



**POLICING PLAN FOR A  
SAFER STRONGER CUMBRIA**  
2010 - 13



**CUMBRIA  
CONSTABULARY**  
SAFER STRONGER CUMBRIA

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## Introduction

The Police Authority works on behalf of everyone in Cumbria to make sure that your police force is effective at fighting crime and provides value for money.

We have listened to people's views on what they want from the police and agreed with the Chief Constable priorities for the service which reflect those concerns. We are pleased to support this plan for policing because we believe that it will result in a service in which the public can be confident.

The Police Authority will hold the Constabulary to account for how services are being delivered, on behalf of the public in Cumbria, and ensure that it is providing value for money. We need your feedback to help us to do this. You can have your say and find out about policing services on our website or by attending one of our Community Liaison Forum meetings.

You can also contact us at:

Police Authority  
Carleton Hall  
FREEPOST NWW8377A  
Penrith  
Cumbria CA10 2BR

Telephone: 01767 217734  
Fax: 01768 217738  
Email: [policeauthority@cumbria.police.uk](mailto:policeauthority@cumbria.police.uk)  
Website: [www.cumbriapoliceauthority.org.uk](http://www.cumbriapoliceauthority.org.uk)

## Ray Cole Chairman of Cumbria Police Authority

### About Your Police Authority

Cumbria Police Authority is the independent governing body of the Constabulary and is made up of 17 local people.

Its roles include:

- Finding out what local communities want from their police service and how much you are willing to pay.
- Agreeing with the Chief Constable what the police service's priorities should be.
- Agreeing the overall budget and setting the police part of the council tax, so the police have enough resources to address those priority issues.
- Monitoring how those services are being delivered and whether the police are effective in preventing and solving crime.
- Appointing the Chief Constable and other chief police officers.
- Monitoring how complaints against the police are handled.
- Promoting equality, human rights and good relations between different groups of people through all of our work.

## What this plan is and how it is used

This plan sets out the services I have agreed with the Police Authority to deliver for the people of Cumbria. The plan makes the best use of the people and money available to deliver a safer and stronger Cumbria.

On behalf of the public, the Police Authority will check the delivery of this plan and how well we perform. The public, other agencies we work with and the government can hold us to account using this plan.

Our managers and staff will use this plan to set out the work to be done over the next three years and agree individual objectives to make sure that it is achieved. The plan helps all our staff to understand how they contribute to delivering your police service.

The plan is in two parts:

- The first part focuses on what we will do and how we will do it
- The appendices provide some useful background information

**Craig Mackey**  
**Chief Constable**

## Our vision, priorities and targets for 2010 - 2013

Cumbria is one of the safest places in the country with low levels of crime. We are one of the top performing forces and continue to improve each year. Our focus is to provide services which the public have asked us to deliver, which meet their needs and improves their confidence in the police service.

### Our vision is to build a safer and stronger Cumbria.

Our priorities set out what we will do and how we will improve to keep Cumbria safer and stronger. Our targets show how this will be measured and the resource to deliver is described:

Our priorities	Our targets	Resource commitment
<p>We will <b>protect</b></p> <p>Protecting people from harm and saving lives.</p>	<p>Improve public confidence by increasing the percentage of people who agree that the police and local councils are dealing with local concerns</p> <p>The targets are:</p> <p>60.8% of people agreeing by end March 2011</p> <p>64.8% of people agreeing by end March 2012</p>	<p>The Chief Constable has committed to protecting frontline policing services, ensuring that all police resources are allocated based on the level of risk facing the county.</p> <p>A range of partnership initiatives will be supported to deliver policing and criminal justice services for the county.</p>
<p>We will <b>prevent</b></p> <p>Preventing crime and antisocial behaviour, ensuring that roads are safe and preventing terrorism.</p>		
<p>We will <b>prosecute</b></p> <p>Making sure that crimes are detected, criminals are caught and people are brought to justice.</p>		
<p>We will deliver a <b>professional</b> service</p> <p>Making sure that we respond to communities' concerns and have an organisation that can deliver quality services, effectively and efficiently.</p>	<p>Achieve our three-year target of becoming 10.3% more efficient by March 2011 by delivering budget savings of £1.6 million and increasing efficiency to the value of £1.5 million</p> <p>Identify £6 million budget savings and ways to become more efficient to the value of £ 3 million over three years</p> <p>Reduce police officer and police staff sickness.</p>	<p>Local policing will continue to improve, building on previous investments whenever possible by using the efficiency and productivity gains generated within the Constabulary.</p> <p>Services to the public will be improved by managing resources more effectively, making best use of technology and maximising opportunities for collaborative &amp; partnership working where this is beneficial for Cumbria.</p>
<p>We will have <b>pride</b> in what we do and who we are.</p> <p>Making sure that we support staff to deliver services professionally.</p>		

## How we work

Our principles describe how we will work for you so that you can feel confident in your police service.

The Constabulary makes a commitment to:

- provide policing services that are proportionate to the risks facing Cumbria
- focus on service quality, satisfaction and confidence
- be visible through its Neighbourhood Policing Teams
- deliver in partnership (working with other organisations to address local issues)
- deliver services innovatively
- continuously improve
- have a highly trained, citizen focused workforce creating a vibrant organisation. (A vibrant organisation is one which is full of energy and enthusiasm.)

## Our Pledge to you

The Constabulary has adopted the national standards for delivering police services so that you know what you can expect from us and feel confident in the service you receive.

This is our Policing Pledge to you. We promise that:

1. We will always treat you fairly, with dignity and respect and make sure that you have fair access to our services.
2. We will provide you with information about your Neighbourhood Policing Team – who they are and how to contact them.
3. We will make sure that police officers and PCSOs are visible in your neighbourhoods and that patrolling is effectively targeted to deal with crime and antisocial behaviour. We aim to make sure that your dedicated neighbourhood officers and staff are available at least 80% of their time to work in your neighbourhood.

4. We will respond to every message that you send to your Neighbourhood Policing Team within 24 hours.
5. We aim to answer 999 calls as quickly as possible and within 10 seconds-attending emergencies within 15 minutes in urban areas and 20 minutes in rural areas.
6. We will answer all non emergency calls as promptly as possible. If we need to attend we will send an officer depending on the situation and agree this with you. The situation and what we will do is described on page XX.
7. We will arrange at least one public meeting every month in each Neighbourhood Policing Team area to agree your priorities. There will be many other opportunities to meet officers and staff at a range of events, so that you can have your say and find out how we are dealing with your priorities. All these meetings and other events will be advertised locally and on our website. You can access this by clicking here [Cumbria Constabulary Website](#) and then putting in your postcode to find out what's on near you.
8. We will provide monthly updates on progress and on local crime and policing issues. We will provide crime maps, information on specific crimes and details about offenders who have been brought to justice, details of the action we and our partners are taking to make your area is stronger and safer. We will let you know how the Constabulary is performing. These opportunities will be advertised locally and on our website.
9. If you have been a victim of crime, we will agree with you how often you want to be updated about the progress in your case and for how long. You have a right to be kept informed at least every month and for as long as is reasonable.
10. We will acknowledge any dissatisfaction you have with any service you have received from us within 24 hours. We will give you an opportunity to discuss how the matter will be handled and you can talk to someone about your concerns. We will agree with you what will be done and how quickly.

We will always do our best for you. If we fail to meet our promises set out in this Policing Pledge, we will always find out and explain why it was not possible, make sure we learn from it and aim to continuously improve what we deliver in the future.

