

Cumbria Police Authority

**17 February 2010
Agenda Item No 8
Part 1**

A Report by the Chief Constable

Policing Plan 2010 - 2013

Background

This report proposes a Policing Plan for the period 2010 – 2013, which is being recommended by Policing Plan and Performance Committee for approval.

The plan should be read in conjunction with the budget papers submitted to this meeting. The Authority should note that all aspects of the plan are included in the Constabulary's Strategic Work Programme and have been assessed as being realistic and currently affordable within the proposed budget.

As a public document, it is important that the language used in the Policing Plan is easy to read and understand for all groups of people in our communities.

The draft performance management framework to monitor delivery of this plan is still under development and will be submitted to Policing Plan and Performance Committee in February 2010 for consideration.

The targets for confidence, budget savings and efficiencies have been identified and are published in the Plan. As in previous years, the targets for reducing sickness have not been stated specifically. The current proposal is to adopt the existing targets (61 hours for a police officer and 54 hours for police staff) - these have proved sufficiently stretching. At the year end, actual sickness figures could be taken into account to calculate revised targets and approved at the May meeting of Policing Plan and Performance Committee.

Recommendations:

That Members:

- (i) Approve the attached Policing Plan as recommended by Policing Plan and Performance Committee
- (ii) Delegate authority to the Authority's Chief Executive to agree any amendments requested by the Authority with the Chair of the Authority
- (iii) Delegate authority to Policing Plan and Performance Committee to develop and agree the suite of performance measures for monitoring the Policing Plan.

Detail

1. Drivers for Change

The Home Office requires that forces and police authorities produce a strategic three year plan which is refreshed annually.

The constabulary needs to realign and refresh its strategic work programme to deliver its new vision - a Safer Stronger Cumbria.

The constabulary and police authority must review its work programme to ensure that it has adequate resources to deliver an effective and efficient police service to the people of Cumbria.

2. Draft Policing Plan 2010 – 2013

See Appendix 1

Human Right Implications

This report has no direct human rights implications.

Race Equality / Diversity Implications

There are no specific diversity implications arising from this report. The aim of the Policing Plan is to ensure that all communities including minority groups are provided with police services equitably and that access to services is available and publicised. The Policing Plan is being relevance and impact assessed before publication on 31 March 2010. Major pieces of work within the Strategic Work Programme will be relevance and impact assessed on an individual basis as part of their delivery where appropriate.

Risk Management Implications

Cumbria Police Authority has a statutory duty under The Police Act 1996 to monitor the performance of the police force maintained for its area. This plan forms the basis of the contract between the Authority, which represents the public, and the Chief Constable about what policing services will be delivered and performance expected for the budget provided. Documenting what is expected, enables the Authority and the Constabulary to monitor progress effectively and identify risks to achieving objectives.

Craig Mackey
Chief Constable

12 February 2010

Appendix 1

**Policing Plan 2010 – 2013
Front Page**

If you require this document in Braille, audio or another language, please email: enquiries@cumbria.police.uk. You may use your own language if you prefer.

