

Cumbria Police Authority

22 March 2005

Agenda Item No.

DRAFT ANNUAL POLICING PLAN 2005/6

A Report by the Chief Constable

BACKGROUND

A draft of the Authority's Annual Policing Plan 2005/6 was submitted to the meeting of the Policing Plan and Best Value Committee on 24 February.

There, Members made various comments and, subject to these, approved the Plan for submission to, and approval by, the full Authority.

The Plan must be "issued" by 31 March, that is, the final content must have been approved by the Police Authority.

The Plan has been further updated with information which was not previously to hand, and is now attached for the consideration and approval of the full Authority.

RECOMMENDATION

- That the Authority consider and approve the Plan, for issue by 31 March 2005.

The Plan, once approved by the full Authority, will be placed on our websites by 31 March. Thereafter, the document will be updated to reflect end-of-year performance, prepared for publication in a fully designed format and placed on both websites to replace the existing version. This must be done by 30 June to meet statutory requirements.

Michael Baxter
Chief Constable



Cumbria Police Authority Annual Policing Plan 2005/6

DRAFT



Maintaining an efficient and effective police service

Police Authority Chairman's Foreword

This Plan is being written at a time when all of Cumbria is still recovering from the devastation to homes, commercial premises, and public service buildings wrought by the severe storms of 9-12th January 2005; storms which took the lives of a least three people across our county and made more than 3,000 private homes uninhabitable.

Two of the positives emerging from this exceptional destruction were, firstly, the strength and mutual support given to each other by all the communities of Cumbria and, secondly, the magnificent way in which all the emergency services together rose to confront the countless challenges of flooded roads blocked by fallen trees, blown-over lorries, collapsing buildings, and (in the case of Carlisle) a modern city eight feet deep in polluted waters. In my job I might be forgiven for focusing on Cumbria Constabulary, whose officers and staff lost the main police station, their uniforms and equipment, their patrol vehicles and private cars, their power supply; most radios, and any mobile phone contact. As professional and unflappable as colleagues facing similar problems right across Cumbria, undaunted by any of these inconveniences, they all continued with the daily business of saving life and providing reassurance to 21st Century communities temporarily returned to the Dark Ages.

No better illustration of what Cumbria Constabulary achieves as a team could be found anywhere. Taken together, these achievements of our officers and police staff; when combined with consistent themes derived from continuing public consultation with us; and adding the priorities set by Government; enable us to specify the overriding keynote for that successful policing style which Cumbria Constabulary will continue to deliver during the twelve-month period covered by this Policing Plan.

The Authority is pleased to see how very closely the stated desire of Government, for community-based policing and public involvement in police decision-making (see the November 2004 White Paper: "*Building Communities, Beating Crime*"), corresponds with the policing style already adopted here in Cumbria.

Whether through the Authority or directly, we want this plan to bring us nearer to being able to say that Cumbria Constabulary is an accountable and accessible police service fully responsive to the public's needs – one with a genuine "Citizen Focus", as the recent White Paper has it - where local people really contribute to the debate about policing style and performance, helping us to help them answer local problems. How effectively we work with our partner agencies across the county is another, increasingly-important part of the equation this Plan is seeking to resolve – about how we tackle anti-social behaviour, disorder and crime through national standards of policing being delivered in a way that still allows for local flexibility.

Integral to that approach is the Police Authority's job in setting the right budget for policing for the Chief Constable. I believe we have successfully struck the right balance between meeting Government objectives for the lowest possible tax increase whilst enabling the Police Authority to sustain the investment which the public of Cumbria told us it wanted making in Local Policing, as a modern style of community policing. Over the past two years, this enabled us to keep the 70 additional Officers recruited as part of the Local Policing Team (LPT) initiative in 2003-04 and add 18 Community Support Officers (PCSOs). The LPTs' close community links and intelligence-led, problem-solving approach will enable them to focus on specific local issues, boosting public reassurance at the same time as further reducing crime.

Reg Watson, Chairman, Cumbria Police Authority

February 2005

Glossary

ACPO	The Association of Chief Police Officers
ANPR	Automatic Number Plate Recognition
BCS	British Crime Survey
BCU	Basic Command Unit, a geographical police area
CDRP	Crime and Disorder Reduction Partnerships
CFF	Crime Fighting Fund
CIPFA	Chartered Institute of Public Finance and Accountancy
CPS	Crown Prosecution Service
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources
liP	Investors in People
LCJB	Local Criminal Justice Board
LPT	Local Policing Teams
LSP	Local Strategic Partnership
MSF	Most Similar Force
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems
PACE	Police and Criminal Evidence (Act)
PCSO	Police Community Support Officer
PDR	Performance Development Review
PPAF	Police Performance Assessment Framework
PPO	Prolific Priority Offender
SPI	Statutory Performance Indicators
VME	Visible Minority Ethnic

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- How well did the Constabulary do in 2004/5?
- How will the Constabulary improve in 2005/6?
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- How well did the Constabulary do in 2004/5?
- How will the Constabulary improve in 2005/6?
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Introduction to the Local Policing Plan

This is Cumbria Police Authority's plan for the policing services that will be delivered by Cumbria Constabulary in 2005/6.

The Authority has a duty to maintain an efficient and effective police force for the area, and will expect the Constabulary to have clear plans in place for:

- its priorities for action
- how it intends to improve its performance
- how it will maximise the resources at its disposal
- working with partners and others to achieve its objectives

The plan is drawn up by the Chief Constable, but it is the Authority's document, and they will use it to hold the Constabulary to account.

It is a statement of the work that will be done in the year ahead towards achievement of the longer-term objectives set out in the Strategy Plan and also links in with the requirements expected by Government.

This consistency is continued throughout the planning process, with Basic Command Unit (BCU) Commanders and Departmental Heads using this plan as the basis upon which to draw up their local BCU and Departmental Plans. Similarly, individual police officers and police staff use the plan to determine their own performance objectives and activities in the coming year. This ensures that the priorities of the Constabulary are reflected in the service provided by every member of the Constabulary throughout the financial year 2005/6.

➤ **Setting policing priorities**

The priorities for policing in Cumbria in 2005/6 have been determined by bringing together national priorities, local issues and what the community in Cumbria has said it wants from the Constabulary.

National Policing Priorities

The Home Secretary's key priorities for policing are:

- To reduce overall crime, including violent crime and drug-related crime, in line with the Government's Public Service Agreements
- To provide a citizen-focused police service which responds to the needs of communities and individuals, especially victims and witnesses, and inspires confidence in the police, particularly among minority ethnic communities
- To take action with partners to increase sanction detection rates and to target prolific and other priority offenders
- To reduce people's concerns about crime, and anti-social behaviour and disorder
- To combat serious and organised crime, within and across force boundaries.

These priorities are contained in the Government's National Policing Plan 2005-8, which has three main aims for policing:

- Placing law-abiding citizens at the heart of the service provided by the police
- Helping the police to improve service provision
- Reducing bureaucratic burdens on the police.

The aims and priorities have been incorporated into the Constabulary's work programme and planning processes.

➤ **Setting policing priorities – Constabulary Strategy Plan**

Cumbria Police Authority and Cumbria Constabulary's joint Strategy Plan for the period 2005-2008 sets out the aims and priorities for policing in Cumbria in the medium term.

In the new Strategy Plan, the Constabulary states how it proposes to police Cumbria over the next three years, with the focus on supporting the law-abiding citizen. Consultation with the public has taken place which supports the Constabulary belief that neighbourhood policing is key to tackling the fear of crime and providing reassurance.

For the first time, all agencies involved (not just the police and Government, but also Crime and Disorder Reduction Partnerships and Local Criminal Justice Boards) have published new strategies which not only cover the same period but which are aligned with each other in terms of aims and targets - working more closely together and demonstrating a commitment to make communities safer and provide the reassurance they need. (Details of our partners' new strategies are outlined in the following section).

In addition to aligning its priorities with those of its partners, the Constabulary has organised its work programme using the Policing Performance Assessment Framework; in this way, the whole range of policing activity can be independently assessed and compared with other police forces.

This Local Policing Plan 2005/6 is a detailed plan for delivering the Strategy Plan's priorities in the year ahead.

Policing Priorities for 2005/6

1. To reduce overall crime, with a focus on violent crime, drug crime, vehicle crime and burglary.
2. To continue to build on our citizen-focused approach to policing the communities of Cumbria.
3. To work with our partners to further increase detection rates, to target prolific and other priority offenders and to reduce the number of collisions on roads in Cumbria.
4. To continue to reduce people's fear of crime and anti-social behaviour and disorder.
5. To target serious and organised crime and terrorism.
6. To develop further a professional and integrated workforce which is supported at all levels to provide an excellent service to the communities we serve.

➤ **Setting policing priorities - Partners' Strategies**

For the past three years, each of the four Crime and Disorder Reduction Partnerships (Carlisle and Eden; Allerdale and Copeland; South Lakeland; and Barrow) has had a strategy in place to support the policing of local communities, in recognition of the fact that policing is a joint responsibility.

During 2004, all the Partnerships have conducted audits to assess the effectiveness of the arrangements to tackle local issues of crime and disorder; their findings have assisted partnerships to determine what are the priorities for the local area, and these have been consulted upon widely. In this way, strategies for each partnership are derived from an assessment of the local situation and what local people regard as important, and are the basis for the next three-year strategy.

Police and other agencies have a commitment to work together to achieve success in areas that are identified as the Government's overarching aims for the public sector. These aims are known as Public Service Agreements, and have been taken into account in formulating the strategies that will be adopted. A full list of the government's Public Service Agreements is attached at Appendix 4.

• **Carlisle and Eden CDRP Strategy**

The Partnership will continue to work jointly with its partners to develop initiatives and projects which will tackle the following themes:

- Acquisitive Crime related to addictive behaviour
- Alcohol-related Violent Crime
- Domestic Abuse
- Prolific Offending Behaviour
- Fear of Crime and Feelings of Safety
- Arson and Criminal Damage
- Anti-social Behaviour

(Narrative on each of these priorities will be added following the Partnership's Management Meeting on 17 March 2005)

- **Allerdale and Copeland CDRP Strategy**

The priorities and aims for the South Lakeland CDRP are as follows:

- o Violent crime including domestic violence

“We plan to continue to work with licensees, local authorities and the drinks industry to reduce the incidence of night-time alcohol-related disorder and violent crime.

