



Creating a safer
Cambridgeshire

Cambridgeshire Constabulary Corporate plan 2021/22

Creating a Safer Cambridgeshire

Policing is complex, yet fundamentally our job has not changed over many decades - to uphold the Queen's peace and to prevent and detect crime set against a philosophy of policing by consent -which is admired right across the world.

Of course, modern day policing is challenging, and at a time when the demands and pressures placed upon the service are increasing, it is vital we are clear on our operational and organisational priorities. Equally as important is 'how' we do things, our internal culture and values, both as individuals and as an organisation.

Cambridgeshire is a hugely diverse county, not only set against a backdrop of socio-economic inequalities, but the county's demographics span a wide range of cultures, languages and customs. The University of Cambridge alone attracts 20,000 students from 150 countries. In addition, the county is growing with an estimated population expansion of 25% by 2031.

With this in mind, it is important to remember that concerns remain over perceived inequality and disproportionality of police actions, ever more so as highlighted through events such as the death of George Floyd in the USA, Black Lives Matter protests and the response to Covid-19. Our internal culture and how we as a service prepare and respond to such events goes to the heart of building the trust and confidence of communities, which should be at the centre of what matters here in Cambridgeshire.

We need to continually challenge ourselves and build an organisation that is not afraid to ask difficult questions surrounding any disproportionality in stop search, criminal justice outcomes or arrests for example. Nor should we shy away from difficult internal conversations on how we treat each other; striving to achieve a workforce that truly represents the communities we serve is a priority.

That is why this year's corporate plan extends beyond outlining our operational and organisational priorities and our values, and includes our Statement of Intent covering ethics, diversity, equality and inclusion.

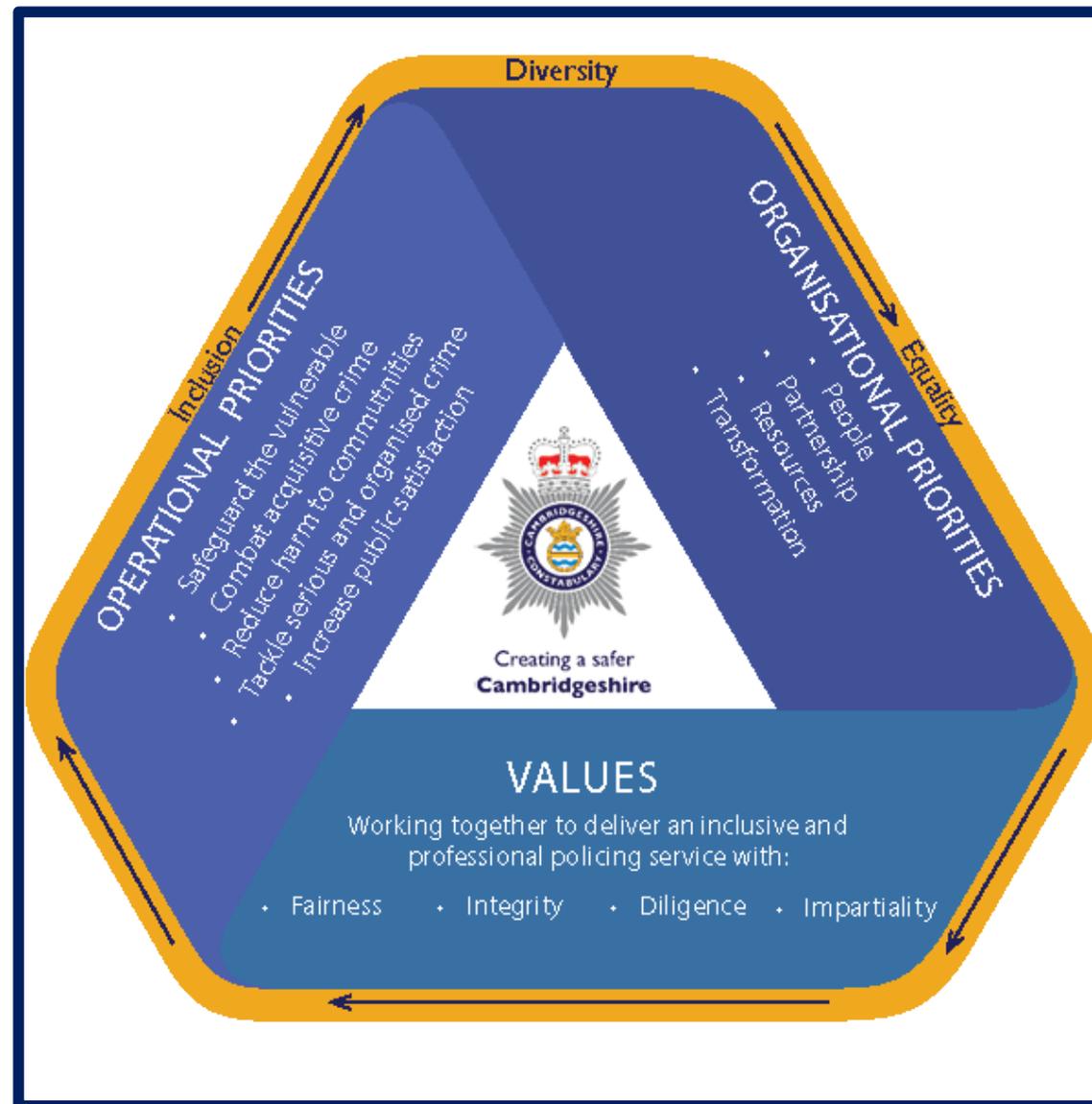
I want Cambridgeshire Constabulary to provide an excellent service; a Constabulary where we all deliver an inclusive and professional policing service, working alongside our partners and importantly our communities. Preventing crime has to be one of our overarching objectives, however, when someone calls upon us in their time of greatest need, we need to ensure we respond professionally and in accordance with our values and statement of intent.

