

Cumbria Police Authority

**Police Authority
15th February 2012
Agenda Item No 7**

A Report by the Chief Executive and Chief Constable

POLICING PLAN

1 BACKGROUND

1.1 The Policing Plan is the key planning document which sets out the priorities for the police force for the coming year but taking into consideration longer-term priorities for a 3-year period. Working with the Constabulary to develop priorities and plans to deliver them is one of the key roles of the Police Authority. The Police and Justice Act requires police authorities and constabularies to have a three year strategic plan that is refreshed annually. The plan must:

- set out the authority's objectives for the policing of its area during that year.
- set out the proposed arrangements for the policing of that area for the period of three years.
- be consistent with Home Office strategic priorities.
- include consultation between the Police Authority and Chief Officers.
- consider the views obtained by the Authority during its consultation with local communities.

Whilst the Police Reform and Social Responsibility Act sees the introduction of a Police and Crime Commissioner (PCC) for Cumbria, who must introduce their own Police and Crime Plan by the end of March 2013, the requirement to produce a Policing Plan still applies until November 2012.

1.2 The Authority agreed the strategic objectives for policing for the 3-year outlook period at its meeting on 20th December 2011. The Finance and Policing Plan Working Group has overseen the process for developing the strategic objectives and the Policing Plan, including considering information on the strategic analysis which had been conducted to establish those priorities.

2. Recommendations:

It is recommended that Members:

- (i) Approve the Policing Plan in Appendix A, subject to any additions mentioned in the report and any amendments agreed.
- (ii) Approve the performance framework in Appendix B of the report.

3. DETAIL

3.1 Overview of process to date

The Policing Plan is the Constabulary's contract with the Police Authority and it sets out the services that we will provide for the people of Cumbria.

A significant amount of strategic analysis information and data was provided to Extended COG for the Strategy Day in October 2011, followed by a report where five objectives for the Constabulary were agreed by Chief Officers.

These objectives are:

- 1: Identifying public priorities and delivering services to address them
- 2: Sustaining our protective services capability
- 3: Reducing the budget gap
- 4: Collaboration, shared services and partnerships
- 5: Implementing police reforms

At COG on 28 November, it was also agreed to:

- Include specific information on what the Constabulary will do about the public's priorities, especially bogus callers
- Add in an action about improving follow up to victims of crime and antisocial behaviour

The strategic analysis and draft Policing Plan were presented to the Finance and Policing Plan Working Group on 6 December 2011 for discussion and comment.

The final draft Policing Plan (attached in Appendix 1) includes all the feedback received from the Authority, a number of appendices which provide detailed background information where this is available and the staff priorities identified from a survey carried out in November 2011. Appendix 1 in the Plan specifically explains how public, partner, staff and national priorities feed into the plan, and how the National Intelligence Model links to it. Information on the Police and Crime Commissioner has been added to the plan at Appendix 8, as requested by the Finance and Policing Plan Working Group.

Members should note that the Plan:

- is a public facing document and it is written to be understood by the public
- forms the basis of the Strategic Work Programme (where the agreed actions are expanded to provide greater detail and explanation for inclusion in Commanders' and Directors' Performance Contracts) and that this includes all of the current IT projects, which have been assigned to relevant objectives

Performance Framework

The Performance Management Framework for 2012 – 13 has been developed to support delivery of the Policing Plan, ensuring that the plan's objectives are measurable wherever possible, providing the public with an easy way of monitoring progress and identifying successful performance.

The on-going development of the framework has been an iterative process and developed by the Constabulary and the Police Authority, via the Targets and Measures Working Group, at which the Authority was represented by the Mrs Egan. The Finance and Policing Plan Working Group considered a draft framework at its meeting on 25th January and approved this, subject to further work on the following areas:

- Domestic abuse: Following discussions with the Business Manager of the Cumbria Domestic Violence Strategic Management Board and the Authority's champion for domestic abuse, it is proposed to monitor the percentage of

incidents managed at the Multi-Agency Risk Assessment Conference which are repeats, rather than seek to reduce them as in the current year. It is expected that there will be an increase in referrals by partner agencies, which is a positive step, whilst at the same time, the aim of the MARAC process is to reduce and ultimately stop repeat incidents. Other performance aims will be the same as in previous years, including the aspiration to reduce the number of incidents involving a repeat perpetrator and increasing the proportion of crimes related to domestic abuse which result in a sanction detection.