## What you can expect when you contact us

THE SITUATION	WHAT WE WILL DO
<ul style="list-style-type: none"> <li>• There is danger to life.</li> <li>• Violence is used or there is an immediate threat to use violence.</li> <li>• A serious injury to a person.</li> <li>• Serious damage to property.</li> <li>• A crime is in progress.</li> <li>• A road traffic collision and there is or might be serious personal injury.</li> <li>• A road traffic incident or collision which causes serious traffic disruption.</li> </ul>	<p>We will attend within 15 minutes in an urban area and within 20 minutes in a rural area.</p> <p><b>This is an emergency call. Telephone 999.</b></p> <p><b>999 Emergency Text Messaging Services for deaf, hearing and speech impaired 07786 208 999.</b></p>
<ul style="list-style-type: none"> <li>• It is an agreed neighbourhood priority.</li> <li>• The incident is serious and may escalate or evidence may be lost if attendance is delayed.</li> <li>• There is genuine concern for someone's safety.</li> <li>• A person involved is suffering from extreme distress or is considered to be vulnerable.</li> </ul>	<p>We will attend within 60 minutes.</p> <p><b>Telephone 0845 33 00 247.</b></p>
<ul style="list-style-type: none"> <li>• A crime or incident has occurred and the officer response time is <u>not</u> critical.</li> <li>• A person is arrested on warrant.</li> <li>• A non urgent road traffic collision.</li> <li>• A non-vulnerable victim or non urgent incident where officer attendance can be scheduled within the next 48 hours.</li> </ul>	<p>We will make an appointment to see you or contact you within 48 hours, at a convenient time that suits you within a three hour time slot.</p> <p><b>Telephone 0845 33 00 247</b></p>
<ul style="list-style-type: none"> <li>• When it is a minor crime or incident.</li> <li>• When it is a general enquiry.</li> <li>• When it involves a direct referral to another agency.</li> <li>• When no further police involvement is required</li> </ul>	<p>We will resolve your query by telephone.</p> <p><b>Telephone 0845 33 00 247</b></p>

## How we will deliver a safer stronger Cumbria

We will **protect** life by keeping people safe from harm.

We will **prevent** crime and antisocial behaviour, keep our roads safe and prevent terrorism.

We will **prosecute** by making sure that crimes are detected, criminals are caught and people are brought to justice.

We will deliver and continuously improve the strategy for increasing confidence.

We will achieve this by doing all of the following:

1. Improve frontline policing in your neighbourhood, concentrating on the crime and antisocial behaviour that you tell us matters to you, so that it is safer where you live.

### What is Neighbourhood Policing?

To make sure that neighbourhoods are safe and feel safe, Neighbourhood Policing is a model of policing that provides a dedicated team of police officers and police community support officers working in a specific location to improve the quality of life there.

Neighbourhood Policing Teams will:

- Be visible, accessible and familiar with the communities they police.
- Identify community concerns based on what communities tell them and evidence (called intelligence led policing).
- Take action and problem-solve with the community and partners to deliver sustainable solutions to these concerns.
- Investigate crimes- including serious acquisitive crimes (burglary, vehicle crime and business crime), criminal damage and violent crime - including alcohol related violence.
- Take action to reduce the amount of antisocial behaviour, including alcohol related antisocial behaviour

2. Provide better information to police officers and communities so that they know where to focus action in your area.
3. Reduce the level of antisocial behaviour in the county and work with other agencies to implement the government's Antisocial Behaviour Action Plan.

This work includes targeting alcohol-related behaviour.

4. Improve how we consult and work with you and your community, to find out what your concerns are, what you think, need and expect from the police and work with you to deliver this.
5. Develop our marketing and communications to support confidence in the police and provide useful information to people.
6. Make sure that we continuously improve how we deliver the Policing Pledge to you. This work will include:
  - Making sure that you know what service you can expect from us
  - Making sure that the quality of the service you receive is to a high standard and the same across the county
  - Making sure that police stations and other access points are open at appropriate times
  - Improving how we respond when people express dissatisfaction with services
7. Develop and implement strategies to reduce the number of repeat victims of crime and antisocial behaviour.
8. Implement our equality standard to make sure that we are respecting diversity and providing equal opportunities to the public, our officers and staff. This will improve our services to everyone.
9. Work with other agencies to improve the services we provide to young people in Cumbria, by delivering our specialist action plans.

### Working with young people

We have two action plans that are dedicated to improving services to young people. These are the Youth Crime Action Plan and the Children's Trust Work Plan, both of which involve working with other agencies in the county.

The work includes:

- Getting better at how we engage with young people.
- Crime prevention.
- Effective youth justice (including restorative justice).
- How to deal with persistent young offenders.
- Training for staff so that they deal with young people in an appropriate manner.

10. Improve road safety by working with other agencies to make the roads safer for you, including making sure that poor driver behaviour is addressed.

11. Improve how we manage serious and organised crime in the county so that we meet national standards and reduce the harm caused by drugs and organised crime to people and your communities.
12. Improve our services to victims by better management of major crime when it occurs (such as murder, rape and abduction) so that we meet national standards.
13. Provide better services to victims by improving how we manage our public protection services, making sure we meet national standards and prevent harm. This also includes working with other agencies to reduce the level of domestic abuse in the county.
14. Continue to support the Scafell project, which is a project delivered with other agencies that prevents reoffending by managing the people who are prolific offenders.
15. Work with our partners in the Local Criminal Justice Board to improve criminal justice processes and bring offenders to justice more effectively and efficiently.
16. Work with regional and local agencies to deliver the government's counter-terrorism strategy across the county (called CONTEST). This specifically includes working closely with local authorities on preventing violent extremism (called PREVENT).

### **How we are working to reduce domestic abuse in Cumbria**

Together with partner organisations in the county, we are:

- Implementing a new national risk assessment process to improve how we can prevent repeat incidents of domestic abuse.
- Implementing a new IT system in the police to help us manage the domestic abuse processes more efficiently – speeding up the time it takes to identify and deliver specialist services.
- Chairing the Multi Agency Risk Assessment Conferences, known as MARAC. The role of the MARAC is to share information so that we can take appropriate actions to increase public safety and the safety, health and well being of victims – adults and their children.
- Part of specialist domestic violence courts.
- Supporting the IDVAs (Independent Domestic Violence Advisors) who provide dedicated support to victims of abuse.
- Running proactive media campaigns to increase awareness and reporting.

We will deliver a **professional** service which is the best possible, community focused and responsive. We will:

17. Make sure that we provide value for money by:
  - designing and implementing an efficiency plan
  - setting targets for all Directors and Commanders to improve efficiency and productivity every year, so that the money and time saved can be invested in front line policing.
  - comparing our operating costs with other forces and identifying areas to be reviewed and improved
  - improving how we manage our resources
  - improving how we manage risks and make decisions
  - balancing the budget.
18. Implement the changes we have identified to our structures and functions, making sure that they are efficient and effective to meet the medium and long term strategic challenges facing policing.
19. Implement the changes we have identified to our neighbourhood structure, making sure that we improve how we organise and deploy our officers and staff so that you receive a better service.
20. Develop a plan so that we have the right people working in the right place at the right time, making sure that we have command and officer resilience to support delivery of the police services you need.
21. Reduce sickness and review the way that police officers on restricted and recuperative duties are deployed by 2010.
22. Develop our skills and capacity to respond to major or unusual incidents, including support to the 2012 Olympics, testing our business continuity arrangements and meeting national standards.
23. Maximise the opportunities presented by new technology to support new ways of working, by:
  - Investing in the SLEUTH computer system, to make essential operational information easier to collect, find and use.
  - Piloting mobile working systems, so that police officers and staff can work flexibly and be more visible to their communities
  - Implement new IT and telephony systems to support improvements in how we deploy and manage calls for service and incidents
24. Continue collaborating with other forces, working jointly to tackle shared problems.
25. Explore opportunities to share support services with other organisations by 2011.

26. This includes looking at ways to work with other local public organisations to remove duplication, for example, how we consult with the public.
27. Continuously improve how we do things to improve quality, save time and money, reduce bureaucracy and provide services that improve customer satisfaction.
28. Implement information technology, procurement and estate strategies to support the constabulary's strategic priorities.
29. Develop and implement an energy efficiency and sustainability strategy.

We will have **pride** in what we do and who we are. We will support staff to deliver our services by:

30. Implementing a leadership strategy so that we can help the most talented officers and staff to develop their and others' abilities.
31. Work in partnership with the University of Cumbria on better training and qualifications for police officers.
32. Deliver professional investigative training to detectives to improve investigative skills and improve quality of investigations.
33. Implement the PASS strategy for all officers and staff so that they know what standards of behaviour we expect from them. PASS stands for 'People we know, Areas we work, Standards of professional behaviour, Systems we use'.
34. Use technology to improve our internal and external communications with the public and other agencies, by developing our internal and external websites.
35. Implement e-learning to improve the efficiency and effectiveness of training.