I am proud to be the Chief Constable of Cambridgeshire Constabulary and I know I have fantastic people working hard for communities right across the county and beyond. This corporate plan sets out our focus for the forthcoming year to ensure we provide the highest degree of policing services possible.



Chief Constable Nick Dean

Mission, vision and values



Operational priorities

Our priorities are:	Our focus is:	Our aim is to:
We will safeguard the vulnerable	Domestic abuse Child sexual abuse and exploitation Modern slavery and human trafficking Fraud (repeat victims and emerging trends) Serious sex offences	We will reduce the risk to victims by working in partnership to intervene early to prevent it from occurring, continuing or escalating Prevent people becoming offenders and reduce victimisation by challenging the attitudes and behaviours which foster it Have an effective assessment mechanism and threshold to identify manage and mitigate the risk to vulnerable victims across the county Ensure perpetrators are appropriately pursued and challenged
We will combat acquisitive crime	Organised acquisitive crime Burglary	Pursue prolific offenders engaged in acquisitive crime Prevent offending by working with local partnerships Bring offenders to justice by conducting professional, efficient and effective investigations We will work in partnership to protect communities and build resilience to acquisitive crime
We will reduce harm to communities	High harm offenders Street-based knife crime County lines (or groups demonstrating county line methodology)	Fully engage our diverse communities to understand need, assess threats and use evidence-based means to identify high harm offenders, victims and locations Take a structured problem-orientated approach to crime and ASB, focusing on prevention and early intervention; notably with vulnerable children and young people Identify and address the causes of crime and ASB, working with partners and the community to seek to build and sustain community resilience
We will tackle serious and organised crime	Serious and organised crime with particular focus on groups involved in: Firearms Drugs Exploitation	Work in partnership to target and disrupt the highest harm serious and organised criminals and networks Identify and prevent those at risk, from engaging in serious and organised crime Protect vulnerable people, communities and business against serious and organised crime We will seek to recover illegally held firearms, drugs and criminal assets
We will increase public satisfaction, responding appropriately and improving communication with victims and witnesses as a priority	Improving public confidence Maintaining call handling times The timeliness of our initial response Improving communication with victims and witnesses Improving visibility and accessibility of policing services	Provide a professional, appropriate and timely response to calls for service, with appropriate risk based use of resource to effectively meet demand Provide appropriate contact channels to engage with the public and do so in a professional and timely manner Provide a high standard of professional and compassionate care, in particular to victims and witnesses, and those who are vulnerable

Organisational priorities

Our priorities are:	Our focus is:	We will:
People	Attracting, retaining and rewarding our staff Identifying and developing leadership Developing and supporting our people Ensuring our efforts to improve equality, diversity, ethics and inclusion are central to our values Supporting staff wellbeing	Develop our workforce Build trust and confidence in our communities Sustain and enhance public approval by working within communities to deliver trust and confidence
Partnerships	Criminal Justice partners Local Resilience Forum partners Community Safety Partnerships Police alliances Academic partners and the College of Policing	Develop and strengthen our existing partnerships Work with partners to explore long term sustainable solutions to future demand Develop supportive partnership approaches to problem solving and identify opportunities to reduce harm
Resources	Corporate services, including corporate development The development of an environmental strategy Finance and value for money Estates and fleet ICT services and digital policing	Use our resources efficiently and effectively to ensure value for money Manage resources to invest in priority areas and integrate new technologies to improve policing Develop our understanding of how policing activities impact the environment and take steps to embed environmental considerations into decision making
Transformation	Improving investigation standards Improving data quality Identifying and exploiting opportunities to improve operational and non-operational police functions Recovery from the impacts of the pandemic, by identifying opportunities to work differently	Encourage innovative and entrepreneurial approaches to service design Establish a business planning approach to support identification of innovative solutions Identify areas where improvements can be made to the efficiency or effectiveness of investigations by working with our workforce and partners

Values

Working together to deliver an inclusive and professional policing service

Our values are:	We will:
Fairness	treat people fairly by acting with equality, objectivity and legitimacy
Integrity	always do the right thing and are honest, truthful and reliable
Diligence	be diligent in our duties and responsibilities and are conscientious, persistent and attentive
Impartiality	be impartial, not discriminating unlawfully or unfairly, but are independent, open-minded and balanced

Diversity, equality and inclusion - our strategic ambitions and intent

The Cambridgeshire Ethics, Diversity, Equality and Inclusion Statement of Intent aims to embed ethics, diversity, equality and inclusion in all aspects of police decision-making.