We will continue to support local agencies, offering help to the victims of domestic violence, and work with the county-wide forums to achieve the targets set out in the Local Public Service Agreement to reduce the incidence of domestic violence and, in particular, to prevent the current level of repeat victimisation”.

- o Anti-social behaviour

“We will work with all registered social landlords in West Cumbria to assist in reducing anti-social behaviour in hotspot estates. We will also be exploring how an Anti-social Behaviour Unit, comprising representatives from all interested agencies, can be brought together to improve the effective management of troublesome families and the control of individuals served with Anti-social Behaviour Contracts and Anti-social Behaviour Orders.

We will also be working with the off-licence industry to reduce the volume of alcohol currently sold to teenagers and prevent teenage disorder”.

- o Drugs and alcohol

“We will be working with the Drugs Action Team and other agencies to ensure adequate provision of drug and alcohol treatment places exist for addicts and we will be looking to see how more effective support for jobs and housing can be given to addicts trying to return to normal life.

We will be trying to get a better understanding of poly-drug use in West Cumbria with a particular emphasis on reducing the currently high levels of Benzodiazepines”.

- o Priority and Prolific Offenders

“We will be supporting the three strands of this strategy - Catch and Convict, Rehabilitate and Resettle, Prevent and Deter. It is hoped that, by concentrating on those few offenders engaged in large amounts of crime, a more robust system for dealing with them will reduce local crime”.

- o Acquisitive Crime

“We will continue to try to reduce burglary, vehicle crime and theft. We will be concentrating on our local hotspot areas, paying attention to aspects of burglary and car crime showing a rise. We will continue to work with town centre retailers to reduce shop theft”.

- o Community safety

“We will be working to improve communication about the role of the CDRP and trying to increase the amount of information on reducing the fear of crime in local communities.

We will be trying to engage the business sector in reducing business crime in West Cumbria and we will be liaising with road safety partnerships to improve the safety of people on local roads”.

• **South Lakeland CDRP Strategy**

The priorities and aims for the South Lakeland CDRP are as follows:

- o Violent Crime

“Through a multi agency approach, reduce violent crime in South Lakeland by focusing on the Night Time Economy, Domestic Violence, Hate Crime and Educational Premises.”

- o Drug and Alcohol measures

“To improve the quality of life of local residents by protecting communities from drug and alcohol-related anti-social and criminal behaviour and to work with communities to raise awareness of drug-related issues.”

- o Anti-social behaviour

“To reduce the incidence of anti-social behaviour in South Lakeland.”

- o Prolific and Priority Offenders
- o Acquisitive Crime (incorporating domestic burglary)

“To reduce burglary and other acquisitive crime, including vehicle and business crime, in hotspot areas in South Lakeland.”

- o Perception of crime and reassurance

“To reassure the public and reduce the fear of crime.”

• Barrow CDRP Strategy

The priorities and aims for the Barrow CDRP are as follows:

- Drugs and alcohol

“To improve the quality of life of local residents by protecting communities from drug and alcohol-related anti-social and criminal behaviour and to work with communities to raise awareness of drug- and alcohol-related issues.”

- Violent Crime

“Aiming, in partnership, to understand and reduce the harm caused to our communities”

- Youth issues

“To reduce community concern by promoting

- Acceptable behaviour
- Parental responsibility
- Positive male role models
- Inter-generational schemes.”

- Prolific and Other Priority Offenders

“Nationally, to tackle the ‘super-prolific’ group of 0.5% of all active offenders who are responsible for about 9% of all crimes.”

- Neighbourhood Issues

“To promote effective partnership working in neighbourhoods to build community confidence, reduce crime and enhance perceptions of the local area.”

CDRP Targets 2005-8

	CARLISLE		EDEN		ALLERDALE		COPELAND		SOUTH LAKES		BARROW	
	Reduction required	% reduction	Reduction required	% reduction	Reduction required	% reduction	Reduction required	% reduction	Reduction required	% reduction	Reduction required	% reduction
Theft or unauthorised taking of vehicle (incl. attempts)	129	34.5	29	33.9	30	12.0	18	13.2	2	2.5	8	5.9
Theft from a vehicle (incl. attempts)	215	32.9	26	13.9	132	12.2	48	13.2	30	10.0	37	7.7
Vehicle interference	49	32.6	10	16.3	0	-1.3	-2	-15.7	5	10.9	3	5.2
Domestic burglary (incl. attempts)	197	33.3	37	32.7	27	7.2	19	7.8	9	4.7	20	7.3
Theft or unauthorised taking of a cycle	99	35.0	11	23.9	-4	-4.1	0	-0.5	11	8.3	13	8.4
Theft from person	25	33.0	3	36.1	5	21.2	0	0.8	6	17.0	2	3.2
Criminal damage	194	5.9	35	5.3	473	19.9	374	20.0	244	16.7	370	19.8
Common assault (incl. on a PC)	34	5.7	5	6.0	43	20.1	33	19.3	31	18.8	58	19.5
Woundings (serious and other)	236	33.1	33	14.1	155	20.1	141	20.2	101	19.4	154	19.9
Robbery of personal property	14	40.1	3	100.0	2	5.5	-3	-73.5	1	6.9	2	8.0
TOTAL	1,189	17.5	186	12.5	876	16.6	635	17.7	442	15.0	677	16.4

• LCJB Strategy

The Cumbria Local Criminal Justice Board (LCJB) is a group of chief officers from the lead criminal justice agencies which has the role of improving public confidence in the criminal justice system and re-balancing the system in favour of victims and witnesses. By working together under one coordinated board structure, the Police, Probation Service, Her Majesty's Court Services, Prison Services, Youth Offending Team and Crown Prosecution Service ensure a joined-up approach towards criminal justice improvement.

The LCJB has identified various targets to develop public confidence in the criminal justice system in Cumbria, among which are:

- To increase the percentage of people who are very or fairly confident about the effectiveness of the criminal justice system in bringing people who commit crimes to justice. 51% to be achieved by March 2006.
- Persistent young offender pledge – to maintain the average time from arrest to sentence at 71 days or fewer.
- Execution of failure-to-appear warrants (in which offenders have not attended court when required to).
 - Timeliness of execution:
 - x% of Category A warrants to be executed within y days
 - x% of Category B warrants to be executed within y days
 - x% of Category C warrants to be executed within y days
 - the courts now have new national targets to notify the police or other responsible agency of the issue of the warrant:
 - 90% to be notified within one working day
 - 100% to be notified within three working days
 - a reduction in the total absolute number of outstanding warrants
- Asset recovery under the Proceeds of Crime Act:
 - To increase the volume of Orders made by 10% to 21
 - To increase the value by 50% to £184,616
 - To reduce the outstanding collectable balance rate to 50%
 - To reduce the number of collectable outstanding Orders over twelve months old by 25%.
- The LCJB will set a local target for the average payment rate for financial impositions by 31 March
- Each Crime and Disorder Reduction Partnership will be responsible for between 15 and 20 Prolific and other Priority Offenders

NB - Target for OBTJ awaited from the Home Office

➤ **Setting policing priorities - Community Consultation**

Police authorities have a legal duty to consider the views of their local communities before setting priorities for policing. Coupled with this duty is a genuine desire on the part of Cumbria Police Authority to engage with the people of Cumbria, to work together to agree the priorities for policing over the year and to support effective public engagement in policing issues.

A greater number of surveys (over 8,000) than in previous years were distributed across the county to the following groups:

Community Voice	Blind Associations and Societies
Neighbourhood Watch	Talking Messenger Association
Farm Watch	Muslim Community members
Parish Councils	Bangladeshi Community members
Town Councils	Chinese Association (Cumbria)
Elected Representatives	Members of Travellers communities
Housing Providers	Members of the Gay community
Community Safety Committees	International Student Offices
Young Farmers Clubs	Community Safety Departments
Sixth Form Colleges	Cumbria Care Elderly Persons Homes
Independent Custody Visitors	Cumbria Deaf Association

Returned questionnaires were analysed and the results discussed in Focus Groups held in community centres around the county.

The Constabulary is also actively involved with other agencies in exploring how best it can engage with Cumbria's minority groups.

In the course of the year, other types of consultation were undertaken to find out about:

- Public attitudes towards the Cumbria Safety Camera Partnership scheme
- The satisfaction of victims and witnesses in court
- Local experience of public disorder
- Cultural attitudes within the organisation
- What people thought about the Authority and Constabulary Joint Annual Report, which was sent to all households in Cumbria.

Community consultation assisted in the setting of local policing priorities for Cumbria for 2005/6.

The Focus Groups in all areas told us that people wanted to see the police:

- Doing more community policing;
- Carrying out more foot patrols;
- Being more visible/high profile;
- Increasing their involvement with the local community.

This confirms the Constabulary's commitment to the Local Policing Team approach and the concept of neighbourhood policing advocated by the Government in its White Paper "Building Communities, Beating Crime".

Setting policing priorities - National Intelligence Model

Cumbria Constabulary uses the National Intelligence Model (NIM) to drive policing activity and ensure that operational priorities are achieved. The model uses local information and intelligence, and information from the National Criminal Intelligence Service to form an assessment, resulting in control strategies at Constabulary and local Area level.