Bengali

To be inserted

Cantonese

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Lithuanian

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Polish

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Turkish

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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
Website: 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 protect</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 prevent</p> <p>Preventing crime and antisocial behaviour, ensuring that roads are safe and preventing terrorism.</p>		
<p>We will prosecute</p> <p>Making sure that crimes are detected, criminals are caught and people are brought to justice.</p>		
<p>We will deliver a professional 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>Frontline delivery will be improved through more effective management of resources, utilising technology and maximising opportunities for collaborative & partnership working where this is beneficial for Cumbria.</p>
<p>We will have pride 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 situations 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"> • There is danger to life. • Violence is used or there is an immediate threat to use violence. • A serious injury to a person. • Serious damage to property. • A crime is in progress. • A road traffic collision and there is or might be serious personal injury. • A road traffic incident or collision which causes serious traffic disruption. 	<p>We will attend within 15 minutes in an urban area and within 20 minutes in a rural area.</p> <p>This is an emergency call. Telephone 999.</p> <p>999 Emergency Text Messaging Services for deaf, hearing and speech impaired 07786 208 999.</p>
<ul style="list-style-type: none"> • It is an agreed neighbourhood priority. • The incident is serious and may escalate or evidence may be lost if attendance is delayed. • There is genuine concern for someone's safety. • A person involved is suffering from extreme distress or is considered to be vulnerable. 	<p>We will attend within 60minutes.</p> <p>This is a non emergency call. Telephone 0845 33 00 247.</p>
<ul style="list-style-type: none"> • A crime or incident has occurred and the officer response time is <u>not</u> critical. • A person is arrested on warrant. • A non urgent road traffic collision. 	<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>
<ul style="list-style-type: none"> • A non-vulnerable victim or non urgent incident where officer attendance can be scheduled within the next 48 hours. 	<p>This is a non emergency call. Telephone 0845 33 00 247</p>
<ul style="list-style-type: none"> • When it is a minor crime or incident. • When it is a general enquiry. • When it involves a direct referral to another agency. • When no further police involvement is required 	<p>We will resolve your query by telephone.</p> <p>This is a non emergency call. Telephone 0845 33 00 247</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 evidence (called intelligence led policing) and what communities tell them.
- 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.
- Respond to 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 annual equality standard, which 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 Young People's Action Plan. This includes working on improvements to how we engage with young people, crime prevention, effective youth justice (including restorative justice), how to deal with persistent young offenders and training for staff.
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 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. This includes looking at ways to work with other local public organisations to remove duplication, for example, how we consult with the public.
26. Continuously improve how we do things to improve quality, save time and money, reduce bureaucracy and provide services that improve customer satisfaction.
27. Implement information technology, procurement and estate strategies to support the constabulary's strategic priorities.
28. 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:

29. Implementing a leadership strategy so that we can help the most talented officers and staff to develop their and others' abilities.
30. Work in partnership with the University of Cumbria on better training and qualifications for police officers.
31. Deliver professional investigative training to detectives to improve investigative skills and improve quality of investigations.
32. Implement the PASS strategy for all officers and staff so that they know what standards of behaviour we expect from them.
33. Use technology to improve our internal and external communications with the public and other agencies, by developing our internal and external websites.
34. 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 Cumbria contributes to national police priorities.
2. How the police will contribute to partnership working in Cumbria.
3. How our plan meets public and staff expectations.
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 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 CJS 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 SOCA and UKBA, 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. 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. The Police Authority sets a target for efficiency and productivity and all chief officers and senior managers have efficiency objectives and targets.</p>

Appendix 2

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 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 Borough Council
Cumbria Chamber of Commerce	South Lakeland CDRP
Cumbria Council for Voluntary Service	South Lakeland District Council
Cumbria County Council	South Lakeland Local Strategic Partnership
Cumbria Criminal Justice Board	Trading Standards
Cumbria Drug and Alcohol Team	Upper Eden Community Plan
Cumbria Fire and Rescue Service	West Cumbria CDRP
Cumbria Neighbourhood Watch	West Cumbria Strategic Partnership
Cumbria Primary Care Trust	Youth Offending Service
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 3

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 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.

NIM Priority (October 2009)	How this Plan Links to NIM
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

This will be included following agreement at Item 7 on this agenda.

Appendix 6
Budget for the next three years

This will be included following agreement at today's meeting.

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 by 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
Managing finances How effectively does the Constabulary manage its finances to deliver value for money?	Level 3 – exceeds minimum requirements- performs well
Governing the business How well does the Constabulary govern itself and commission services that provide value for money and deliver better outcomes for local people?	Level 2 – meets minimum requirements – performs adequately
Managing resources How well does the constabulary manage its people to meet current and future needs and deliver value for money?	Level 2 – meets minimum requirements – performs adequately

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 mystery shopped Pledge delivery across the county 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 TO BE INCLUDED ONCE PUBLICISED

At the same time, our plan to improve major crime services has been re-inspected with the result TO BE INCLUDED ONCE PUBLICISED

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

To be included following the Policing Plan and Performance Committee on 22 February 2010.

Appendix 11 Our past performance

This will be available at year end. Final Q3 data will be provided in February 2010 to indicate current status prior to statutory issue of the plan on 31 March 2010.