## How we will check it is happening and working

The Police Authority monitors our progress and our performance on a continuous basis. We will drive and check performance by:

- Giving everyone access to daily information about our performance, on the Performance Dashboard.
- Daily tasking and briefing meetings in Command Units and an improved IT system for tasking and briefings.
- Chief Officers setting performance contracts for Commanders and Directors.
- Monthly meetings between Chief Officers and Commanders and Directors to check actions taken and whether targets are on course.
- Regular Performance Development Conferences, involving Chief Officers and a range of other people in improving our performance. There will be regular Performance Development Conferences in each Basic Command Unit too.
- Setting personal performance objectives for all staff, in support of this plan, against which they will be assessed (Performance Development Review).

## How we will make sure we provide value for money

Achieving value for money means that we will deliver the best services possible for the resources available.

We will improve how we integrate our planning, budgeting and risk management processes so that resources are dedicated to priorities and decisions are based on risk.

We have a programme of activities which will support us to deliver value for money for the people of Cumbria and this is set out in detail in Appendix 5 of this report.

The appendix identifies:

- Planned improvements in efficiency and productivity
- How we will achieve them
- What savings will result and
- Any activities requested by the government to make savings, which we have decided not to do and the reasons for that decision

**Policing Plan 2010 - 2013**  
**Appendices: Background Information**

1. How our plan meets public and staff expectations.
2. How Cumbria contributes to national police priorities.
3. How the police will contribute to partnership working in Cumbria.
4. How this plan links with the National Intelligence Model.
5. Value for money statement, including our efficiency and productivity plan.
6. Budget for the next three years.
7. How we are collaborating with other forces.
8. How we are improving protective services.
9. How we have responded to audits and inspections.
10. Our targets and measures for 2010 - 2013
11. Our Past Performance.

## Appendix 1

### How our plan meets public and staff expectations

We find out what the public in Cumbria wants us to improve by local staff working with communities, key individual networks and through public surveys and meetings. We have developed our plan taking into account the priorities identified by the public – and these are shown in the table below:

Public priorities	How we will respond
Speeding	Speeding, burglary and criminal damage are crimes. The other priorities are all classed as antisocial behaviour.
Burglary	
Criminal damage	We will address these by making sure that we deal with crime and antisocial behaviour that matters to people in their area, which is our main target. This is directly supported by our objectives to Protect, Prevent and Prosecute.
Bogus callers/nuisance sales calls	
Rubbish/litter	
Dangerous driving	
Youth disorder	We will work with our partners and through neighbourhood policing teams to reduce crime and antisocial behaviour.

We have found out what our staff think we should improve by carrying out a cultural audit and have taken what they have said into account when developing our priorities.

Staff priorities	How we will respond
How we communicate and work together	Professionalism and Pride are key objectives supporting these priorities, with a specific action for developing leadership.
Leadership and management	The leadership strategy includes action to improve on how we communicate with each other within the organisation.
Organisation goals and values	We have developed our new vision, priorities and principles of working to provide direction and support to staff. This has been widely communicated to all staff and officers by the chief officers and is the basis of this Policing Plan.

## Appendix 2

### How Cumbria contributes to the national policing priorities

The Home Secretary sets national priorities for the Police Service of England and Wales. Our priorities focus on local needs, but take into account national issues.

National priority	How Cumbria contributes
<p>Increase public confidence and empowerment so that by March 2012, 60% of the public agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in their local communities.</p>	<p>Making sure that we deal with crime and antisocial behaviour that matters to people in their area is our main target. We deliver services according to the Policing Pledge, continuously improve how we consult, solve community problems through neighbourhood policing and partnership working. We will focus on service quality, satisfaction and confidence.</p>
<p>Reduce and prevent crime and anti-social behaviour and help tackle the problems that caused by drug and alcohol misuse, in line with Public Service Agreements (PSAs) 23 and 25, and in a co-ordinated approach with criminal justice service partners deliver an effective criminal justice response in line with PSA 24.</p>	<p>Reducing all crime and antisocial behaviour, drug and alcohol misuse will be achieved by delivering our main objectives to Protect, Prevent and Prosecute, supported by a professional workforce. We work with our partners in local government, Crime and Disorder Reduction Partnerships and the criminal justice system to maintain our high level of performance in crime and antisocial behaviour and bringing offenders to justice.</p>
<p>Work jointly with police forces and other agencies, such as Serious and Organised Crime Agency and UK Border Agency, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, tackle serious and organised crime.</p>	<p>Serious and organised crime is a priority in Cumbria and we contribute to regional and local initiatives.</p> <p>Protect and Prevent are key objectives for us and directly support this priority.</p>
<p>Work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26</p>	<p>Protect and Prevent are key objectives for the Constabulary and there is a specific action identified in the plan of work to address this.</p>
<p>Work in all the above, in line with the Efficiency and Productivity Strategy for the Police Service to ensure the best use of resources to deliver: significant cashable improvements; more effective leadership; organization and development of the workforce; and to realise benefits of new technology. Value for money must be central to the strategic vision for improving policing and chief officers and senior leaders should be visibly associated with this organizational priority within the service.</p>	<p>Professionalism and pride are key objectives supporting this priority, with specific actions for value for money and leadership.</p> <p>The Police Authority sets a target for efficiency and productivity and all chief officers and senior managers have efficiency objectives and targets.</p>

### Appendix 3

#### How the police will contribute to partnership working in Cumbria

Cumbria Constabulary works in partnership with local authorities, emergency services, health services, criminal justice agencies and others to make Cumbria safer and stronger. We jointly agree targets for those improvements which we can achieve by working well together, through a comprehensive local partnership structure.

The Crime & Disorder and Reduction Partnerships (CDRPs) include the Constabulary and Police Authority, and we work together with them to address local issues of crime and antisocial behaviour.

We took the partnership needs into account when we identified our strategic priorities and planned how to improve our services. The following key partners were consulted to inform our policing priorities:

Adult and cultural services	Cumbria Strategic Partnership
Adult social care	Cumbria Youth Offending Service
Allerdale Borough Council	Domestic Violence Strategic Management Board
Barrow Borough Council	Eden District Council
Barrow CDRP	Eden Local Strategic Partnership
Carlisle and Eden CDRP	Furness Partnership
Carlisle City Council	Government Office North West
Carlisle Partnership	Health and Wellbeing Scrutiny Committee
Civil Nuclear Constabulary	Her Majesty's Courts Service
Civil Nuclear Police Authority	Maryport Partnership
Copeland Borough Council	Probation Service
Crown Prosecution Service	South Lakeland CDRP
Cumbria Chamber of Commerce	South Lakeland District Council
Cumbria Council for Voluntary Service	South Lakeland Local Strategic Partnership
Cumbria County Council	Trading Standards
Cumbria Criminal Justice Board	Upper Eden Community Plan
Cumbria Drug and Alcohol Team	West Cumbria CDRP
Cumbria Fire and Rescue Service	West Cumbria Strategic Partnership
Cumbria Neighbourhood Watch	Youth Offending Service
Cumbria Primary Care Trust	
Cumbria Probation Service	
Cumbria Safer and Stronger Communities' Thematic Partnership	

We took the priorities identified by the partnership we are involved with into consideration when identifying our strategic priorities. These are shown on the next page, including where they are addressed in this plan:

Partners' priorities	Included in our priorities and work activity				
	PROTECT	PREVENT	PROSECUTE	PROFESSIONALISM	PRIDE
Violent crime – especially alcohol related	✓	✓	✓		
Antisocial behaviour, including youth disorder		✓			
Domestic Abuse	✓	✓	✓		
Prolific and Priority Offenders		✓	✓		
Substance & alcohol misuse	✓	✓	✓		
Worry about crime & antisocial behaviour		✓		✓	
Criminal damage	✓	✓	✓		
Public reassurance generally				✓	
Road safety		✓	✓		
Business crime*	✓	✓	✓		
Burglary*	✓	✓	✓		
Vehicle crime*	✓	✓	✓		

\*Business crime, burglary and vehicle crime are dealt with under the general category of reducing crime. These are investigated and underlying problems dealt with through neighbourhood policing teams across the county and support to all the Crime & Disorder and Reduction Partnerships.

The Constabulary also contributes positively to the Safer Stronger Cumbria Thematic Partnership. This is the county wide partnership responsible for building communities that are reassured by low levels of crime and environmental nuisance.