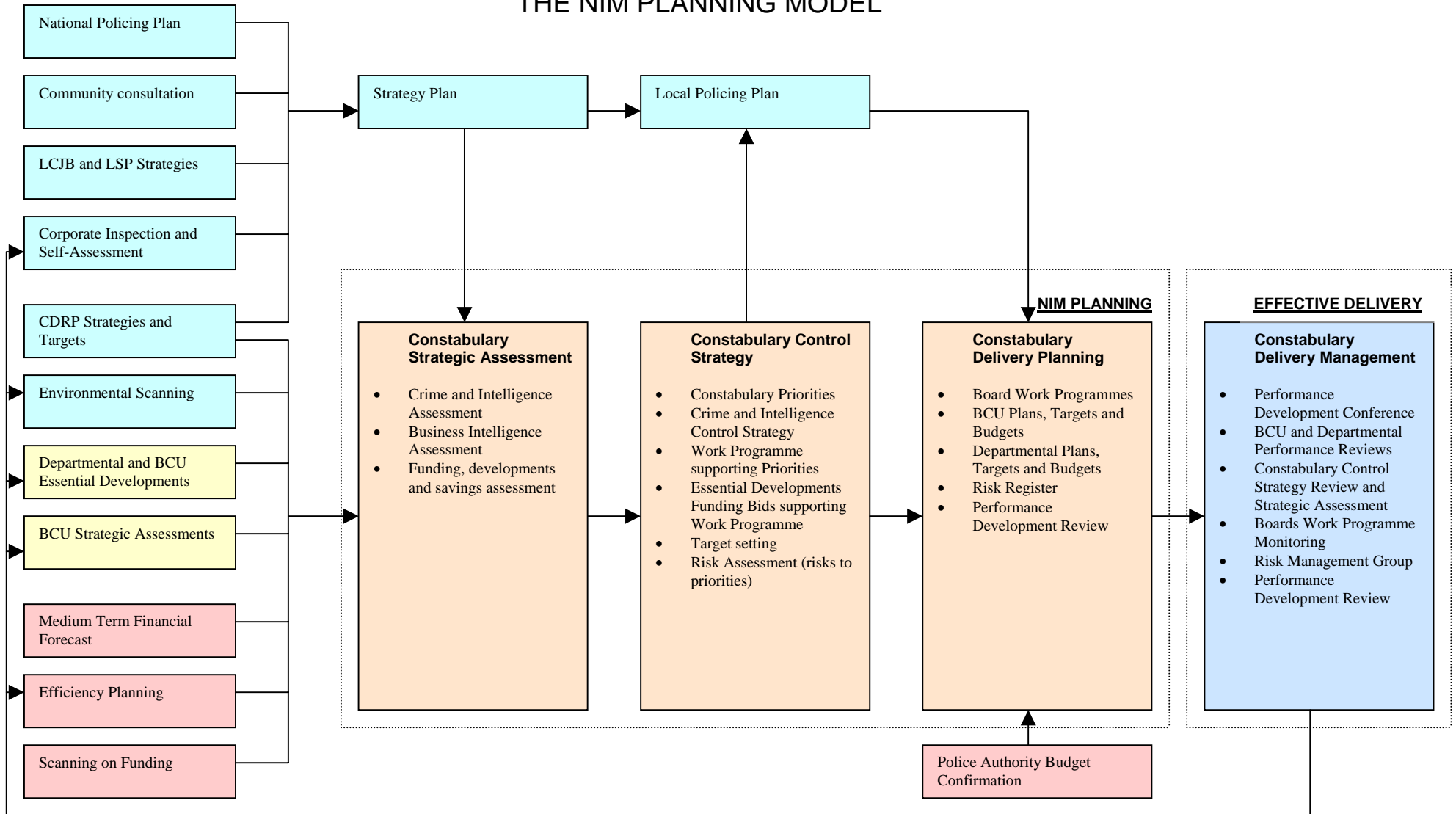
(The NIM Planning Model is illustrated on the following page).

The Constabulary has achieved minimum compliance standards and work is underway to introduce a NIM process within the Crime and Disorder Reduction Partnerships to help define their local priorities.

The current priorities highlighted by the model in Cumbria are:

- The supply of, and demand for, Class A drugs
- Violent crime
- Anti-social behaviour
- Auto crime
- Burglary
- Roads policing
- Terrorism

THE NIM PLANNING MODEL



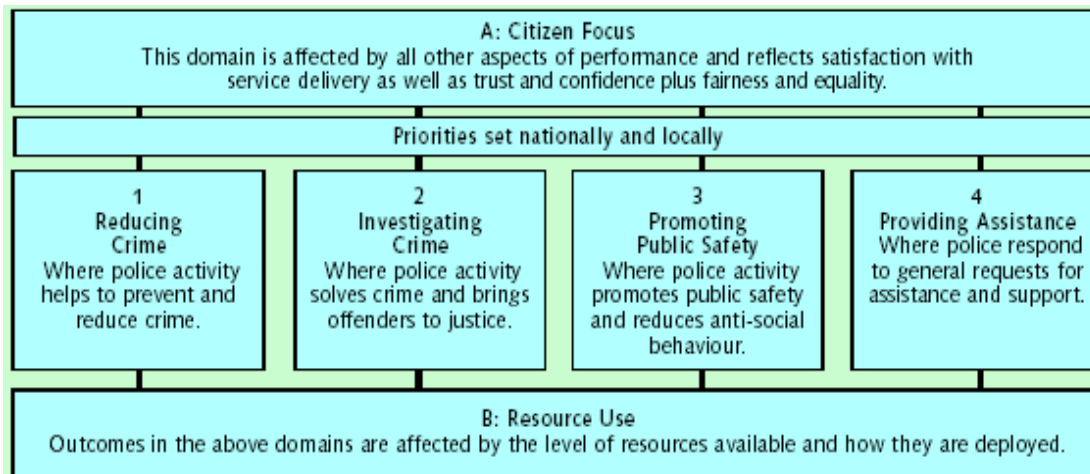
Setting policing priorities - Policing Performance Assessment Framework

The Constabulary has used the Policing Performance Assessment Framework (PPAF) to align its Strategy Plan, Policing Plan, BCU and Departmental Plans, and work programme.

PPAF is a national system of measurement and is seen as an effective way of improving policing performance, both in general terms (assessing the entire breadth of a constabulary's performance) and in particular areas (allowing Authorities and Forces to assess, compare and improve individual parts of their own performance).

PPAF is about 'policing' as a whole and is designed to reflect the breadth of modern policing. It is about the contribution of local communities and other organisations as well as the police service itself. This is due to the fact that a range of public, voluntary and private bodies now deliver policing services, and outcomes may be influenced by factors outside the direct control of the police service, even if the police contribution is critical.

In addition to focusing on operational effectiveness, PPAF provides measures of satisfaction plus overall trust and confidence in the police, as well as measures that put performance into context in terms of efficiency and organisational capability. The framework is illustrated as follows:



PPAF assists the Constabulary to:

- Directly align its priorities to national priorities
- Have a clear framework for decision making
- Prioritise against its identified successes and failures in the national police performance comparative tool (iQuanta) and Her Majesty's Inspectorate of Constabularies (HMIC) assessments

and provides the comprehensive framework upon which the Constabulary has planned its programme of activity for the year ahead.

Setting policing priorities – The Constabulary policing style

The Chief Constable of Cumbria has the vision of providing a police service which is truly focused on delivering effective policing. To that end, there are three areas of focus which will ensure genuine improvement.

These are:

- Developing Cumbria Constabulary into becoming an accessible police service which is responsive to the public's needs - has a true citizen focus - with local people having a genuine say in how they are policed and being an active part of the solution to local problems;
- Effective partnership working across the county - where the police service delivers, with partners, a value for money service and excellent performance in tackling anti-social behaviour, disorder and crime; and with core national standards of policing being delivered to all communities but within a framework which facilitates local flexibility;
- Ensuring that people are clear about who is responsible for what in terms of policing and community safety - whether at the neighbourhood, district, or Constabulary level - how well they are performing, and how they can be held to account.

Central to providing these three areas of focus are the Local Policing Teams, which are now providing the majority of policing services in Cumbria, Through them a modern style of community policing has been created. The style involves dedicated teams of police officers, special constables and community wardens who have the responsibility of providing a visible, reassuring presence, preventing and detecting crime and developing a constructive and lasting engagement with members of the communities served.

The reason for Local Policing Teams is to ensure that an intelligence-led, proactive, problem-solving approach is employed to enable a focus on specific local issues. The teams will continue to develop links with the local community in establishing and prioritising action and agreeing solutions to local concerns. This approach aims to promote a two-way exchange of information with communities to build trust and co-operation which in turn will result in a reduction in crime and disorder. The Constabulary acknowledges that only by sharing information and views on policing with Cumbrian communities can individual community members feel empowered to work with the Constabulary to prevent, detect and reduce crime and disorder.

This style of policing acknowledges the Government's desire for community involvement to be central to policing decision-making. The Constabulary has also listened to its communities, which all express a desire for further

involvement in policing issues. The style supports both national and local desires and will lead to:

- Effective, accessible neighbourhood policing, which can help continue to bring down crime, while increasing confidence and security;
- Increasing community engagement in policing by creating a police service which is genuinely responsive to people's needs and has a true citizen focus;
- Strengthening accountability and increasing the responsiveness of policing, through creating a service which is underpinned by stronger accountability mechanisms at all levels (neighbourhood, district, Constabulary and above), revitalising partnerships and increasing the visibility and accessibility of all officers.

The Constabulary also offers a clear list of visions which will be met by April 2008.

People in Cumbria should:

1. Feel safe in their homes and communities
2. Know who their local police officer is, who will act as their personal gateway to policing and criminal justice services. Community members will also know who is in charge of policing locally.
3. See Local Policing Teams develop as the main style of providing policing services for communities in Cumbria.
4. On first contact with the police, receive a professional and polite response; feeling confident that help will be received quickly in an emergency and that a quality service can be expected regardless of the nature of their call.
5. Be treated supportively as victims or witnesses to crimes, and have greater confidence that, if a victim in an incident, the offender will be caught and brought to justice.
6. Have confidence that the Constabulary works hard with local authorities and other agencies to provide a faster, more effective approach to dealing with the issues which adversely affect community members, such as anti-social behaviour and disorder.
7. Have a real say in how their communities are policed, know how to challenge us when things go wrong, and know how they can become directly involved in making a difference to the safety of their communities.