- Call handling: Members requested that further consideration be given to the National Call Handling Standards and expected performance using the current call handling system. A proposal will be brought to Finance and Policing Plan Working Group for consideration in March.
- Equality objectives: The People and Performance Committee discussed these objectives at its meeting on 31st January and asked for further consideration to be given to making the objectives more specific. A proposal will be brought to Finance and Policing Plan Working Group, following discussions with the Proactive Lead Member for Diversity and the Strategic Liaison Group.

Performance will be measured through a number of headline measures, as set out on page 6 and Appendix 6 of the Plan. Information on these measures will be reported every quarter to one of the Authority's performance committees. Other measures will be used to identify where there is a significant deterioration or improvement in performance against key measures: these are the exception measures in Appendix B of the report. Members are asked to approve this framework, subject to the further development of those measures listed in the bullet points above, which will be considered by the Finance and Policing Plan Working Group before submission to the Authority's March meeting for final approval.

As in previous years, it is proposed to set control limits to highlight where performance may be deteriorating or improving significantly. This aims to account for the natural random fluctuation in a measure, such as crime levels or satisfaction levels and ensures that the Constabulary and Authority focus their efforts on areas of genuine concern. In the coming year, the proposed mechanism is:

Any statistically significant variation from the baseline, based on 2 standard deviations from either a 36 or 12 month average, whichever gives the tighter control limits. This will be modelled using the most recent data to determine the proposed control limits for the March meeting of the Finance and Policing Plan Working Group.

Stuart Edwards
Chief Executive
7th February 2012

Stuart Hyde
Chief Constable

HUMAN RIGHTS IMPLICATIONS:

The Plan will need to take into account any new activities required in relation to the Human Rights Act (such as current discussions by the Home Secretary regarding how the Act is applied to foreign offenders).

RACE DIVERSITY AND GENDER IMPLICATIONS

An equality analysis is being completed during the development of the Policing Plan. The Strategic Independent Advisory Group will be consulted on the plan in March. Feedback from previous years on the content and format of the plan has been taken into

account. An equality impact assessment has been conducted for the change review, which includes the major service changes proposed in the plan.

STRATEGIC RISK IMPLICATIONS:

Cumbria Police Authority has a statutory duty under The Police Act 1996 to monitor the performance of the police force maintained for its area. The Authority is also responsible for establishing and monitoring local policing priorities. The Constabulary strategic risks have been assessed as part of the priority setting process and development of the strategic work programme.

TITLE PAGE

**POLICING PLAN FOR A SAFER STRONGER CUMBRIA
2012 - 15**

Photograph and other text to be supplied by Police Authority

DRAFT

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Foreword from the Police Authority Chairman



This Policing Plan sets out the policing services the public of Cumbria can expect the Constabulary to deliver; it also demonstrates how we will develop those services for the future. The unprecedented consequence of the Government's Comprehensive Spending Review of October 2010 is that we continue to face the unparalleled challenge of maintaining a high quality service, while at the same time being required to make £20.3 million savings by 2016, the equivalent of 20% of our annual budget. Many difficult decisions were made in order to achieve the savings required this year and I do not underestimate the impact this has had on staff and officers. However, I am confident that, with the continued commitment of our officers and staff, the overall impact on the public will be minimal.

Over recent years, the whole concept of policing through the country has changed dramatically and our reducing budgets determine that we must work in the most efficient way to reduce costs, give value for money and at same time provide the services the public expects. A major review of police estates was concluded in December last year. The evaluation indicated that it was prudent to vacate unsuitable and outdated buildings, many of which are extremely expensive to maintain, and that we should share buildings with partners. I must emphasise, modern policing does not require the 'old style' police station: it is not the building but the staff who deliver the services and this can be achieved by alternative and innovative means.

There is no doubt that 2012 will also witness significant changes in the way policing is governed. Police authorities will be abolished in November 2012 and replaced by directly elected Police and Crime Commissioners. All members of Cumbria Police Authority are totally committed to providing a smooth handover of responsibilities to the incoming Commissioner.

Our continuing priority will be to provide the best police service we possibly can for the people of Cumbria within the available resources.

Ray Cole
Chairman

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What this plan is and how it is used



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

The delivery of this plan needs to be seen in the context of the reductions in expenditure across the police service and the wider public sector. We know that the scale of this challenge is to save £18.7 million from the budget over the next three years until 2015. The section in the plan about reducing the budget gap identifies some of the ways we will achieve this.

Against the backdrop of this reducing budget, the challenge is clear: we need to deliver the best possible service that we can, that continues to protect our communities and prevent crime with the people and money that we have available.

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

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

The plan is in two parts:

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

Stuart Hyde
Chief Constable

Our vision and strategic priorities for 2012 - 2015

Cumbria is one of the safest places in the country with low levels of crime. We are a top performing force and continue to improve each year. Our focus is to provide services which you have asked us to deliver.