The success of the partnership is assessed by how well it does against national performance indicators and those indicators agreed in the Local Area Agreement. The target in which the Constabulary has a lead role in achieving is about reducing the amount of assaults where an injury is sustained.

The Constabulary will also contribute towards the following indicators within the Local Area Agreement:

- Percentage of people who believe people from different backgrounds get on well together in their local area.
- Percentage of people who feel they can influence decisions in their locality.
- Overall / general satisfaction with local area.
- Environment for a thriving third sector.
- Reoffending rate of prolific and priority offenders.
- Repeat incidents of domestic violence.
- Perceptions of drunk or rowdy behaviour as a problem.

The following national indicators will also be monitored although they have not been incorporated into the agreement:

- National Indicator 15 - Serious violent crime rate. (Number per 1000 residents)
- National Indicator 16 – Serious acquisitive crime rate. (Number per 1000 population)
- National Indicator 26 – Specialist support to victims of a serious sexual offence.
- National Indicator 28 – Serious knife crime rate. (Number per 1000 population)
- National Indicator 29 – Gun crime rate. (Number per 1000 population)
- National Indicator 34 – Domestic violence-murder.
- National Indicator 35 – Building resilience to violent extremism.
- National Indicator 36 – Protection against a terrorist attack.

## Appendix 4

### How this plan links with the National Intelligence Model.

The National Intelligence Model (NIM) is used to set and manage day to day priorities for operational policing.

This plan sets out longer term improvement priorities and organisational developments.

As part of NIM, strategic assessments are carried out which forecast patterns of crime and criminality in future. This analysis is used to set operational priorities.

The strategic assessment and operational priorities were a vital part of deciding on this Policing Plan and the strategic priorities.

NIM will continue to set day-to-day operational priorities at the front line. This Policing Plan sits above it, shaping improvement and development priorities.

<b>NIM Priority (October 2009)</b>	<b>How this Plan Links to NIM</b>
Public confidence	Our main target is to improve public confidence by increasing the percentage of people who agree that the police and local councils are dealing with local concerns
Serious organised crime and criminality	Protect, Prevent and Prosecute are our key objectives supporting this priority. We will improve our capacity and capability to do so and work with local and regional partners to protect the public.  Points 11 and 12 in the <i>How we will deliver</i> section covers this point.
Public protection	Protect, Prevent and Prosecute are our key objectives supporting this priority. We will improve our arrangements to manage dangerous offenders, protect vulnerable adults and safeguard children.  Point 13 in the <i>How we will deliver</i> section covers this point.
Terrorism/extremism	We will continue our work to prevent terrorism and domestic extremism.  Point 16 in the <i>How we will deliver</i> section covers this point.

## **Appendix 5**

### **Value for money statement, including our efficiency and productivity plan**

Achieving value for money means delivering the best services for the resources available.

Our ways of working need to be built around supporting frontline services and be proportionate to the level of risk. Those services also need to be fit to meet the policing needs of Cumbria into the future. We will continually look for ways to become more efficient and productive, as well as a conducting a programme of reviews to make the savings necessary to sustain services with the reduced funding that we expect to have in the future.

#### **Deployment of Officers and Staff**

We will implement changes to deployment profiles for police officers and police community support officers during 2010-11 to support the priorities of local engagement, problem solving and visibility and deliver the Policing Pledge more effectively, as well as reflecting risk and demand. Wherever possible police officers will be deployed to appropriate roles where police powers are required.

Specific initiatives include a programme of workforce modernisation, reviews of the structure of neighbourhood policing teams, CID, community safety and the staffing of the communications centre / front office counter. In addition a review of the force's shift pattern will take place.

#### **Overtime Spending**

We will actively manage police officer and staff overtime and meet the targets we have set for this. Historically the Constabulary has consistently incurred lower overtime expenditure (as a percentage of the budget) compared with the average of a group of similar forces. Whilst every opportunity to manage overtime effectively in the future will be taken, this will be a consideration in all initiatives but no specific corporate programme of overtime reduction is currently planned.

#### **Process Improvements and Reduced Bureaucracy**

We will continually seek to identify ways in which business processes across the Constabulary can be made more efficient, this will be supported by the setting of delegated efficiency targets for each department.

This is a common objective in a range of initiatives, but specific savings are planned from reviews of processes in BCUs including the work of criminal justice units, forensics protocols, crime recording, hi tech crime analysis and the implementation of video conferencing and electronic learning.

#### **Adoption of National Frameworks on Procurement**

Where this is practical the Constabulary currently seeks, to procure goods and services efficiently through the use of national and regional contracts. In the future we will actively engage in proposed national frameworks for the of standard vehicles, uniform and equipment for the police service to deliver savings. Savings are currently expected to be delivered through joining an Office of Government Commerce

electricity supply contract. Systems improvements will also be progressed to improve the visibility and control of expenditure.

### **National Convergence of Information Technology**

We will utilise new technology, to increase the efficiency of processes and achieve greater value for money in the long-term, even where this has an upfront cost. We will actively engage in the National Police Improvement Agency's ISIS programme which seeks deliver greater efficiency and facilitate improved collaboration between forces through the development of a single police IT infrastructure. We will introduce mobile working to enable frontline police officers and police community support officers to remain on the frontline, rather than return to the station.

### **Reduce the Proportion of Budget in Support Services**

Changes to services supporting the frontline will be implemented by March 2011, which will seek to maintain performance at current levels and ensuring the proportion of the workforce carrying out support services is appropriate.

We will also investigate the potential for sharing services with other authorities in the county or police forces nationally to provide improved value for money.

Specific initiatives include re-structuring of the IT and project management departments, the merger of the strategic development and information management and the formation of a finance / human relations shared service centre.

### **Overheads**

We will look for ways in which overheads can be reduced. Savings are currently planned from IT replacement and moving towards a more streamlined management structure for police officers, with the aim of becoming 'best in class' compared with other forces. We will also seek to reduce sickness levels.

The Police Authority will hold us to account for providing value for money and delivering the efficiencies and savings we have committed to through setting challenging targets.

The table below shows planned efficiencies over the next three years analysed by the categories above :-

<b>How We'll Deliver Improved Value for Money</b>	<b>Value in 2010/2011 (£000's) Budget</b>	<b>Value in 2010/2011 (£000's) Productivity</b>	<b>Value in 2011/2012 (£000's)</b>	<b>Value in 2012/2013 (£000's)</b>
Improved Deployment of Officers and Staff	637	822	2,000	300
Reductions in Overtime Spending	10	0	0	0
Process Improvements and Reduced Bureaucracy	321	673	2,000	300
Adoption of National Frameworks for Procurement	162	0	200	100
National Convergence of Information Technology	0	0	0	0
Reduction in Proportion of Budget in Support Services	72	0	1,600	200
Reduction in Overheads	370	0	500	100
<b>Total</b>	<b>1,572</b>	<b>1,495</b>	<b>6,300</b>	<b>1,000</b>

## Appendix 6 Budget for the next three years

The revenue account records the costs of day to day policing and support activities.

<b><u>Budget Projections 2010-11 and Beyond</u></b>			
	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Forecast External Funding</b>	103.1	104.1	104.9
<b>Budget to Continue Working as we do now</b>	106.0	109.1	104.4 *
<b>New Investment in Strategic Priorities</b>	0.1	0.0	0.5
<b>Savings and Efficiencies</b>	-2.2	-5.0	0.0
<b>Additional Support from Reserves</b>	-0.8	0.0	0.0
<b>Forecast Budget</b>	103.1	104.1	104.9
* The 2012-13 figures assume that recurrent savings of £5.0m will apply in 2011-12			

### Key Features

- Council Tax increase of 2.99% to £193.89 for a Band D property agreed for 2010-11. The increase adds 11p per week for the average band D Council Tax bill and 8p per week for a band B property, which represents the most popular band in Cumbria.
- Savings and efficiencies totalling £2.2m have been found for 2010-11. (Total efficiencies in 2010-11 amount to £3.1m but this also includes productivity savings).
- New investments have been limited to those associated with delivering strategic change and 'invest to save initiatives'.
- The budget for 2010-11 is supported by a one off use of £0.8m of reserves, which is not sustainable in the longer term.
- Prospects for Government funding beyond 2010-11 are uncertain, however, it is likely that in the current economic climate future funding levels will be reduced. The current best estimate, based on council tax rises of 2% and government grants being broadly frozen at 2010-11 levels, is that savings of £5.0m will be needed in 2011-12.
- In identifying savings, the Chief Constable will seek to protect front line policing services and has initiated a number of reviews under his 'Beyond

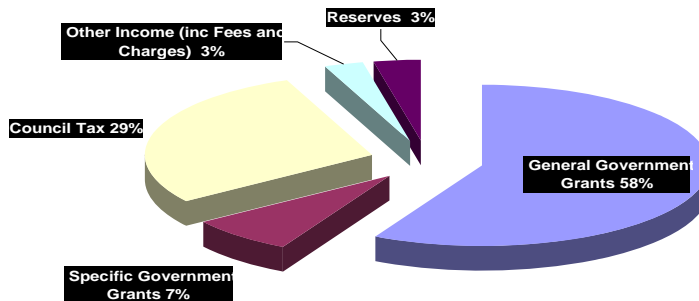
2012 Achieving Excellence and Sustainability' program to address the financial pressures.