How the Constabulary will deliver these visions is identified in the three-year strategy plan, with clear detail specified in the annual policing plan. By its commitment to these visions, Cumbria Constabulary will deliver on its aim of

“Inspiring trust and confidence in our policing services, so that the people of Cumbria feel safe, satisfied and reassured”

Cumbria Constabulary Strategic Planning Overview

Strategic Policing Framework	National Policing Plan 2005/8 Priorities	Local Policing Priorities 2005/6	Force Control Strategy Nov 2004 – June 2005	Key Measures of Success
<p>CITIZEN FOCUS</p> <p>REDUCING CRIME</p> <p>INVESTIGATING CRIME</p> <p>PROMOTING SAFETY</p> <p>PROVIDING ASSISTANCE</p> <p>RESOURCE USAGE</p> <p>LEADERSHIP AND DIRECTION</p>	<p>Priority One: Reductions in overall crime, including violent crime and drug-related crime in line with the Government's Public Service Agreements</p> <p>Priority Two: Provide a citizen-focused police service which responds to the needs of communities and individuals, especially victims and witnesses, and inspires confidence in the police, particularly among minority ethnic communities</p> <p>Priority Three: Take action with partners to increase sanction detection rates and to target prolific and other priority offenders</p> <p>Priority Four: Reduce people's concerns about crime, and anti-social behaviour and disorder</p> <p>Priority Five: Combat serious and organised crime, within and across force boundaries</p>	<p>Priority One: Reduce overall crime, with a focus on violent crime, drug crime, vehicle crime and burglary</p> <p>Priority Two: Continue to build on our citizen focused approach to policing the communities of Cumbria.</p> <p>Priority Three: Work with all partners to further increase detection rates, to target prolific and other priority offenders and to reduce the number of collisions on roads in Cumbria</p> <p>Priority Four: Continue to reduce people's fear of crime and anti-social behaviour and disorder.</p> <p>Priority Five: Target serious and organised crime and terrorism</p> <p>Priority Six: Develop further a professional and integrated workforce, which is supported at all levels to provide an excellent service to the communities we serve.</p>	<p>Class A Drugs</p> <p>Terrorism</p> <p>Burglary</p> <p>Violent Crime</p> <p>Anti-social behaviour / Disorder</p> <p>Road traffic collisions</p> <p>Auto crime</p>	<p>SPI 1 – User satisfaction</p> <p>SPI 2 – Confidence</p> <p>SPI 3 – Fairness, equality and diversity</p> <p>SPI 4 – Crime level measure</p> <p>SPI 5 – Crime level measure</p> <p>SPI 6 – Offences brought to justice</p> <p>SPI 7 – Sanction detections</p> <p>SPI 8 – Domestic violence</p> <p>SPI 9 – Traffic</p> <p>SPI 10 – Quality of life</p> <p>SPI 11 – Frontline policing measure</p> <p>SPI 12 – Resource use measure</p> <p>SPI 13 – Resource use measure</p>

Citizen Focus – Domain A

How well did the Constabulary do in 2004/5?

Performance Indicator	2004/5 Performance *	Change from 2003/4	2004/5 Target	Comparison with average performance of MSFs
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>making contact with the police</i> .	93.4%	Due to a change in guidance, comparative data is not available	There was no requirement to set a target	Awaiting Home Office publication of Most Similar Force data
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>action taken by the police</i>	85.7%			
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>being kept informed of the progress</i>	90.5%			
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>their treatment by staff</i>	92.0%			
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to <i>the overall service provided</i>	87.0%			
Using the British Crime Survey, the percentage of people who think their local police do a good job	Awaiting publication of latest BCS findings by the Home Office	Awaiting publication of latest BCS findings by the Home Office	There was no requirement to set a target	Awaiting Home Office publication of Most Similar Force data
Satisfaction of victims of racist incidents with respect to the overall service provided	86.2%	+0.2%		
Comparison of satisfaction for white users and users from visible minority ethnic groups with respect to the overall service	White Users 77.5%	White Users -1.1%		
	VME Users 76.5%	VME Users -2.3%		

Percentage of PACE stop/searches which lead to arrest by ethnicity of the person stopped.	White 13.7% VME 30.0%	White –4.5% VME +17.5%		
Comparison of percentage detected of violence against the person offences by ethnicity of the victim	White 49.0% VME 64.0%	White –13.8% VME +6.1%		

* 2004/5 performance is based on the latest information and will be updated when end-of-year figures become available. (Also, where relevant, percentages will be supported by the actual numbers involved).

How will the Constabulary improve in 2005/6?

What we are going to do? – Citizen Focus

Constabulary Priorities:

Priority Two: To continue to build on our citizen-focused approach to policing the communities of Cumbria Constabulary.

Priority Four: To continue to reduce people's fear of crime and anti-social behaviour and disorder.

Priority Six: To further develop a professional and integrated workforce which is supported at all levels to provide an excellent service to the communities we serve.

Cumbria Constabulary has a strong commitment to provide a police service which responds to the needs of the communities it serves. To this end, the Constabulary has a clear citizen focus, striving to ensure that our service satisfies all of its users.

Due to the Constabulary's vision of providing a citizen focused service, a project team have been created which has the sole remit to work on improving our already high commitment to citizens needs in Cumbria. The citizen focused project will have the following ambitions:

- The project team will take a strategic lead in developing local policing teams to ensure that neighbourhood policing remains at the heart of our policing philosophy and that local officers are known and responsive to local demands.
- Community participation, volunteering and citizenship will be developed through the project, linking into the plans for creating a Community Safety Accreditation Scheme.

- To identify how to further engage communities in tackling social problems through improved communication processes and the setting up of neighbourhood panels throughout Cumbria.
- To ensure that Cumbria's communities know the standards of services which they can expect from Cumbria Constabulary
- To identify how community members can have a direct input into recruitment and promotion procedures to ensure that the public has a say in who is employed within the Constabulary
- To monitor our success in citizen focus issues and identify targets for measuring customer satisfaction in policing services and the public's confidence in the service provided

Through the citizen focused project and the Constabulary consultation strategy, which aims to maximise opportunities to consult with the public, a clear plan will be developed to engage the public at all levels and be able to respond to neighbourhood level concerns.

The Local Policing Team philosophy will remain. Every community in Cumbria is now covered by a Local Policing Team which has strengthened accountability and responsiveness to local communities. As well as having identifiable local officers and a clearly identifiable local police commander, communities will be able to expect a 'quality of service commitment' which will be served by their local officers.

All officers will also have a responsibility to focus on providing a better quality of service in line with the Criminal Justice Board's delivery plan which increases the Constabulary's focus on the needs of victims, file quality and raising confidence in those within the criminal justice system.

The Constabulary continues to strive to promote equality in service delivery. The Constabulary and Police Authority race equality schemes and general equality schemes are supported by robust action plans with clearly identified owners of actions. This ensures that equality issues remain a high priority and are further supported by the Disability Discrimination Act Capital Works Programme. The Constabulary also contributes to the equality targets within the Cumbria Strategic Partnership to ensure a consistent county-wide approach across public sector organisations.

The specific objectives for Cumbria Constabulary in the Race Equality Scheme are:

- Assess and consult on the likely impact of our policies and strategies on equality and diversity including consideration of issues of ethnic or national origin, race, nationality, religious belief, gender, sexual orientation, marital status, disability and age.
- Monitor the impact of policies, practices and services on equality and diversity.
- Publish relevant performance information and the results of policy and strategy assessments and consultation.
- Ensure access to information and services provided.
- Ensure all staff receive training in the promotion of equality and diversity.

- Promote equality through partnerships and procurement.

Both the Police Authority and Constabulary Race Equality Schemes are available on their respective websites. For details of these, please refer to the Contact Details section on page XX.

What is the Constabulary trying to achieve in 2005/6?

Performance Measure	Target 2005/6
User satisfaction of victims with respect to accessibility, treatment and action	85%
Satisfaction of victims of racist incidents with respect to accessibility, treatment and action	85%
Difference between satisfaction of white and non-white users	No significant difference to exist
% stop searches resulting in arrest by ethnicity of the person	No target yet set
% of violence against the person offences detected by the ethnicity of the person	
% of domestic violence incidents that involve victims in the previous twelve months	Reduce repeat victims by 24%
User satisfaction of victims with respect to accessibility, treatment and action	85%
Satisfaction of victims of racist incidents with respect to accessibility, treatment and action	85%
Difference between satisfaction of white and non-white users	No significant difference to exist
% stop searches resulting in arrest by ethnicity of the person	No target yet set
% of violence against the person offences detected by the ethnicity of the person	No target yet set

Reducing Crime - Domain 1

How well did the Constabulary do in 2004/5?

Performance Indicator	2004/5 Performance *	Change from 2003/4	2004/5 Target	Comparison with average performance of MSFs
Using the British Crime Survey the risk of household crime	Awaiting publication of latest BCS findings by the Home Office	Awaiting publication of latest BCS findings by the Home Office	No requirement to set a target	Awaiting Home Office publication of Most Similar Force data
Using the British Crime Survey the risk of personal crime				
Domestic burglaries per 1,000 households	7.1	-21%	Reduction of 12.5%	16.7% better than average
Violent crime per 1,000 population	18.9	+34%	Reduction of 5.8%	10.5% worse than average
Robberies per 1,000 population.	0.27	-23%	Reduction of 10%	43.8% better than average
Vehicle crime per 1,000 population	8.3	-4%	No target set at this level, although targets were set for offences that contribute to this category	9.7% better than average
Life threatening crime and gun crime per 1,000 population.	0.27	No Change	Not realistic to set a target, due to the small number of such offences in Cumbria	Awaiting Home Office publication of Most Similar Force data

* 2004/5 performance is based on the latest information and will be updated when end-of-year figures become available. (Also, where relevant, percentages will be supported by the actual numbers involved).

How will the Constabulary improve in 2005/6?

What are we going to do to reduce crime?