Our vision is a safer and stronger Cumbria.

Our Priorities

- We will **protect** - Protecting people from harm.
- We will **prevent** - Preventing crime and antisocial behaviour.
- We will **prosecute** – Detecting crime and bringing criminals to justice.
- We will deliver a **professional** service – Responding to your concerns through an effective and efficient organisation.
- We will have **pride** in what we do and who we are.

How we work

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

Our commitment is to:

- provide policing services that address the risks facing Cumbria
- focus on service quality, satisfaction and confidence
- value all individuals and diverse communities by behaving in a fair and equitable manner
- be visible through our Neighbourhood Policing Teams
- deliver in partnership (working with other organisations to address local issues)
- deliver services innovatively
- continuously improve
- have a highly trained, citizen focused workforce creating a vibrant organisation
- deliver services which provide value for money

How we will deliver a safer stronger Cumbria

We will achieve our vision and deliver our priorities by achieving the following objectives through a programme of work:

Our Objectives	Our Performance Aims	Resource Commitment
1. Identifying your priorities and delivering services to address them	<p>Maintain current low levels of antisocial behaviour, all crime, burglaries in dwellings and violent crime.</p> <p>Target drugs trafficking.</p>	<p>As part of the public sector budget cuts, the Constabulary must make savings over the next three years.</p>
2. Sustaining our protective services capability	<p>Tackle domestic violence</p> <p>Improve call handling times</p> <p>Improve the use of our fleet</p> <p>Reduce the percentage of working hours lost to sickness for police officers and staff to 3.5%</p> <p>Improve how we keep victims of crime up to date with what is happening in their case.</p>	<p>We are firmly committed to protecting the frontline – which means that we seek to minimise the impact of savings and actively seek savings in all areas before reaching the point where frontline services are reduced.</p>
3. Implementing a range of initiatives that will help balance the budget	<p>Identify and deliver savings in line with the Medium Term Financial Forecast to the value of between £4-5.7million* by 2014-15</p> <p><i>*To be advised following budget decisions</i></p>	
4. Collaboration, shared services and partnership working	<p>No specific targets set. The savings generated by collaboration will contribute towards the balancing the budget.</p>	
5. Implementing police reforms		

Objective 1: Identifying priorities and delivering services to address them

2012 Public Priorities

This year you told us that your main policing concerns are:

- Dangerous driving and speeding
- Bogus callers
- Antisocial behaviour and criminal damage
- Drugs

We will address your concerns by:

Speeding Vehicles/Dangerous Driving

We will aspire to reduce speeding and dangerous driving by working with our partners to educate drivers, engineer roads and make use of enforcement.

Education: We will work with the Fire Service to educate young people in schools. We will offer road awareness course for new drivers and offenders to influence their driving behaviour.

Engineering: We will work proactively with partners to design traffic calming measures, such as speed limits.

Enforcement: We will use all options available, such as bans, fines and seizure of vehicles, to prevent offenders driving dangerously.

Bogus callers

Where bogus callers are a problem identified by the public or through our information systems, Neighbourhood Policing Teams will work with the community and Trading Standards on prevention initiatives and to make the public aware through education. In most cases, Trading Standards Department is responsible for prosecuting, but where bogus calling results in fraud and serious crime, this will be investigated and dealt with robustly by the Constabulary. We will keep victims informed of progress in their case and seek to bring offenders to justice

Antisocial Behaviour including Criminal Damage

We will continue to manage antisocial behaviour using our new strategy, which was developed and implemented in 2011. This includes risk assessing each individual incident reported to us and providing a tailored service. We will focus on improving our quality of service for each victim, especially providing information on what is happening in their case.

We will specifically address antisocial behaviour for repeat victims, vulnerable victims, repeat locations and repeat offenders.

We will work with partners and through Neighbourhood Policing Teams to reduce levels of criminal damage, making sure that we deal with crime that matters to people in their area.

Drugs

Drug supply and use causes significant harm to individuals and communities. In Cumbria, we will robustly manage drug supply through our intelligence processes, targeting individuals and groups of criminals known for their involvement in trafficking. This is one of our key priorities for regular tasking and coordinating our resources.

We will meet your concerns by implementing the following:

1. Police your neighbourhood, concentrating on the crime and antisocial behaviour that are a priority in your area.
2. Prevent antisocial behaviour in the county and deal with it where it happens. Work with partner agencies to embed our Antisocial Behaviour Strategy and target antisocial behaviour related to alcohol.
3. Consult with you and your community to find out your concerns, what you think of the police and what you need from us to help shape our services.
4. Develop communications to support confidence in the police and provide useful information to you.
5. Implement our equality standard to make sure that we respect diversity and provide equal opportunities to the public, our officers and staff. This will improve our services to everyone. We will have specific equality objectives.