- The Constabulary will continue to review its financial prospects through its Medium Term Financial Planning process.

### The 2010-11 Budget

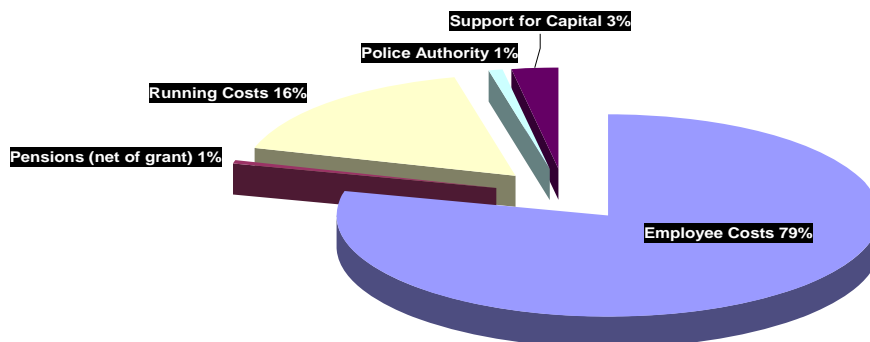
Most of the budget is funded from Government Grants (65%) and the Council Tax (29%).

#### Where the Money Budget Comes From

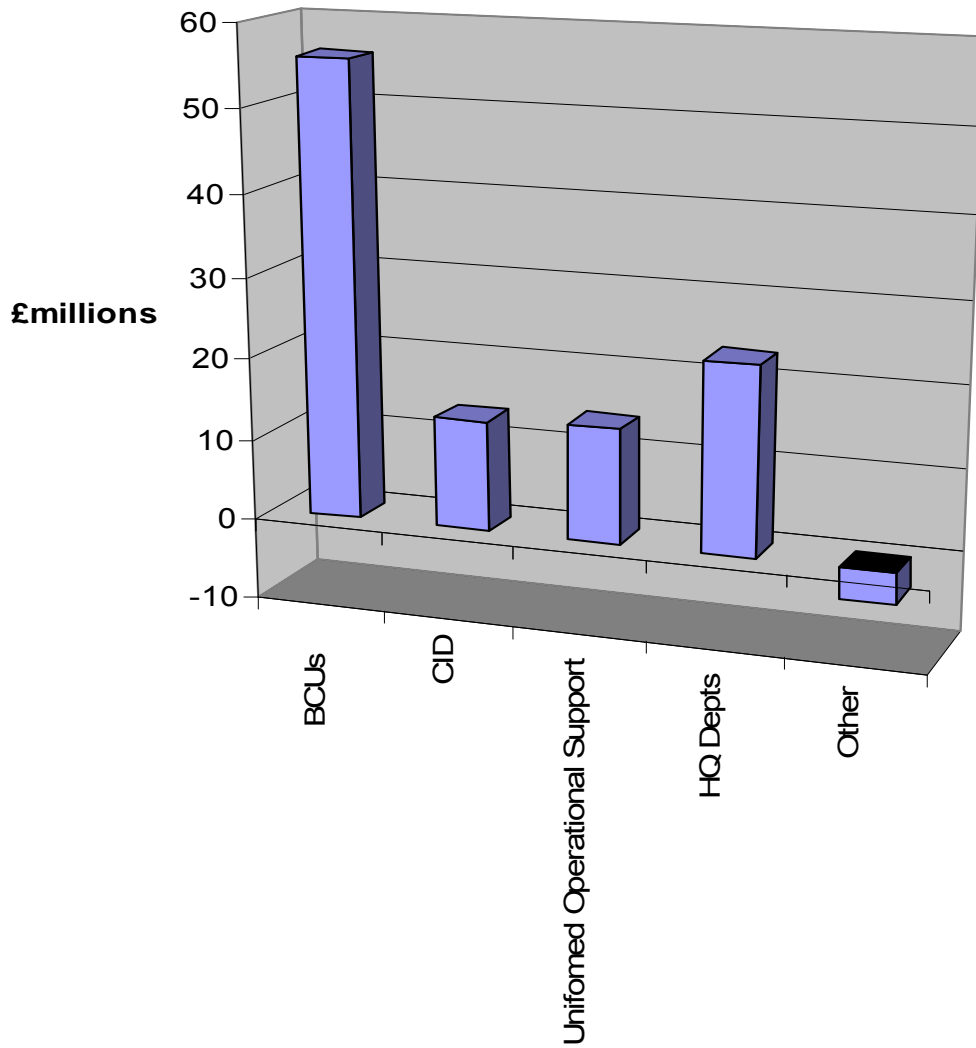


Over three quarters of the budget is spent on police officers and staff. Most of this is delegated to the five operational command units.

#### What the Money Will be Spent On



## Where the money will be spent



## The Capital Programme 2010-11 and Beyond

The Capital Programme is spending on major projects and assets, which we expect to provide benefits over a number of years.

<b>Capital Budget Projections 2010-11 and Beyond</b>			
	2010/11	2011/12	2012/13
	£m	£m	£m
<b>Existing Schemes</b>			
Sleuth - IT System	1.1	0.0	0.0
Command & Control	1.2	0.0	0.0
Mobile Data	0.8	0.0	0.0
South Estate Kendal Custody Unit	2.4	0.4	0.0
Other Existing Schemes	0.8	0.1	0.0
<b>Proposed New Schemes commencing 2010-11 and beyond</b>			
Fleet Rolling Programme	0.8	1.0	1.0
IT Rolling Programme and Infrastructure	1.5	1.4	1.4
Finance and Business Systems Upgrade	0.4	0.0	0.0
Police National Database	0.0	0.4	0.0
<b>Total Approved Programme</b>	<b>9.0</b>	<b>3.3</b>	<b>2.4</b>
<b>Potential Schemes beyond 2010-11</b>			
South Cumbria BCU HQ	0.0	2.4	2.8
IT Projects	0.0	1.1	0.0

### Key Features

- This is an ambitious programme, totalling almost £15 million over the period covered by the plan.
- We are making significant investment in IT systems, which will assist in improving the effectiveness of operational policing, and in upgrading custody facilities in South Cumbria.
- The capital programme is funded from a combination of government grants, capital reserves, support from the revenue budget and borrowing.
- The approved programme is prudent, affordable and sustainable and has been demonstrated as such.
- The replacement of the South Cumbria Basic Command Unit headquarters has been deferred and, along with all the potential schemes highlighted, will only go ahead once appropriate funding is identified and will be subject to Police Authority scrutiny.

## Appendix 7

### How we are collaborating with other forces

We are working with other forces to explore how we can join-up operational policing to improve the capacity and capability of policing in Cumbria. We are also working with other forces and organisations to explore whether it would be efficient to share support services. The Police Authority oversees this collaboration. The current initiatives are listed below.

Underwater search team with North West forces.

Firearms specialist capability, training and facilities with other North West forces.

Chemical, biological, radioactive and nuclear incident capability and training with other North West and adjacent forces.

Hostage negotiation and training capacity and training with other North West forces.

Public order capacity and training with North East forces.

Mounted order capacity with a North East force.

Air support capacity with a North West and a North East force.

Driving school specialist training with two adjacent forces.

Strategic roads policing support in times of exceptional demand with two adjacent forces.