Constabulary Priorities:

Priority One: To reduce overall crime, with a focus on violent crime, drug crime, vehicle crime and burglary

Priority Two: To continue to build on our citizen focused approach to policing the communities of Cumbria Constabulary.

Priority Three: To work with all partners to further increase detection rates, to target prolific and other priority offenders and to reduce the number of collisions on roads in Cumbria.

Priority Four: To continue to reduce people's fear of crime and anti social behaviour and disorder.

Cumbria Constabulary is committed to support the Government's target of reducing crime by 15% by 2008. To that end, a comprehensive policy to focus attention on the effective prevention, investigation and detection of volume crime has been created. This policy will ensure that offences of burglary, violent crime and vehicle crime, which account for approximately 41 percent of all offences, will be governed by a corporate process which seeks to increase the quality of crime recording, crime screening for solvable crimes and early intervention at key process points along the investigation trail to improve performance.

To support the national crime reduction target of 15%, the new approach to volume crime will

- Bring organisation and management of volume crime through the development of processes for the receipt, screening, crime scene management, allocation, investigation, management and suspect management in all relevant offences.
- Implement investigative templates to assist in the investigation and detection of volume crime offences
- Outline minimum standards required in relation to Police Officers, Special Constables, police community support workers and police staff involved in the receipt, investigation and management of volume crime.
- Encourage a multi agency solving approach to Volume Crime.

The impact of alcohol in society is causing concern for many agencies and the Constabulary will be involved in minimising the harm its use can result in. The Constabulary will continue to support the Drug and Alcohol Action Team in its

efforts to deal holistically with alcohol related issues, including education and information on alcohol and its effects. Work will continue with licensees to minimise alcohol abuse and the effective use of legislation, including powers under The Licensing Act 2003 will demonstrate Constabulary determination to ensure that alcohol misuse is reduced. The Constabulary will also contribute to future Police Standards Unit-led alcohol campaigns and work with the Security Industry Authority in dealing with issues surrounding the nighttime economy.

To ensure that priority is given to the most vulnerable members of society, the Constabulary will implement a child protection policy, adult protection policy, missing persons policy, hate crime policy and a repeat victimisation policy. These policies are aimed at reducing hate crime and crimes against vulnerable victims.

What is the Constabulary trying to achieve in 2005/6?

Performance Measure	Target 2005/6
Domestic Burglary	Reduction of 4.7% (or 72 offences)
Burglary other	No target to be set
Violent crime	Reduction of 4.8% (or 449 offences)
Robbery	To reduce and remain best in group of Most Similar Forces
Theft from the person	No target to be set
Vehicle crime – theft of a motor vehicle	Reduction of 6.8% (or 73 offences)
Vehicle crime – theft from a motor vehicle	Reduction of 5.3% (or 159 offences)

Investigating crime - Domain 2

How well did the Constabulary do in 2004/5?

Performance Indicator	2004/5 Performance *	Change from 2003/4	2004/5 Target	Comparison with average performance of MSFs
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court	10,725	-335	11,165	Awaiting Home Office publication of Most Similar Force data
Percentage of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court.	51.2%	-3.9%	No Target yet set	Awaiting Home Office publication of Most Similar Force data
Number of Class A drug supply offences brought to justice per 10,000 population; of these the percentage each for cocaine and heroin supply.	1.8 Cocaine 18.2% Heroin 43.9%	-0.86 Cocaine -2.2% Heroin -23.7%	No Target yet set	Awaiting Home Office publication of Most Similar Force data
Percentage of notifiable/recorded offences resulting in charge, summons, caution or taken into consideration at court.	25.1%	-3.3%	No Target yet set	Awaiting Home Office publication of Most Similar Force data
Percentage detected of domestic burglaries.	17%	-5.3%	29.0%	1.28% worse than average
Percentage detected of violent crime.	55%	-11.3%	85.0%	0.68% better than average
Percentage detected of robberies.	32%	-1.4%	50.0%	7.14% better than average
Percentage detected of vehicle crime	16%	+3.5%	No target set at this level, although targets were set for offences that contribute to this category	4.58% better than average
Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident	64%	+24.7%	No Target Yet Set	Awaiting Home Office publication of Most Similar Force data
Of the above, the percentage of partner-on-partner violence	76%	+2%		

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How will the Constabulary improve in 2005/6?

Constabulary Priorities:

Priority One: To reduce overall crime, with a focus on violent crime, drug crime, vehicle crime and burglary

Priority Two: To continue to build on our citizen focused approach to policing the communities of Cumbria Constabulary.

Priority Five: To target serious and organised crime and terrorism

Targeting serious and organised crime and terrorism will be a priority for the Constabulary in 2005/6. The Constabulary will continue to use the powers under the Terrorism Act and the Anti-Terrorism Crime and Security Act to protect the people of Cumbria against terrorism. The Constabulary works with other agencies to support the Government's counter-terrorism strategy and will continue to be involved in national operations to minimise the risk of serious criminal activities.

At a regional level, Cumbria Constabulary is an active participant at the Regional Intelligence Group, the Regional Tasking Group and the Regional Strategic Group. These groups assess crime information relating to the North West of England and ensure that Cumbria's strategic direction is consistent with both regional and national trends and that we coordinate with other forces in prioritising target crimes and criminals appropriately.

The Constabulary's specialist crime support department has been developed to include a proactive unit, a high tech unit and financial investigation units which all support the Constabulary efforts to investigate serious crime.

The Constabulary is investing in a dedicated financial investigator for each BCU to ensure that the profile of asset recovery increases. These financial investigators, as well as the Constabulary financial investigation unit will maximize the opportunity to seize criminals' assets and reinvest asset recoveries into the criminal justice community for the benefit of the general public. Every officer is being provided with awareness training in asset recovery legislation and cash seizure legislation. The aim of the Constabulary's approach to asset recovery is to support national operations and to mainstream asset recovery into all levels of crime investigation.

Hate crime investigation and reduction will continue to be areas of focus for the Constabulary. The Constabulary has created a new Hate Crime policy with minimum standards of service expected from all officers in the investigation of hate crime; from first officers at the scene to senior investigating officers. There is an equality steering group at force level which supports newly created equality steering groups in each BCU. These in turn are supported by dedicated hate crime officers who work in each BCU's Child and Adult Protection Unit.

In support of the Home Office, National Centre For Police Excellence and Association of Chief Police Officers guidance on investigating domestic violence, a new domestic violence policy has been created with the following aims:

- a) To protect the lives of both adults and children who are at risk as a result of domestic violence.
- b) To investigate all reports of domestic violence.
- c) To facilitate effective action against offenders so that they can be held accountable through the criminal justice system.
- d) To adopt a proactive multi-agency approach to preventing and reducing domestic violence.

To this end, the Constabulary is committed to deal with all issues of domestic violence in the most appropriate way with a clear focus on protecting the victims and removing the threat caused by offenders.

One of our main priorities in addressing the national requirement to reduce crime by 15% is to identify our main offenders in conjunction with our partners in the Local Criminal Justice Board. An Inspector is specifically funded to coordinate Constabulary efforts in supporting the crime and disorder partnerships' prolific and priority offenders strategies. Individual officers are responsible for the prolific and priority offender strategies in each of the BCUs. There are currently 57 individuals identified as prolific and priority offenders throughout the county.

The Constabulary will support the integration of the Prolific and Priority Offenders strategies and the Drug Intervention Programmes throughout the county, ensuring that efforts are focused on dealing appropriately with individuals and their respective problems which result in their criminality. The methodology used to ensure that the right approach is used for the right offender is to categorise offenders under the following headings of

- Prevent and Deter
- Catch and Convict
- Rehabilitate and Resettle

This ensures a reflection of national best practice and a tailored approach to focusing on those individuals most needing criminal justice intervention.

Efforts will also be focused on identifying and prosecuting those who supply Class A drugs. Drug squads have been created in all three BCUs supported by financial investigators. The Constabulary supports this role with the creation of a Constabulary surveillance unit to combat Class A drugs. The position of Class A drugs on the Constabulary and BCU control strategies also re-emphasises the importance that the Constabulary holds Class A drug investigation and detection.

To assist in our investigation of all criminality, the Constabulary is committed to the implementation of the Professionalising Investigation Project. A Detective Inspector and a Sergeant have been committed to the delivery of this project which will assist in

- Improving crime detection rates
- Improving case file quality
- Reduce the number of failed trials
- Improve the numbers of cases resolved at court
- Increase public confidence in the police service.

The Constabulary will continue to develop its pivotal role in the criminal justice community, ensuing further alignment with the Cumbria Criminal Justice Board objectives and targets. An aligned approach will assist in ensuring that our joint strategies work together to achieve the nationally set Public Service Agreements. The Criminal Justice System strategic plan's priorities of victims and witnesses, offences brought to justice and enforcement are reflected in the Cumbria Criminal Justice Board's delivery plan. The board is chaired by the Chief Constable ensuring consistency between the Constabulary and other criminal justice partners. Through CJB efforts, the first witness care unit in Cumbria has been opened in Kendal to further support witness needs. Cumbria Constabulary is the lead agency to improve the enforcement of warrants in the county. Joint working has also resulted in a prisoner resettlement strategy to minimise any adverse effects of ex prisoners re integrating into our communities.

What is the Constabulary trying to achieve in 2005/6?

Performance Measure	Target 2005/6
Level of crime per 1,000 population with respect to homicide, attempted murder, wounding or other act endangering life	No target has been set, due to the low number of such cases in Cumbria
Level of crime per 1,000 population with respect to gun-enabled crime	
Number of offences charged, reported for summons or cautioned for supply offences in respect of Class A drugs per 10,000 population. The number that relate to cocaine and heroin	Increase by 43 offences (or 53.1%)
Arrests for Class A drugs	Increase sanction detections by 678 (or 6.3%)
Arrests converted into crimes for Class A drugs offences	
% of Domestic burglaries detected	
% of other burglaries detected	
% of violent crime detected	
% of robberies detected	
% of theft detected	
% of vehicle crime detected – theft of a motor vehicle	
% of vehicle crime detected – theft from a motor vehicle	
Number and percentage of notifiable / recorded offences resulting in conviction, caution or TIC by court	No target yet set

Promoting Public Safety - Domain 3

How well did the Constabulary do in 2004/5?

