire, Hertfordshire and Bedfordshire as part of our collaboration work. It is one of the major change programmes underway aimed at improving service efficiency and finding the millions of pounds necessary to balance the budget in the coming years. The scale of this change cannot be underestimated as the Constabulary moves to a culture of increasingly agile and flexible working.

Estates

The adoption of mobile technology has had implications on the infrastructure requirements in terms of the estate. The Commissioner is responsible for an estate worth around £35 million which costs around £4 million a year to maintain. Agile working means officers are not tied to police buildings to complete paperwork. The Commissioner has therefore continued, in consultation with the Chief Constable, the work of reviewing estate requirements, maintaining those buildings that are required and selling or leasing those that are not.

Computer Enabled Crime (Cybercrime)

The Constabulary continues to adapt to new and emerging crime types. Cybercrime is the most obvious example of this in 2015-16. Across the region, forces and ERSOU are developing their capability to coordinate a response at a regional and national level. In 2015, the Constabulary established its own Cybercrime team to ensure it is able to prevent and respond to cybercrime victims, both individuals and businesses. The Constabulary has been targeting Cambridgeshire businesses and residents who are most likely to become victims of cybercrime and providing online safety advice. In March 2016 the Commissioner organised the county's first Cybercrime Conference for businesses.

APPENDIX 1

Independent Custody Visitors' Scheme 2015-16

Independent Custody Visitors are members of the local community who make unannounced visits to custody suites to check on the treatment of detainees. The scheme offers protections and confidentiality to detainees and reassurance to the wider community. The Police and Crime Commissioner is responsible for co-ordinating and overseeing the scheme

More than
100 hours
spent in
custody suites

445 detainees
were visited

124 visits were
completed
across the five
custody suites

Highlights and achievements from 2015-16

- Improved the quality of information gathered and how it is logged and monitored, helping to raise standards of custody in Cambridgeshire.
- Moved to a single administrative panel to allow greater sharing of best practice from across the county.
- Hosted and organised an Eastern Region Conference for more than 50 ICVs which explored the theme of vulnerability and helped ICVs identify enhanced questioning opportunities.
- Recruited four new ICVs, to provide a wider range of visit times, bringing the total number up to 22.
- Cambridgeshire continues to represent the Eastern Region on ICVA's Board helping to shape national change and ensure Cambridgeshire can respond quickly to it.

Issues raised by ICVs and subsequently resolved

- Delays in detainees being seen by a Healthcare Professional.
- Requests from detainees like blankets or exercise.
- Qibla arrows missing or pointing in the wrong direction.
- Concerns that the cleaning regime is not frequent enough or to a high enough standard.

Recommendations for 2016-17

- To work with colleagues in Bedfordshire and Hertfordshire to ensure the schemes can respond to the tri-force collaboration of custody.
- Design a digital tri-force visit report form to enable sharing of information and make identification of issues easier and more efficient.
- Continue to recruit ICVs to broaden the skills and experiences within the group.

APPENDIX 2 – Finance and Resourcing 2015-16 (outturn figures are draft and subject to finalisation and audit)

The Police and Crime Commissioner was responsible for a budget £129.2 million for 2015-16 and this was approved and endorsed by the Police and Crime Panel. To enable the budget to be balanced, savings and efficiencies of £4.7 million were identified. At the end of the year, actual spending was £128.3 million, an underspend of £0.9 million. This underspend has been allocated to a new IT renewal budget (part of the Capital Reserve) to ensure that the necessary resources are available for the replacement of the Airwaves Police communications system by the Emergency Services Network.

Capital expenditure on buildings, vehicles and information and communications technology amounted to £4.3 million. This was financed by grant (£1.0 million), revenue contributions (£1.1 million), and capital receipts/reserves (£2.2 million). 76.5 per cent of the budgeted capital programme was achieved.

Reserves: Total (useable) reserves at the 31st March 2016 are £28.8 million (£27.7 million at 31st March 2015). Of this total, £19.9 million are earmarked for specific purposes, including the Budget Assistance reserve (£9.8 million) which is the only effective cash resource available to deal with funding pressures. Of the remainder, the General Fund Balance, held as a working balance and general contingency, is £7.2 million (about 5.5 per cent of the Net Budget Requirement for 2016-17).

The above budget for 2015-16 included an establishment of 1,343 police officers, 825 police staff and 150 PCSOs.

Grants

Police and Crime Reduction Grants

Until 2014-15, the Home Office ring-fenced Community Safety Funding from which Crime and Disorder Reduction Grants were distributed. For 2015-16 the community safety grants were again awarded from the main police grant rather than from a ring-fenced Community Safety Fund.