Traffic patrol training with another North West force (to be evaluated).

Shared intelligence from North West motorway policing.

Emergency & contingency operational planning with a range of forces and organisations.

Contingency arrangements for 999 calls with another North West force.

Regional Intelligence Group with North West and other forces.

Regional Tasking & Coordination Group with North West and other forces.

Regional Intelligence Unit with North West forces.

Regional Counter Terrorism Unit with North West forces.

Civil Nuclear Constabulary (early discussions on working together efficiently).

North West casualty bureau with a North West force.

Witness protection capacity with other forces.

Serious and organised crime operations - specialist capacity and technical assistance with other forces.

North West Chief Constables, Police Authority Chairman's and Chief Executive Collaboration, including Forensic Analytical Services.

North West Joint Committee (of police authorities)

Collaboration on forensics procurement with north west forces.

Association of Chief Police Officers North West Shared Services Group.

Association of Chief Police Officers North West Finance Working Group.

Association of Chief Police Officers North West Strategic Procurement Group.  
Association of Chief Police Officers North West Regional Human Resources Group.  
Association of Chief Police Officers North West Fleet Working Group.  
Association of Chief Police Officers North West Estates Working Group.  
Association of Chief Police Officers North West IT Working Group.  
Association of Chief Police Officers North West Training Managers Group.  
County based shared services (initial discussions).

## Appendix 8

### How we are improving protective services (CID)

Protective services are the specialist activities we use to protect people in Cumbria from harm caused by:

- Serious crimes – like murder and rape.
- Organised crime groups – who deal in drugs, guns or people.
- Dangerous offenders – like sex offenders.
- Terrorists and extremists.

The government has a particular priority to improve police services in these areas and has asked all forces to set out clear plans how they will do so. As such the constabulary has developed plans to improve in these services which are monitored on a regular basis. These plans are proportionate to the assessment of levels of community threats in Cumbria.

In summary, during the last two years, we have invested in improving these services. We moved posts from other parts of the Constabulary, to improve our capacity to:

- Collect and use intelligence about protective services issues.
- Manage dangerous offenders.
- Carry out surveillance and covert activity.
- Carry out counter terrorist activity.

Over the last year improvements have been made across the whole range of protective services. This has included a number of policy and process changes that will contribute towards the Constabulary achieving national standards in 2010. The following summarises some of the main improvements during the last year:

- Serious and Organised Crime – The Organised Crime Strategy has been developed and is now embedded into daily policing activity. The Constabulary has also developed processes to comply with the *Getting Organised* thematic improved intelligence development processes and has enhanced its covert capability in line with national standards. (The *Getting Organised* thematic is a review of capability to deliver serious and organised crime services at national and local level, which was published by Her Majesty's Inspectorate of Constabulary in March 2009.)
- Major Crime – The Constabulary has now established a dedicated major investigation team and incidents are now managed in line with the major incident room standardisation guidance. The Constabulary has also reviewed a number of policies including the major crime, sudden death and critical incident policy. The Constabulary has also improved its services to rape victims by implementing its robust action plan. All of this activity has led to improved major crime services and acknowledgement by the HMIC.
- Public Protection – The Constabulary is in the process of making considerable changes to its public protection processes that will reduce the risk of harm from dangerous offenders. The Constabulary has implemented new Multi

Agency Public Protection Agreements and are currently reviewing its vulnerable adult's policy. Further process improvement will occur following implementation of improved IT systems.

We will deploy the new resources, put effective structures and systems in place and meet national standards via the:

- Serious and Organised Crime portfolio of work.
- Major Crime Project portfolio of work.
- Public Protection portfolio of work.

The Constabulary also positively contributes towards regional and national initiatives. The nature of these crimes is that criminals often carry out their activity beyond county boundaries. As such it is essential that the Constabulary works effectively with other police forces both within the North West region and outside the region. The Constabulary also provides essential support to national initiatives. Specific examples of collaborative arrangements can be observed in detail at appendix 6.

In order to ensure successful delivery of the plans, a robust governance structure and performance management framework has been developed. Progress and performance is monitored by the following methods:

- At a national level progress against national standards of service are assessed by Her Majesty's Inspectorate of Constabulary. See appendix 8 for details of progress made.
- The Police Authority monitors the efficiency and effectiveness of protective services by its Protective Services Scrutiny Panel. The panel monitors improvement in a particular specialist area at each meeting.
- The Chief Officer Group monitors performance via the Constabulary's performance management framework. The department responsible for protective services is required to deliver a performance contract that highlights what they are aiming to achieve, how they will deliver it and the outcomes expected. Progress against the performance contracts are assessed at both the Force and department performance development conference on a quarterly basis.
- The Assistant Chief Constable (Specialist Operations) is the strategic lead for successful delivery of the plans.

## Appendix 9

### How we have responded to audits and inspections

The Audit Commission checks how effectively the Constabulary uses its resources and whether the Police Authority is giving value for money. This annual assessment is called Police Use of Resources (PURE).

For 2008-2009, the Constabulary met all minimum requirements of the assessment. The detailed scores are outlined in the table below:

Use of resources theme	Scored judgement
<b>Managing finances</b> How effectively does the Constabulary manage its finances to deliver value for money?	Level 3
<b>Governing the business</b> How well does the Constabulary govern itself and commission services that provide value for money and deliver better outcomes for local people?	Level 2
<b>Managing resources</b> How well does the Constabulary manage its people to meet current and future needs and deliver value for money?	Level 2

#### What the scored judgement means

There are four levels of scoring used by the Audit Commission. This is what they mean:

- |  |                          |
|--|--------------------------|
| 1: Below minimum standards                 | – inadequate performance |
| 2: Only at minimum requirements            | – adequate performance   |
| 3: Consistently above minimum requirements | – performing well        |
| 4: Well above minimum requirements         | – performing strongly    |

We changed how we did things during 2009/10 to improve how we managed the business – for example, we reviewed and changed the way we manage projects. We will continue to put in place actions to improve our services for 2009 so that we deliver better value for money for the people of Cumbria. Some of these actions are reflected in this Policing Plan -for example, having a comprehensive workforce strategy for workforce planning and development.

**Her Majesty's Inspectorate of Constabulary** (HMIC) examines and improves police service efficiency on behalf of the public. During 2009, the HMIC completed one thematic inspection on how well we implemented the new Policing Pledge. HMIC assessed that our performance failed to meet an acceptable level and graded the Constabulary as POOR.

This required immediate remedial action and the Constabulary put in place a Policing Pledge Improvement Action Group to address each of the areas for improvement identified by HMIC. The group included staff and police officers from across the force, led by the Assistant Chief Constable responsible for local policing.

We developed an action plan to make sure that we improved the service we were delivering to the public according to Policing Pledge requirements. The action plan has been delivered and included a Pledge briefing package rolled out to all staff, improvements to how we identify and set community priorities and making our website easier for people to use and with better information. We have systematically monitored Pledge delivery across the county through mystery shopping and made sure that problems identified are put right as quickly as possible. We have worked with the National Police Improvement Agency to develop our action plan and have involved Lancashire Police to peer review our performance.

HMIC have re-inspected our delivery of the Pledge and have been graded as Fair.

At the same time, our plan to improve major crime services has been re-inspected and we have been judged as meeting the national standard.

### **Joint Inspection of Custody**

This was an inspection carried out by Her Majesty's Inspectorate of Constabulary and Her Majesty's Inspectorate of Prisons. Overall, the report presents a positive picture but with a number of recommendations to consider and to address where appropriate. This is a report the Constabulary can be justifiably proud of and reflects well on the staff who work within it and those who are connected with this challenging environment.

The recommendations are already being progressed, while others are under consideration working in conjunction with the custody inspectors and others. An action plan is in the process of being completed and will be updated against progress made so far.

Some of the recommendations identified are specific to individual Basic Command Units, while others are generic to all areas and therefore require a corporate response, which will be led by HQ Criminal Justice in consultation with the Basic Command Units leads, support departments and via the custody forum.

## Appendix 10

### Our targets and measures for 2010 - 13

In this Plan, we have targets which show the things we want to improve in Cumbria by 2013.

We need to understand what is causing improvements to be on track or off track, so we also monitor a set of general measures for crime and antisocial behaviour. We aim to improve on the current performance.

The baseline is the year end position at 31 March 2010.