Performance Indicator	2004/5 Performance *	Change from 2003/4	2004/5 Target	Comparison with average performance of MSFs
% of public with a high level of worry about car crime	Awaiting publication of latest BCS findings by the Home Office	Awaiting publication of latest BCS findings by the Home Office	No Target Set	Awaiting Home Office publication of Most Similar Force data
% of public with a high level of worry about burglary			No Target Set	
% of public with a high level of worry about violent crime			No Target Set	
% of public with high levels of perceived disorder			No Target Set	
% of people who feel safe going out alone after dark			No Target Set	
Road traffic collisions resulting in death or serious personal injury per 100 million vehicle kilometres traveled	6.7	-0.1	Reduce Casualties by 8	

* 2004/5 performance is based on the latest information and will be updated when end-of-year figures become available. (Also, where relevant, percentages will be supported by the actual numbers involved).

How will the Constabulary improve in 2005/6?

Constabulary Priorities:

Priority Two: To continue to build on our citizen focused approach to policing the communities of Cumbria Constabulary.

Priority Four: To continue to reduce people's fear of crime and anti social behaviour and disorder.

In this area, the Constabulary acts to reduce the fear of crime and to promote public safety.

The Constabulary is committed to doing this and this is reflected in the Constabulary priority:

“to continue to reduce people's fear of crime and anti-social behaviour and disorder.”

This priority is also reflected in the Criminal Justice Board's desire to build public confidence in the criminal justice community.

Work in the Constabulary will continue to ensure that legislation relating to anti-social behaviour is used effectively and that communities are supported in their desire to reduce anti-social behaviour, disorder and nuisance caused by some society members. Each basic command unit has specific anti-social behaviour workers and joint working to share best practice will ensure improved service through the 'Together' campaign, which is a nationally-driven, community-centred campaign aimed at driving out anti-social behaviour and other anti-social behaviour initiatives. The Constabulary and the respective Crime and Disorder Reduction Partnerships are working to ensure that anti-social behaviour efforts remain central to all local authority working, supporting national efforts to mainstream s17 and s115 of the Crime and Disorder Act 1998.

The Intensive Supervision and Surveillance Programme will continue to be developed and supported in conjunction with the Youth Inclusion Programmes through the Criminal Justice Board and The Youth Offending Teams to ensure that the correct level of public agency involvement is given to offenders.

Protecting the safety of children will be ensured in the forthcoming year through various initiatives. Arrangements to support the well being of children are covered in a comprehensive new policy on child protection, reflecting the requirements of the Children Act 2004. This will bring about referrals to our partner agencies that are less bureaucratic, whilst being accurate and more

timely. The Constabulary has also developed a Vulnerable Persons Steering Group, chaired by the Assistant Chief Constable (Operations), which, in consultation with other agencies, ensures that the safety of children and other vulnerable groups will be prioritised. Work will also increase with children, drugs and schools in the forthcoming year, leading to the achievement of national Good Practice standards by 2008.

The new Information Management, Technology and Systems Strategy will enable an improved approach to managing information and improve the effectiveness of policing, based upon a better quality of decision through using more accurate information.

The Criminal Justice and Information Management system will contribute to deliver improvements in the management of recorded information to assist in the detection and investigation of crime.

The failures of police intelligence systems, highlighted after the Soham murders, have resulted in recommendations through the Bichard enquiry. Implementation of these will increase confidence in policing through the improved management and exchange of information and shared practices between police services.

Implementation of the National Intelligence Model Development Plan will improve performance in tackling criminality through the improved management of resources. We will work with the National Centre for Policing Excellence to check compliance with updates to the model.

What is the Constabulary trying to achieve in 2005/6?

Performance Measure	Target 2005/6
Fear of crime	Will depend on the Home Office requirement to set a target
Feelings of public safety	
Road traffic collisions resulting in death or serious injury	Reduction of 38 casualties (or 7.8%)
% of 999 calls to be answered within 10 seconds (proposed national target)	90%
% of non-999 calls to be answered within 30 seconds (proposed national target)	90%

Providing Assistance - Domain 4

How well did the Constabulary do in 2004/5?

(No measures in 2004/5)

How will the Constabulary improve in 2005/6?

Constabulary Priorities:

Priority One: To reduce overall crime, with a focus on violent crime, drug crime, vehicle crime and burglary

Priority Three: To work with all partners to further increase detection rates, to target prolific and other priority offenders and to reduce the number of collisions on roads in Cumbria

Priority Six: To further develop a professional and integrated workforce which is supported at all levels to provide an excellent service to the communities we serve

This is a reactive area of policing, concerned with how the Constabulary deals with the public when asked for assistance.

In this area, the national incident recording standards are to be developed to ensure that all incidents are recorded in an accurate and consistent manner in order to allow the resulting data to be used at a local and national level to meet the management and performance information needs of all stakeholders.

Airwave, the national police radio system, will be rolled out this year throughout Cumbria, ensuring improved communication between officers and the communications centres. Also, for the first time, officers will be able to communicate directly with colleagues from other constabularies and other emergency services using the same technology.

National call handling standards are also being introduced which will ensure effective minimum standards of service for those who contact the police and will develop the concept of service level agreements with the public.

In its 2004 White Paper “Building Communities, Beating Crime”, the Government stated its intention to introduce a national three-digit non-emergency contact number to divert such calls for assistance away from the emergency response. The Constabulary is preparing a Call Handling and Housing policy, which will include a single non-emergency number for Cumbria (0845 xxx xxx) as part of an approved business case to upgrade our

telephony system. This will position the Constabulary well for an eventual adoption of the national three-digit telephone number.

The Citizen Focus project will take a holistic approach to reviewing how the Constabulary responds to public requirements and ensure that our approach supports improvement in public engagement.

The Crime Recording project will ensure that crime reports are completed accurately and that they are processed more efficiently. This will have a beneficial effect through improved understanding of where and when crime is occurring, allowing an improved targeted response.

The Constabulary's road policing style will reflect public desires as evidenced through consultation held in Autumn 2004, which indicated that the public are keen to see improved safety on Cumbrian roads. The Roads Policing Strategy has been created and is designed to reflect the ACPO National Strategic Assessment on Roads Policing 2004. The strategy has five strands, namely:

- Reducing road casualties
- Denying criminals the use of roads by enforcing the law
- Tackling the threat of terrorism
- Addressing the issue of anti-social use of the roads
- Enhancing public confidence and reassurance by patrolling the roads.

Supporting the strategy is an Automatic Number Plate Recognition (ANPR) strategy which aims to increase the use of number plate recognition technology to support the five strategic strands identified above.

Due to the importance that Cumbria Constabulary places on road policing, this function is included in our strategic priorities for this year.

The Government is committed to ensuring that police officers are employed in positions where their training and skills are used to best effect. This is reflected in public demands for increased police visibility. Consequently, the Constabulary has developed a Front Line Policing Measure to ensure that police officers are where the public want them to be, namely working out in communities.

Resource Usage - Domain B

How well did the Constabulary do in 2004/5?

Performance Measure	2004/5 Performance *	Change from 2003/4	2004/5 Target	Comparison with average performance of MSFs
The proportion of police officer time available for frontline policing	Data will be available following the next Activity Analysis (mid-April)	Data will be available following the next Activity Analysis (mid-April)	There was no requirement to set a target	Awaiting Home Office publication of Most Similar Force data
Ratio of officers from minority ethnic groups resigning to all officer resignations	0 / 8	No Change	There was no requirement to set a target	Awaiting Home Office publication of Most Similar Force data
Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population.	382.2%	+58.5%	There was no requirement to set a target	
Percentage of female police officers compared to overall force strength	24.3%	+1.3%	There was no requirement to set a target	
Number of working hours lost due to sickness by <i>police officers</i>	88.4	+3.6	There was no requirement to set a target	
Number of working hours lost due to sickness by <i>police staff</i> .	53.5	+4.9	There was no requirement to set a target	

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Constabulary Priorities:

Priority One: To reduce overall crime, with a focus on violent crime, drug crime, vehicle crime and burglary

Priority Two: To continue to build on our citizen focused approach to policing the communities of Cumbria Constabulary.

Priority Three: To work with all partners to further increase detection rates, to target prolific and other priority offenders and to reduce the number of collisions on roads in Cumbria.

Priority Four: To continue to reduce people's fear of crime and anti social behaviour and disorder.

Priority Six: To further develop a professional and integrated workforce which is supported at all levels to provide an excellent service to the communities we serve

Human Resources

Through the Personnel and Development costed human resources plan, a quality personnel service will be delivered throughout the organisation, aiming to improve the effective management of all staff. This will be through:

- An integrated workforce and equality of opportunity
- Managers knowing what is expected of them in terms of people management
- Workforce planning which meets operational commitments
- Recruitment and selection of staff to meet organisational need
- Development and training to meet organisational need
- Improving individual, team and organisational performance
- Conditions of service which attract, retain and motivate
- Improving communications and co-operation with staff and their representatives
- A healthy workforce and a safe environment

The Constabulary will maintain its work on promoting equality, especially in recruitment, retention and the progression of ethnic minority staff. The Constabulary will strive to stay ahead of the recruitment targets identified through our Race Equality Scheme, supported by the race and diversity learning development programme and implementation plan.

At each stage of recruitment, selection and promotion, each interviewee has to answer questions on race and diversity to support the Race Equality Scheme aims.

Additionally, the number of female police officers continues to increase and close the gap in the male / female ratio. Female officers currently make up xx% of overall police strength. Work/life balance policies which include flexible working encourage a diverse workforce mix.

Special Constables support regular police officers and, as volunteers, are an important addition to the wider police family. Cumbria Constabulary is fully supportive of the national initiative to recruit, develop and retain members of the Special Constabulary, and has recruited a Special Constabulary co-ordinator, supported by an administrator and trainer.