During 2015-16, the Police and Crime Commissioner distributed Crime and Disorder Reduction Grants to the following partners:

Partner	Award 2015-16 (£)
Cambridge City Community Safety Partnership	39,217
Fenland Community Safety Partnership	34,710
Huntingdon Community Safety Partnership	22,990
East Cambridgeshire Community Safety Partnership	17,580
South Cambridgeshire Crime and Disorder Reduction Partnership	15,777
Peterborough Substance Misuse (Drug Intervention Programme)	166,050
Cambridgeshire Drug and Alcohol Action Team	93,960
Safer Peterborough Partnership	102,326
Safer Peterborough Partnership Pool (Crosskeys)	30,013
Tackling Substance Misuse and Mental Health	35,000
Cambridgeshire Youth Offending Service	127,296
Peterborough Youth Offending Service	135,506
Integrated Offender Management	38,909
Multi Agency Public Protection Arrangements	50,000
Huntingdon Business Against Crime	5,694
Countryside Watch	12,337
Crimestoppers	19,431
Cambridge Local Safeguarding Children Board	48,468
Peterborough Local Safeguarding Children Board	37,773
Cambridge Safeguarding Adults Board	4,745
Peterborough Safeguarding Adults Board	4,745
Criminal Justice Board	23,725
ECINS – Empowering Communities	75,600
Road Victims Trust	41,000
Peterborough Neighbourhood Watch	250
Speedwatch Equipment	4,800
Volunteer Police Cadet Schemes	14,000

Victims' Services

Police and crime commissioners have been responsible for commissioning the majority of emotional and practical support services for victims of crime locally since October 2014. Specific support services are targeted at those most in need.

In 2015/16 the Office of the Police and Crime Commissioner received £0.9 million to:

- build restorative justice capacity;
- build capacity and capability of the wider voluntary, community and social enterprise victim service providers in advance of local commissioning; and
- to prepare for local commissioning.

Grants for funding were made to the following partners in line with the Inter-agency Victim Strategy and Commissioning Intentions:

Partner	Allocation 2015-16 (£)
Cambridgeshire Constabulary – Victims' Hub	446,682
Shrievally Trust	50,000
Migrant Support Worker	16,961
Sexual Assault Referral Centre (SARC) – Family Worker	51,500
Cambridgeshire Independent Domestic Violence Advisor (IDVA)	40,000
Young People's Independent Sexual Violence Advisor (ISVA) - Peterborough	40,000
Young People's Independent Sexual Violence Advisor (ISVA) - Cambridgeshire	40,000
Mental Health Pathfinder Project	75,000
Cambridge City Council – Restorative Justice Panel	3,000
Ormiston Families Trust	9,900
Embrace – Counselling for Young Victims of Crime	2,000
Embrace – Counselling	6,500
Cambridge Rape Crisis	3,000
Cambridge Rape Crisis – Adult Sexual Violence Counselling	9,500
Centre 33	2,500
YMCA Cambridgeshire and Peterborough	2,000
Family Action	500
Restorative Justice Co-ordinator (Constabulary)	10,000
Restorative Justice	96,886
Restorative Solutions	1,875
Cambridgeshire County Council – Research Team	2,196

2016-17 and beyond

Looking ahead to 2016-17 the Police and Crime Commissioner has set a budget of £130.5 million. The Police and Crime Commissioner has ensured all efficiencies are identified, performance is protected, and that reserve levels are at an appropriate level to meet the needs of policing. He stated he would ensure value for money policing with no extra burden on the council taxpayer. The Police and Crime Commissioner increased council tax by 0.99% for 2016-17. Over a three year period, since November 2012 when the Commissioner took over from the Police Authority, the increase in council tax has been lower than the change in the key national indicators of the Consumer Price Index, the Retail Price Index and average weekly earnings. Savings of a further £2.8 million have been identified to cover cost pressures and inflation. The Medium Financial Plan identifies that further savings of £6.3 million may need to be found by the end of the financial year 2019-20; both the Police and Crime Commissioner and the Chief Constable are developing plans to tackle this.

In 2016/17 the Police and Crime commissioner will also be allocating:

- £1.3 million in Crime and Disorder Reduction Grant to partners;
- £1.0 million for the provision of local commissioned services for victims of crime, to include restorative justice services.

CONTACT US

Contact the Cambridgeshire Police and Crime Commissioner:

Telephone:

0300 333 3456

Online:

www.cambridgeshire-pcc.gov.uk

Email:

Cambs-pcc@cambs.pnn.police.uk

Follow us on Twitter:

 **[@PCCCambs](https://twitter.com/PCCCambs)**

Write to:

**Office of the Cambridgeshire Police and Crime Commissioner,
PO Box 688, Huntingdon, PE29 9LA**

How to contact the police

In an emergency always call 999

When a life is in danger or a serious crime is being committed.

For all non-emergencies call 101

For calls not requiring immediate police attendance or any other enquiry.

Online **www.cambs.police.uk**

Visit the Cambridgeshire Constabulary website.

Follow us on :    **[@CambsCops](https://twitter.com/CambsCops)** eCops