The following measures will be monitored during the next year to assess impact on the delivery of the targets:

<b>Crime and local policing</b>	<b>Definition</b>	<b>Performance Aim</b>
All crime	Number of all recorded crimes according to Home Office Counting Rules	Maintain low levels Aspiration to reduce from baseline
All antisocial behaviour	Number of antisocial behaviour incidents according to National Standards for Incident Recording	Maintain low levels Aspiration to reduce from baseline
All sanction detections	Number of all sanction detections and rate as a percentage.	Maintain levels Aspiration to increase rate of detection from baseline
Burglary in a dwelling	Number of offences classified under HOCR 28 and 29, includes distraction, aggravated and attempted burglaries	Maintain low levels Aspiration to reduce from baseline
Assaults with less serious injury	Number of assaults with less serious injury as a proxy for alcohol related violent offences.  HOCR definitions are: - 8G (actual bodily harm and other injury) - 8J racially or religiously aggravated actual bodily harm and other injury	Maintain low levels Aspiration to reduce from baseline
Criminal damage	All criminal damage offences as classified by HOCR, including arson.	Maintain low levels Aspiration to reduce from baseline
	Criminal damage sanction detection rate (percentage)	Aspiration to increase rate

<b>Crime and local policing</b>	<b>Definition</b>	<b>Performance Aim</b>
Vehicle crime	All vehicle crime as classified below: - theft of a vehicle - theft from a vehicle	Maintain low levels Aspiration to reduce from baseline
Prolific and other priority offenders (PPOs) – re-offending rate	The change in convictions for PPOs over a 12 month period (PNC)	Maintain current levels Aspiration to reduce from baseline
Road Traffic Casualties	Number of people killed (in 30 days or fewer) or seriously injured in road traffic collisions	Maintain low levels Aspiration to reduce from baseline
Levels of domestic violence	Repeat incidents of domestic violence for cases managed by MARAC	Reduce percentage of repeat victim rate
	All reported domestic violence incidents according to NSIR	Aiming to reduce repeat incidents and increase number of first time reports.
	Percentage of all reported domestic violence offences that result in: a. Recorded crime * b. Arrest* c. Sanction detection* d. Conviction* e. Caution/TIC*** f. No further action**	Aim to Increase* Reduce** Maintain or reduce***

### What is a RAG rating?

RAG stands for Red, Amber, Green. It is sometimes called the traffic light system and is used to rate performance. This is what it means:

Red: Below standard of service set

Amber: Generally meets the standard set, but some improvements required

Green: Meets or exceeds all the standards set

Quality of service – delivery of Policing Pledge	Definition	Performance Aim
Policing Pledge 1 Access to services and fair treatment	RAG rating from rolling programme of mystery shopping for all stations: <ul style="list-style-type: none"> <li>- checking against standard for inside &amp; outside space, accessibility, signage to stations, information provided to corporate standard</li> <li>- professionalism and knowledge of serving staff</li> <li>- opening times as advertised (based on Website)</li> <li>- information if not open</li> <li>- facilities for disabled and diverse groups</li> <li>- information in other languages</li> </ul>	Achieve green across the force
	Number of complaints categorised as incivility	Reduce from baseline
	Comparison of satisfaction between white users and users from minority ethnic groups with the overall service provided by the police. Victims who are completely, very or fairly satisfied	White and BME victims equally satisfied with the overall service we provide
	Satisfaction of victims of racist incidents with the overall service provided by the police	Aim to maintain Aspiration to increase
Policing Pledge 2 Neighbourhood Policing Team information	RAG rating from rolling programme of mystery shopping: <ul style="list-style-type: none"> <li>- up to date information displayed in stations and on website</li> </ul>	Achieve green across the force
Policing Pledge 3 Neighbourhood Policing Team (NPT) visibility	Percentage of community officer time spent working in their NPT (Police officers and PCSOs)	80% of officer time available for NPT work
Policing Pledge 4 24 hour response to messages	RAG rating from rolling programme of mystery shopping for responses to: <ul style="list-style-type: none"> <li>-email</li> <li>-letter</li> <li>-telephone enquiries</li> </ul>	Achieve green across the force

Quality of service – delivery of Policing Pledge	Definition	Performance Aim
Policing Pledge 5 999 calls and response times	Call answering times: a. % 999 calls answered within 10 seconds* b. Average call answering time** c. Number and % abandoned calls**	Aim to maintain current levels Aspiration to : Increase* Reduce**
	Response times Percentage of emergency responses (Grade 1) within 15 minutes for urban areas  Measured from time of call	Monitor only (To avoid perverse incentive and unsafe practices)
	Response times Percentage of emergency responses (Grade 1) within 20 minutes for rural areas  Measured from time of call	Monitor only (To avoid perverse incentive and unsafe practices)
Policing Pledge 6 Non emergency calls and response times	Call answering times: a. % calls answered within 30 seconds* b. % calls answered in 40 seconds* c. Average call answering time** d. Number & % abandoned calls**	Aim to maintain current levels Aspiration to : Increase* Reduce**
Policing Pledge 6 Non emergency calls and response	Response times Percentage of non emergency responses within one hour for Grade 2 (vulnerable/upset callers, community priorities)	Monitor only (To avoid perverse incentive and unsafe practices)
	Response times Percentage of non emergency responses within one hour for Grade 3	Monitor only (To avoid perverse incentive and unsafe practices)
	Response times Percentage of no deployments for Grade 4	Monitor only (To avoid perverse incentive and unsafe practices)

<b>Quality of service – delivery of Policing Pledge</b>	<b>Definition</b>	<b>Performance Aim</b>
Policing Pledge 7 Public meetings to agree priorities	RAG rating from rolling programme of mystery shopping for community priority setting process: - up to date information displayed for meeting Attendance - Quality standards achieved - Dip sampling of community engagement plans for effectiveness	Achieve green across the force
Policing Pledge 8 Regular updates on crime & policing issues including crime maps	RAG rating from rolling programme of mystery shopping for : - up to date information displayed (in stations and on web) about offenders brought to justice - links to crimemapper up to date	Achieve green across the force
Policing Pledge 9 Victims and agreeing contract	% victims of crime who are completely, very or fairly satisfied with: • Making contact. • Action taken. • Progress updates. • Treatment by staff. • Whole experience.	Increase
	% victims who are completely, very or fairly satisfied with the whole experience for: -violent crime -domestic burglary -vehicle crime -road traffic collisions	Increase
Policing Pledge 10 Dissatisfaction complaints and response	Number of dissatisfaction reports received that are acknowledged within 24 hours of reporting	20010 – 11 is a baseline year
Policing Pledge 10 Dissatisfaction complaints and response	Number of service dissatisfaction reports	20010 – 11 is a baseline year
	Number of complaints received that have been dealt within the legislative timeframe i.e. 1. Locally resolve within 40 days 2. Conduct investigation within 120 days	Below 80%

Use of resources measures	Definition	Performance Aim
Police Use of Resources Evaluation	Audit Commission provides a set of overall scores indicating value for money provided.	Maintain current levels of performance Aspiration to improve on current scores

### Exception measures

Our targets and process measures will help us focus on improving where we need to and where you said it is important. We are committed to maintaining the very low levels of crime and the high quality of services in Cumbria. We will therefore monitor a set of exception measures. If our performance in any of the following areas deviates from planned standards, this will be highlighted and we will investigate and take appropriate action.

The following table shows these exception measures:

<b>Local crime and policing</b>
Number of most serious violent crimes per 1,000 population
Number of most serious acquisitive crimes per 1,000 population
Number of domestic violence homicide offences per 1,000 population
Number of recorded serious violent knife crime offences per 1,000 population
Number of recorded life threatening or gun crime per 1,000 population
Percentage of most serious violent offences brought to justice
Percentage of serious acquisitive offences brought to justice
Sanction detection rate for racially and religiously aggravated crimes
Reoffending rates
First time entrants to justice system
The rate of offending by those identified as Class A Drug mis-users in the course of their contact with the criminal justice system
<b>Use of resources</b>
Minority ethnic police officer recruitment
Female officer representation
Diversity measures

## Appendix 11

### Our past performance

For 2009/10 data, February 2010 or quarter 3 data is provided to indicate current status and this will be updated with final year end data in May and October 2010.