It aims to create a workforce that is truly representative of the diverse communities we serve; to better understand the barriers to developing a representative workforce at all levels; and to protect vulnerable people, create safe communities, and value everyone in our workforce, while being compliant with the Equality Act 2010 and Public Sector Equality Duty 2011.

We will adopt the approach of the NPCC Diversity, Equality and Inclusion Strategy 2018-2025, and Policing Vision 2025 - while moving towards the Policing Vision 2030 - and continue to use the Police Code of Ethics to promote, reinforce and support the highest standards in policing.

This approach complements and supports the Cambridgeshire Constabulary corporate plan and aligns to the Constabulary's annual STRA (Strategic Threat and Risk Assessment) business planning cycle and environmental scanning.

The associated delivery plan will establish a robust research and evidence base to inform activity aligned to the Constabulary's organisational priorities and reinforce the core Constabulary values of Fairness, Integrity, Diligence and Impartiality.

Cambridgeshire Constabulary aims to be an organisation that:

- Values difference, both in terms of the diversity of physical representation, but also in the diversity of our thinking, to better enable us to make decisions, ultimately building trust and confidence within our communities
- Understands and promotes the benefits of having a diverse and inclusive workforce where all staff have a sense of belonging
- Has a bold ambition to deliver the necessary changes needed to recruit, develop and retain officers and staff from under-represented groups
- Has a workforce that is representative across all ranks, grades and specialisms which reflects the communities we serve
- Has policies and procedures which help to remove barriers to development and progression
- Embraces positive action in order to achieve these goals
- Has created an environment that engages staff from across the organisation including those who are from under-represented groups
- Is open to constructive feedback and takes seriously those issues raised and is committed to learning from experience
- Achieves all of these goals in-line with the requirements of the Equality Act 2010 and the Police Code of Ethics

Cambridgeshire Constabulary equality objectives 2020-25

We will:

- Achieve a positive shift in our workplace culture where people, no matter their background and circumstances, feel confident to disclose their protected characteristics
- Attract, engage, develop and retain a workforce that is representative of the communities it serves
- Understand our communities by developing effective engagement strategies that enable interaction with diverse groups, fostering strong relations that build trust and confidence
- Work with our partners to implement strategies to explain, where necessary reduce, and where possible eliminate disparity and enhance public service
- Understand the impact of our policies and practices on people with different protected characteristics by conducting equality analysis and take steps to remove or minimise disadvantages

Cambridgeshire Constabulary will adopt the approach of the NPCC Diversity, Equality and Inclusion Strategy 2018-2025 and accompanying toolkits: Our Organisation, Our Communities and Our Partners, to inform activity within the Ethics, Diversity, Equality and Inclusion Delivery Plan, and support delivery against the equality objectives.

Cambridgeshire Constabulary equality objectives 2020-25

Our leadership

Chief Officers and senior leaders will provide visible leadership to ensure our staff, our partners and our communities witness our personal commitment to diversity, equality and inclusion

Our organisation

We will:
Better understand the composition of our workforce through better data collection, collation and analysis across the nine strands of diversity
Put in place better strategies that enable formal and informal engagement with our staff and support networks, to ensure we better understand how we can continue to develop an inclusive organisational culture that promotes and embeds diversity and equality
Develop our staff to better understand diversity, equality and inclusion and the positive outcomes of creating an inclusive culture where people, no matter what their background, feel confident
Maximise our transparency and scrutiny

Our communities

We will:
Better understand the composition of our communities through better data collection, collation and analysis across the nine strands of diversity
Increase public confidence by dealing effectively with all reported hate crimes and incidents, recognising that failure to do so has a detrimental impact on the confidence those communities have in the police
Develop good effective engagement strategies that enable interaction with all communities, fostering strong relationships that build trust and confidence
Continue to scrutinise our interactions with the public to guard against disproportionality

Our partners

We will:
Better understand the partnership landscape working closely with partners to put in place systems that enable the collection, collation and analysis of data and information that identifies disparity in service delivery across the nine strands of diversity
Work with our partners to develop strategies that enable more effective public service provision across our communities
Work with our partners to implement whole system strategies to explain, where necessary reduce, and where possible eliminate disparity and enhance public service

Outcome: Policing with the consent of all communities