Currently there are 126 serving Special Constables, exceeding the 2004/5 Home Office target of 119 set for Cumbria. The recruitment team are now focusing their activity on reflecting the diversity in society and are working with the Community Officers within Local Policing Teams to increase the number of applications from minority ethnic candidates. The 2005/6 target for Specials, set by Government, is 144, and that for 2006/7 169.

New policies have been introduced to aid recruitment and retention, including Extension of Service beyond age 55 and the Employer Support Policy. The latter assists employers who are happy to release their employees for one day a month to perform duties as a Special Constable.

Police Community Support Officers (PCSOs) will continue to be supported and promoted throughout the organisation as a valuable additional resource. The original six PCSOs deployed in Cumbria are already adding value to the Local Policing Teams to which they are attached, and will continue to develop as a complementary resource to police officers. In 2004, the Constabulary secured funding for a further twelve PCSOs. These officers have been recruited (four in each BCU), have undergone training and they, too, are now providing a visible presence in their local area.

Deployment of PCSOs across Cumbria			
BCU	Town	2004/5	2005/6
North	Carlisle	2	2
	Penrith		2
West	Workington	2	
	Maryport		2
	Whitehaven		2
South	Kendal		1
	Dalton		1
	Barrow	2	2
TOTAL		6	12

To assist the progression of police staff, the modern apprentice scheme for police staff ensures that police staff have an opportunity to maximise their potential with a real career development pathway for those on the scheme.

The Police Authority is involved in recruitment Assessment Centres and critically supports Constabulary actions through the Personnel Committee.

The costed Human Resources and Training Plan aims to ensure that the Constabulary has a customer-focused, fully competent, professional, well-motivated and diverse workforce which plays an even greater role in the development of safer local communities.

Development and Training

The objective of Cumbria Constabulary's training function is to provide training and development opportunities that will equip officers and staff with the skills and knowledge needed to provide an effective, citizen-focused police service to the people of Cumbria. In the coming year the following programme will contribute to the achievement of this objective.

In preparation for 2005/6, the training function has carried out a detailed consultation exercise with all areas to ensure that the costed training plan for the coming financial year reflects the training needed to achieve organizational objectives.

The Integrated Competency Framework and National Performance Development Review for all staff was implemented on 1 April 2005. Performance Development Review (PDR) will help further raise Cumbria Constabulary's standards of quality and success in meeting performance targets. It will also provide individuals with fair, equitable and relevant development and training opportunities to help them be more effective in their role. Central Training will support the implementation of PDR by providing specific workshops for supervisors and managers.

In 2005/6 Cumbria will be taking responsibility for every aspect of initial probationer training through the Initial Police Learning and Development Programme (IPLDP). This is part of a national strategy in police training, where all probationers will be trained within the county rather than attend District Training Centres. The new programme emphasizes the importance of practical experience and community engagement as a key part of initial training for Police Officers. This will result in officers better equipped to deal with their role. IPLDP will also result in officers gaining National Vocational Qualifications in policing.

A modular Leadership and Management Training Programme will be introduced for all supervisors and managers. This will be complemented by police-specific modular training programmes for sergeants and inspectors.

The Constabulary retained Investors In People recognition in 2004, which will be subject to further review in 2005

In 2005/6 the training function will be recruiting a dedicated training team to deliver the national strategy for improving performance in race and diversity. This team will also develop policies and procedures to involve local

communities in all aspects of training in line with the guidance in the 2004 APA document ‘Involving communities in police learning and development’.

Cumbria Constabulary will be establishing its own NVQ assessment centre in 2005/6, which will enable the Constabulary to award its own staff with nationally recognised qualifications.

In order to increase the cost effectiveness of training, the training function aims to deliver more programmes in BCU areas.

Those training programmes that have the highest potential for increasing the Constabulary’s performance will be subject to in-depth evaluations to ensure the training provided achieves the desired impact.

Occupational Health

Long-term absentees are proactively managed through effective attendance management processes and the number of ill health retirements has remained low.

Days lost through sickness absence for police officers are currently xx, and xx for police staff. The Attendance Management Workshops for managers continue to be held as part of the overall improved health services and support offered to all Constabulary staff.

The Mobile Health Unit, which was funded through National Occupational Health initiative money, continues to travel around the county with Health Unit staff, promoting the importance of good health and wellbeing in work.

What is the Constabulary trying to achieve in 2005/6?

Performance Measure	Target 2005/6
The proportion of police officer time available for frontline policing	69%
Ratio of officers from black and minority ethnic groups resigning to all officer resignations	No target yet set
% of black and minority ethnic officers in the Constabulary compared with the percentage of people from black and minority ethnic groups in the economically-active population	No target yet set
Ratio of officers from black and minority ethnic groups resigning to all officer resignations	No target yet set
% of female recruits compared with the % of females in the economically-active population	No target yet set
Ratio of female officers resigning to all officer resignations	No target yet set
Number of working days lost through sickness by Police Officers, Police Staff	9 working days for both Police Officers and Police Staff
% of police officers and police staff with a Personal Development Review completed in the previous 12 months	No target yet set

FINANCE

(The financial resources expected to be available and the proposed allocation of those resources. Presently being written)

Rural Policing

<u>In 2004/5:</u>	
the Constabulary received a Rural Policing grant of	£x,xxx,xxx.
Police Officer pay amounted to (xx.x%),	£ xxx,xxx
Police Staff pay totalled (xx.x%)	£ xxx,xxx
Transport (to facilitate a greater police presence in rural areas) (x.x%)	£ xxx,xxx

(End-of-year actuals to be supplied by Finance as soon as possible)

North BCU

- Eight rural-funded Police Officers have been deployed across North Cumbria Rural Area LPTs, providing an improved police response, reassurance and visibility to local communities.
- Community Beat Officers work in all areas, each part of seven Local Policing Teams, led by an Inspector, and an increased visibility of, and access to, policing services is provided by the Mobile Police Station
- Accessibility has also improved by developing new community-based accommodation at Welsh Road and Shady Grove Road in Carlisle and at other satellite stations throughout North Cumbria
- There are no plans to change the use of this funding in 2005/6.

West BCU

- In 2004/5, the number of officers in Copeland Rural LPT was increased, as was patrol time, which led to a reduction in response times. This has had an impact on people's fear of crime, public reassurance and public confidence. Operation Baffle continues in the Millom Area, addressing issues of anti-social behaviour.
- Community officers have been assigned to rural town centres and estates, increasing visibility, and patrol times and shifts have been targeted to address identified hotspots/crime series.
- A problem solving approach continues in rural sectors, building on LPT training events and the NIM process
- Concerns over traffic-related issues, raised by both police and community have been addressed through targeted patrols and initiatives. This work has been strengthened through the introduction of a multi-agency Road Safety Group co-ordinating enforcement, education and engineering issues.
- Estate developments at Cleator Moor and Wigton have increased accessibility and visibility.
- In 2005/6, an office facility will be developed in Aspatria with partner agencies to improve accessibility and visibility, and PCSOs will be integrated into the policing of our communities.

South BCU

- The position of previous years has been maintained, in that the funding has enabled the deployment of four Community Oriented Police Officer (COPS) posts, four constables in rural areas and twelve Detention Officers. Not only do these officers provide an improved police response, reassurance and visibility to local communities, but Detention Officers enable constables to be freed up to be deployed to frontline duties in rural areas.
- Consequently, there are no plans to change the use of this funding in 2005/6.

In 2005/6:

the Rural Policing Fund is expected to be:

Police Officer pay (xx.x%),	£ xxx,xxx
Police Staff pay (xx.x%)	£ xxx,xxx
Transport to facilitate a greater police presence in rural areas (x.x%)	£ xx,xxx
	£ x,xxx,xxx

(2005/6 budget figures to be supplied by Finance as soon as available)

Procurement

Good procurement practice is a key element in delivering the Government's plans for efficiency and procurement will continue to be an important part of securing best value policing services. This includes considering workforce matters in the procurement process so that appropriately skilled and motivated workforces deliver procured services. The Constabulary's procurement policy and strategy comply with EU Procurement Rules and Home Office guidance to ensure a fair and transparent procurement process with adequate consideration of workforce matters.

THE AUTHORITY'S BEST VALUE TIMETABLE

Best Value Reviews

Best Value Reviews examine the economy, efficiency and effectiveness of the service the Constabulary provides to the community. Services are assessed using four basic methods:

- comparing performance with other organisations, both public and private
- challenging the methods of service delivery
- consulting with the public and staff
- using competition in the market place to secure value for money, where appropriate, or
- investigating collaboration with other organisations to deliver the service.

In 2004/5, two Best Value Reviews were completed regarding Stores and Reducing Bureaucracy. Best Value Reviews of Operational Support and Empowered Basic Command Units are nearing completion.

Best Value Review of Stores

What was it?

The review was undertaken to market test the competitiveness of the Constabulary's Stores function, in particular:

- the best way to provide uniform supplies to police officers and police staff and,
- the best way to provide stationery, other office consumables, office and operational equipment to the organisation.

What were the findings?

After examining a series of options for service delivery, including collaboration with other public sector services and outsourcing, the review demonstrated that Stores was competitive in terms of cost, quality and customer service. The review also made recommendations to improve internal financial and stock control management, and to put in place arrangements to enable staff to become more effective.

How will this improve policing services?

The Constabulary will set targets for reducing spending on stationery, uniform and computer consumables, which will be achieved through improving internal processes and controls. As well as this, police staff time will be saved and reinvested in procurement activity to reduce costs over the next financial year and long term.

Best Value Review of Reducing Bureaucracy.

What was it?

The aim of this review was to identify the major areas of bureaucracy in the key police processes and to find ways of increasing police officer time available for visible policing.

What were the findings?

The findings can be divided into two categories – embedding anti-bureaucracy within the organisation and changes to operational processes.