<b>In working with our partners to improve neighbourhood policing we will aim to:</b>	<b>Performance Achieved 2008/9</b>	<b>Target 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Increase the % of people who agree that police and local councils are dealing with the crime and antisocial behaviour that matters in their area	52.8%	Increase National average to be 55% by end March 2010	55.1%

<b>In tackling serious and organised crime we will aim to:</b>	<b>Performance Achieved 2008/9</b>	<b>Target 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Risk assess and prioritise identified organised crime groups and take action to disrupt or dismantle.	New measure introduced 2009/10	100%	100%

<b>In tackling dangerous offenders and the most serious kinds of violent crime we will aim to:</b>	<b>Performance Achieved 2008/9</b>	<b>Target 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Reduce the number of assaults causing physical injury	3072	2892	2764
Reduce reoffending by dangerous offenders who we are managing with partners	0%	Year on year reduction	0%
Reduce % repeated incidents of domestic violence cases reviewed at MARACs	30.33%	Reduce	20.09%

<b>In making effective use of front line resources and maximising productive time we will aim to:</b>	<b>Performance Achieved 2008/9</b>	<b>Target 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Reduce police officer sickness	64.9 hours per police officer	61 hours per police officer	72 hours per police officer
Reduce police staff sickness	75.06 hours per police staff	54 hours per police staff	68 hours per police staff
To ensure neighbourhood policing team staff spend at least 80% of their time visibly working in their neighbourhood, tackling priorities.	New measure introduced in 2009/10	80%	82%
The percentage of BME officers and staff working in the Constabulary reflects the diversity of the working population of Cumbria.	0.5%:2%	National target	0.73%:2.4%

<b>To build our strengths for the future we will aim to:</b>	<b>Performance Achieved 2008/9</b>	<b>Target 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Make £1.1m, budget savings to boost front line policing resources	£1.3m	£1.3m	£2.6m
Become at least 3% more efficient every year	3.5%	At least 3.1% annually	4.98%

**Constabulary performance against process measures:**

<b>In working with our partners to improve neighbourhood policing</b>	<b>Performance Achieved 2008/9</b>	<b>Performance Aim 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Number of complaints categorised as incivility	68	Reduce	75
Call answering times: a) % of 999 calls answered in 10 seconds. b) % of non-999 calls answered in 30 seconds. c) % of non-999 calls answered in 40 seconds	New measure introduced 2009/10	Monitor only	a) 89.6% b) 92.8% c) 95.1%
Percentage of emergency responses (Grade 1) within: a) 15 minutes for urban areas b) 20 minutes for rural areas	New measure introduced 2009/10	Monitor only	a) 98.1% b) 90.8%
Percentage of non emergency responses within: a) One hour for Grade 2 b) Three hours for Grade 3	New measure introduced 2009/10	Monitor only	a) 90.9% b) 83.4%
Percentage of calls not deployed to deployment because call resolved by telephone (Grade 4)	New measure introduced 2009/10	Monitor only	96.5%
Customer satisfaction levels	84%	Increase	86.8%
Number of complaints received about dissatisfaction with service that are acknowledged within 24 hours of reporting it to us.	New measure introduced 2009/10	Reduce	265 (92.3%)

<b>In tackling serious and organised crime</b>	<b>Performance Achieved 2008/9</b>	<b>Performance Aim 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Class A Drug offences sanction detections	570	Increase	517
ANPR targeted activity	46 arrests 54% related to crimes 30% related to drugs seizures	Increase	66 arrests 38% related to crimes 55% related to drugs seizures
Cold Case Reviews	New measure introduced 2009/10	Increase	9 cases indentified for potential for full review
Major crime incidents	New measure introduced 2009/10	Reduce abstraction levels from BCUs	The equivalent of 2 sergeants extracted for 1 year; 5 constables for 1 year and 1 for 9 months; 1 local intelligence officer for 3 months
Review of Rape Cases	New measure introduced 2009/10	Ensure compliance with national standards	99% are compliant with guidelines
Process for tackling rape	Number of offences – 76 Sanction detections – 21% Rate of no criming – 20%	Increase rate of rape offences per 1,000 and sanction detections. Decrease the rate of no criming.	Number of offences – 107 Sanction detections – 22% Rate of no criming – 6%
Ratio of assets recovered per 1,000 population.	17,327	Meet national target of £1.25m	£1,973 per 1000 pop

<b>In tackling dangerous offenders and the most serious kinds of violent crime</b>	<b>Performance Achieved 2008/9</b>	<b>Performance Aim 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Performance against MAPPA standards:  a) Number of wanted/missing offenders.* b) Agency attendance at MAPPA meetings.** c) Consideration of disclosure.** d) Civil orders applied for.** e) Breaches of SOPO and action taken.* f) Breaches of license by MAPPA offenders.* g) Review of Level 3 cases within 6 weeks.** h) Review of Level 2 cases within 12 weeks.** i) Review of Level 1 cases within 16 weeks.**	a) 1 b) 92% c) 22 d) 64 e) 2 offenders were returned to custody f) 14 breaches g) 100% h) 100% i) No level 1 cases	*Reduce ** Maintain benchmark	Not yet available – To be added
Incidents of domestic violence reported to the police	5347	Increase	5606
Improve effectiveness of domestic violence processes for:			
~ Recorded Crime	1624	Increase	1769
~ Percentage of people Arrested	30.1%	Increase	28.3%
~ Sanction detection	65.9%	Increase	66.1%
~ Percentage of those recorded convicted	78%	Increase	78%
~ Number of people given a caution or offence taken into consideration for other future cases.	327	Reduce	318
~ No further action	353	Reduce	413

<b>In making effective use of front line resources and maximising productive time</b>	<b>Performance Achieved 2008/9</b>	<b>Performance Aim 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Vacancy and turnover measures. Against planned staffing numbers: Number of vacancies – (Number of posts advertised less number of posts filled during financial year)	Police officer vacancy – 19  Police staff Vacancy – 11	Reduce	Police officer vacancy - 5  Police staff vacancy – 33
Sickness, recuperative and restricted duties measures Against actual staffing numbers: a) FTE lost to sickness. b) FTE on recuperative duties. c) FTE on restricted duties (excluding postings to suitable alternative posts which have been backfilled).	a) 104.8 b) 2 c) 5	Reduce	a) 94.9% b) 2 c) 4
Police Use of Resources Evaluation  a) Managing finances b) Governing the business c) Managing resources	a) 3 b) 2 c) 2	Maintain	Not applicable due to changes in Audit Commission Inspection regime.

<b>To build our strengths for the future</b>	<b>Performance Achieved 2008/9</b>	<b>Performance Aim 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Percentage of female police officers compared to the overall force strength	31.8%	Aim to increase	33%

<b>To build our strengths for the future</b>	<b>Performance Achieved 2008/9</b>	<b>Performance Aim 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Percentage of minority groups in specialist police officer posts and by rank	New measure introduced 2009/10	Aim to increase	ACPO – 0% Chief Superintendent – 0% Superintendent – 14.3% Chief Inspector – 0% Inspector – 0% Sergeant – 0.5% Constable 0.1%
Percentage of females in specialist police officer posts	New measure introduced 2009/10	Aim to increase	22%
Percentage of minority groups by rank and grade New measure introduced 2009/10	New measure introduced 2009/10	Aim to increase	<u>Police officer:</u> ACPO – 0% Chief Superintendent – 0% Superintendent – 14.3% Chief Inspector – 5.6% Inspector – 0% Sergeant – 0.5% Constable – 1.1% <u>Police Staff:</u> SC1-6 - 0.6% SO1 – PO2 – 2.1% PO3 – PO14 – 0% SP1 & above – 0%

<b>To build our strengths for the future</b>	<b>Performance Achieved 2008/9</b>	<b>Performance Aim 2009/2010</b>	<b>Performance Achieved 2009/10</b>
Percentage of females by rank & grade New measure introduced 2009/10	New measure introduced 2009/10	Aim to increase	<u>Police officer:</u> ACPO – 25.0% Chief Superintendent – 0% Superintendent – 14% Chief Inspector – 17% Inspector – 12% Sergeant – 21.0% Constable – 38% <u>Police Staff:</u> SC1-6 - 65% SO1 – PO2 – 50% PO3 – PO14 – 55% SP1 & above – 21%