Our Equality Objectives

Text to be advised following approval of these objectives

6. Improve how we record and investigate hate crimes in line with new national recording procedures.
7. Continue to work with other agencies to prevent reoffending. This includes managing prolific offenders as part of implementing the integrated offender management scheme and introducing new restorative justice processes.
8. Introduce the national single non-emergency number (101) to make it easier for you to contact us.
9. Implement new technology to support better management of staff, better ways of working and to improve the visibility of officers in the community.
10. Improve how we keep victims of crime and antisocial behaviour updated with progress on their case.

What is Neighbourhood Policing?

To make neighbourhoods safe and feel safe, Neighbourhood Policing provides a team of police officers, police community support officers and volunteers working in a specific location to improve the quality of life.

Neighbourhood Policing Teams will:

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

Objective 2: Sustaining our protective services capability

1. Manage serious and organised crime in the county to reduce the harm caused by drug crime in your communities.
2. Improve our services to victims of rape, domestic abuse and other serious crime. This includes implementing new IT systems to support better management of cases.
3. Manage public protection services, working with other agencies to reduce the level of domestic violence. Public protection also includes protecting children and vulnerable adults, and managing dangerous offenders.
4. Work with local agencies to reduce the risk of counter terrorism (called CONTEST). This includes working closely with local authorities and the community on preventing violent extremism (PREVENT). This also includes implementing the national security strategy.
5. Develop skills and capacity to respond to major or unusual incidents including support to the 2012 Olympics. This includes providing capability for civil contingencies and public order.
6. Meeting mandated national standards and national strategies for protective services where these are available.

Objective 3: Reducing the budget gap

Planned initiatives to bridge the gap are:

1. Reduce the number of senior police officer and police staff posts to levels consistent with other forces, restructuring the Constabulary to improve and focus on operational policing.
2. Reduce the costs of business support departments by implementing the changes already identified to make savings.
These departments are: Information Technology, Strategic Development, Marketing and Communications, Personnel and Development, Finance and Resources, Professional Standards, Legal Services and Executive Support to Chief Officers.
3. Reduce the costs of operational support departments by implementing and embedding the changes already identified to make savings.
These departments are: Forensic Services, Communications Centre, Fleet Services and Crime Management & Audit, Learning and Development.

4. Reduce the cost of specific budget lines – travel costs, mobile phones, printing, stationery and computer consumables.
5. Reduce the cost of administration across the Constabulary by setting up an internal Central Services Department to deliver essential services to officers and staff. This includes maximising the opportunities of technology to support new ways of working.
6. Identify opportunities that come from the organisational restructure and establishment of the Central Services Department to reduce costs further.
7. Work with the Police Authority to modernise the police estate and provide better value for money. Work with the Fire Service and other partners to develop shared use of accommodation.
8. Implement the Front Counter Strategy , which aims to secure value for money in the use of our resources and improve ways for the public to contact the police.
9. Develop and implement an energy efficiency and sustainability strategy.
10. Reduce sickness and implement the Restricted Duties Officer policy and strategy.

Objective 4: Collaboration, shared services and partnerships

1. Continue to collaborate with other forces, including national forces, across a range of operational areas to deal with shared problems. (See Appendix 4 for more details).
2. Explore the strategic alliance strategy with Lancashire Constabulary to identify ways to improve services and provide better value for money.
3. Work with other agencies to improve the services we provide to young people in Cumbria by delivering our youth strategy.
4. Maintain road safety and improve driver behaviour by working with other agencies to develop and implement a range of initiatives, including implementation of a national IT system to improve processes and management information. .
5. Work with partners to improve criminal justice processes and bring offenders to justice more effectively and efficiently. This includes implementing new technology to streamline processes and transfer data between agencies more effectively.

Objective 5: Implementing police reforms

1. Develop governance arrangements to work effectively with the elected Police and Crime Commissioner and raise awareness. This includes working with the Police and Crime Panel.
2. Implement the findings of the national reviews of police officer and staff pay and conditions of service, including the national promotion framework.
3. Implement the police implications of the Protection of Freedoms Bill (when it is passed by Parliament), including how we use CCTV, ANPR, the DNA database and fingerprints in order to prevent and detect crime.
4. Publish local crime data at community level, accessed nationally or via the Constabulary's website (CrimeMapper) to increase the transparency of crime information, financial and performance information.
5. Improve the use of Special Constabulary officers, volunteers and the third sector.