66% of forms and templates held within the IT systems have been deleted. This has improved efficiency, by making it easier to find forms, and effectiveness, by ensuring that the correct version is used. In order to manage forms and bureaucracy, the Constabulary has established a group of practitioners, including police officers, to check the impact that new forms or policies might have on the workforce – thereby avoiding unnecessary bureaucracy. The group will also continue to reduce and streamline existing forms.

The review identified specific operational policies where additional layers of bureaucracy could be removed – these included removing the T53 (breath test) form as it duplicated information required on another form, changing the abandoned vehicle process to eliminate unnecessary returns to the police station, moving towards telephone input for missing persons in the long term and improving procedures and standards for pocket notebooks.

How will this improve policing services?

Implementing the review recommendations will increase the visibility of frontline staff by freeing up 5,508 hours of police officer and staff time. The Constabulary will have a coordinated approach to reducing bureaucracy, which is proactively managed to produce time and cost savings in the long term. Finally, the Constabulary will encourage a culture of anti-bureaucracy, continuous improvement and innovative thinking, using the skills and expertise of staff, to improve working life and contribute to improving the services delivered to the public.

Best Value Reviews of Empowered Basic Command Units and Operational Support

What are they?

These reviews are designed to identify the most effective way the Constabulary can ensure that BCUs and Operational Support are best placed

to improve their performance. The two reviews began separately, but a staged approach has been adopted to make sure that the end-results are appropriately coordinated.

The review seeks to identify what must be delivered and managed in BCUs and Operational Support through an agreed operating framework, to include – delegation of authority, supporting processes and controls, and support arrangements.

The operating framework will be developed and other issues identified by the review will be agreed by the end March 2005 and issues surrounding the Communications Centre (a department within Operational Support) will be decided by the end of May 2005.

Best Value Review Plan

The Best Value Programme for 2005 – 9 is a performance-based programme, which has been developed from an evaluation of performance data, organisational health (including risk management) and external influences such as government papers and legislation. The plan is regularly monitored and reviewed.

Year	<p align="center">Best Value Review</p> <p align="center"><i>Note: identified one per year from 2006 in order to ensure that additional reviews which reflect the outcomes of the ongoing HMIC Baseline Assessment can be undertaken</i></p>
2005/6	<ul style="list-style-type: none"> ▪ User Satisfaction ▪ Delivering Effective Intelligence-Led Policing
2006/7	<ul style="list-style-type: none"> ▪ Improving Community Engagement and Partnership Working
2007/8	<ul style="list-style-type: none"> ▪ Improving Road Safety (collaborative review)
2008/9	<ul style="list-style-type: none"> ▪ Effective Performance Management (including Operational Supervision)

AUDIT AND INSPECTION FINDINGS

During 2004/5, the Constabulary has been subject to external scrutiny and inspection from both Her Majesty's Inspectorate of Constabulary (HMIC) and the Audit Commission. The purpose of the inspections is to recommend ways of improving management processes, structures and performance.

By far the most significant piece of work has been the HMIC Baseline Assessment, which was first published in Summer 2004, and refreshed in October 2004. As a result of the publication of these reports, work has been continuing to complete recommendations and action plans prepared, as appropriate.

In addition to the baseline, HMIC has also inspected all three BCUs; and is now due to commence the re-refresh visits to follow up actions and recommendations. HMIC have also produced a Workforce Modernisation thematic and inspected our Finance and Resources function.

The Audit Commission undertook a detailed audit of the Constabulary's Crime Recording System, and a detailed action plan in relation to this audit is being progressed.

The County Council's Management Audit team has provided an audit service and advice in many areas including Risk Management, Internet Security, Activity Based Costing and financial systems and processes, including petty cash and payroll.

Actions and recommendations from all inspection and audit activity are subject to scrutiny by Police Authority members, who in turn oversee how the Constabulary is performing and how it achieves continuous improvement.

EFFICIENCY 2005/6

The Home Office has set the Constabulary a target to achieve 3% efficiencies in 2005/6. Based on its budget of £89 million, this gives a target of £2.670 million.

Base Targets	2005/2006 (£k)
Total Net Revenue Expenditure	89,000
3% target	2,670
1.5% cashable element	1,335

Cumbria Constabulary is committed to providing services that provide the best possible value for money. It has exceeded its efficiency target in previous years by a considerable margin, and so its efficiency targets for this year are reduced to:

- £561 thousand in cash savings, for redeployment to front line activities
- £774 thousand “non-cashable savings”, which means achieving better performance from our resources.

The Constabulary has again identified efficiencies greater than the target set, adding up to just under £4 million, or 4.5%, and these are set out below:

Cumbria Local Policing Plan 2005/6
DRAFT – NOT PROTECTIVELY MARKED

The Efficiency Plan 2005/6

Project	Contributes to: FLP or Baseline Assessment Function	Bureaucracy Taskforce (BTF) Related	Efficiency Savings			Reinvestment in Frontline Policing	
			2005/06 (£k) Cashable	2005/06 (£k) Non-Cashable	2005/06 (£k) Total	Use for Cashable Gains	Use of Non Cashable Gains (if not FLP)
PCSOs (2004/5)	1B	N		22	22		SPI 10 Quality of Life
Video ID Parade Supplier	3F	N	30		30	Revenue Costs of Airwave	
South Cumbria Supervision (2004/5)	4A	N		46	46		SPI 10 Quality of Life
South Cumbria Rural/Urban (2004/5)	4A	N		130	130		SPI 10 Quality of Life
Marketing Function (October)	4A	N		520	520		SPI 2 Confidence
Update Discretionary Allowances (April)	6A	N	20		20	Local Policing Teams	
Reduce Ill Health Pensions (Achieved)	6A	N	550		550	Revenue Costs of Airwave	
OS Duty Management (April)	6B	N	47	73	120	Revenue Costs of Airwave	
Overtime Reduction Scheme (April)	6D	N	75		75	Revenue Costs of Airwave	
Streamline Finance and Information Management	6D	N	35		35	PCSO Costs, Revenue Costs of Airwave	
Improved approach to managing pay budgets	6D	N	500		500	Special Constables, Community Bases, Forensic Science	
BVR IT - Intranet (October)	7B	N		46	46		SPI 5 Crime Levels
Civilianise Director Strategic Development	7C	N	9		9	Revenue Costs of Airwave	
Reorganise BCU Support (April)	7C	N		230	230		SPI 5 Crime Levels
Community Bases (2004/5)	FLP	N		501	501		Front Line Policing
Management of Activities (Ongoing)	FLP	N		742	742		Front Line Policing
Reduce Police Officer Sickness (2004/5)	FLP	N		75	75		Front Line Policing
Increase number of Special Constables (2004/5)	1B	Y		52	52		SPI 10 Quality of Life
Introduce an IT system to improve the management of case files	3F	Y		204	204		SPI 6 Offences Brought to Justice
E-Mail Management (October)	6E	Y		49	49		SPI 5 Crime Levels
False Alarms (2004/5)	FLP	Y		9	9		Front Line Policing
Total			1266	2699	3965		
Reducing Bureaucracy Taskforce Related				314	314		

Contact Details

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To find out more about the policing priorities and strategies contained in this Plan, please contact

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Appendix 1 Cumbria Constabulary Revenue Account 2004/5

(To be provided by Finance (as soon as available) prior to issue)

Appendix 2 Ethnicity 2004/5

(To be provided by Personnel and Development and included at end of year prior to publication)

Appendix 3 The Race Equality Duty 2004/5

(To be included at end of financial year (as soon as available) prior to publication)

Appendix 4

MEASURES OF SUCCESS

Public Service Agreements (PSAs) are part of the Government's modernisation programme. Each Agreement is a single document in which the Treasury brings together the aims, objectives, and performance targets for each of the main Government departments for one Spending Review period. It provides a statement of direction, spelling out what each department plans to deliver in return for their investment in public services over a three-year period. Within the Home Office there are ten PSA targets – PSAs 1 and 2 deal most directly with crime and policing issues but the police also have a significant contribution to make to PSAs 3, 4 and 6.

PSA No	Description
1	Reduce crime by 15% by 2007/8
2	Reassure the public, reduce fear of crime and anti-social behaviour, and build confidence in the Criminal Justice System (CJS)
3	Improve the delivery of justice by increasing the number of crimes for which offences are brought to justice by 1.25m by 2007/8
4	Reduce the harm caused by drugs, including substantially increasing the number of drug misusing offenders entering treatment through the CJS
5	Reduce unfounded asylum claims and tackle the abuse of the immigration laws
6	Increase voluntary and community engagement
7	Reduce race inequalities and build community cohesion

Statutory Performance Indicators (SPIs) replace all police-related Best Value Performance Indicators and Police Best Value indicators. SPIs have been developed by the Home Office, working with the Association of Police Authorities and the Association of Chief Police Officers, as part of the Policing Performance Assessment Framework (PPAF) programme. The purpose of PPAF is to improve the performance of the police service by focussing on the key strategic outcomes of policing.

SPI No	Description
1	User satisfaction Level of satisfaction with police service
2	Confidence Whether people think their local police do a good job
3	Fairness, equality and diversity Assessment of the Constabulary's fairness when dealing with minority groups, both within and outside the organisation
4	Crime level Risk of personal and household crime
5	Crime level

	Crime levels per 1,000 population
6	Offences brought to justice Number and percentage of offences resulting in conviction, caution or being taken into consideration at court
7	Sanction detections Percentage of notifiable/recorded offences resulting in charge, summons, caution or taken into consideration at court
8	Domestic violence Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident
9	Traffic (i) Number of people killed in under 30 days or seriously injured in road traffic collisions (ii) per 100 million vehicle km travelled
10	Quality of life Using the British Crime Survey: a) Fear of crime b) Perceptions of anti-social behaviour c) Perceptions of local drug use/drug dealing
11	Frontline policing measure
12	Resource use Delivery of efficiency targets
13	Resource use Working hours lost due to sickness of staff

Beneath SPIs, there are national assessments of performance using Key Diagnostic Indicators, Management information and local indicators. Information regarding these indicators can be found in the Guidance on Statutory Performance Indicators for Policing 2005/6, issued by the Police Standards Unit.