How we will check it is happening and working

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

- Give everyone within the Constabulary and Police Authority access to daily information about our performance.
- Maximise the use of daily tasking and briefing meetings in Command Units and an improved IT system for tasking and briefings.
- Set performance contracts for Commanders and Directors.
- Hold monthly meetings between Chief Officers and Commanders and Directors to check actions taken and whether targets are on course.
- Deliver quarterly performance reports monitored at senior management forums.
- Hold regular Performance Development Conferences, involving Chief Officers and a range of other people in improving our performance.
- Set personal performance objectives for all staff, in support of this plan, against which they will be assessed (Performance Development Review).

How we will make sure we provide value for money

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

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

We have a programme of activities which will support us to deliver value for money for the people of Cumbria and this is set out in detail in Appendix 2 of this plan.

Policing Plan 2012 - 15

Appendices: Background Information

1. How our plan addresses the priorities of the public, our staff, our partners and the national agenda.
2. Value for money statement.
3. Budget for the next three years.
4. How we are collaborating with other forces.
5. How we have responded to audits and inspections.
6. Our targets and measures for 2012 – 13.
7. Our past performance.

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Appendix 1

How our plan addresses the priorities of the public, our partners, our staff and the national agenda.

1. Public priorities

We find out what the public in Cumbria want us to address through staff and officers working in local communities, linking with key individuals and networks, through public surveys and local meetings. We have developed our plan taking into account the priorities identified by the public. How we will respond to your concerns is outlined on pages 6 and 7 of the Policing Plan in specific detail.

2. Staff priorities

We value our staff's professional judgement. A large majority of staff and officers work with local communities solving problems on a daily basis. As a result, they have experienced local issues and have developed a view on what our priorities should be.

This year, staff completed an electronic survey to let us know their priorities and these have been taken into account when developing our plan:

Staff priorities	How we will respond
Burglary	<p>We undertake crime prevention activities in communities to reduce this type of crime.</p> <p>We work with partners to provide advice and support to victims.</p> <p>We proactively target known offenders to reduce the risk and use intelligence and forensics to bring offenders to justice</p>
Dangerous offenders	<p>Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objective 2.</p> <p>We have specific arrangements to manage dangerous offenders, protect vulnerable adults and safeguard children.</p>
Drug dealing	<p>Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objectives 1 and 2.</p> <p>We have specific tactics to reduce the harm caused by drugs and these are outlined on page 7 of the Policing Plan.</p>

3. Partner priorities

As part of our obligations under the Crime and Disorder Act, every year a Cumbria strategic assessment is produced with partners, based on all available information and data, to identify the priorities for the county. These are taken into account when developing our plan:

Partner priorities	How we will respond
Domestic violence	<p>Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objective 2.</p> <p>We have specific arrangement with partners to provide advice and support to victims, encourage reporting and manage repeat victims and offenders.</p> <p>We use intelligence and forensics to bring offenders to justice.</p>
Alcohol and substance misuse Drug crime	<p>Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objectives 1 and 2.</p> <p>We have specific tactics to reduce the harm caused by drugs and this is also outlined on page 7 of the Policing Plan.</p> <p>Neighbourhood Policing Teams will implement alcohol licensing powers and provide a safe night time economy.</p> <p>We work with partners such as the county's Drugs and Alcohol Action Team to reduce substance misuse.</p>
Criminal damage	<p>Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objectives 1 and 2.</p> <p>We will work with partners and through Neighbourhood Policing Teams to reduce levels of criminal damage, making sure that we deal with crime that matters to people in their area.</p>

The following key partners are consulted on an on-going basis to inform our priorities:

- | | |
|---------------------------------------|---------------------------------|
| Adult and Cultural Services | Cumbria Neighbourhood Watch |
| Adult Social Care | Cumbria Primary Care Trust |
| Allerdale Borough Council | Cumbria Probation Service |
| Barrow Borough Council | Cumbria Youth Offending Service |
| Barrow CDRP | Domestic Violence Strategic |
| Carlisle and Eden CDRP | Management Board |
| Carlisle City Council | Eden District Council |
| Civil Nuclear Constabulary | Health and Wellbeing Scrutiny |
| Civil Nuclear Police Authority | Committee |
| Copeland Borough Council | Her Majesty's Courts Service |
| Crown Prosecution Service | Safer Cumbria Board |
| Cumbria Chamber of Commerce | South Lakeland CDRP |
| Cumbria Council for Voluntary Service | South Lakeland District Council |
| Cumbria County Council | Trading Standards |
| Cumbria Drug and Alcohol Team | West Cumbria CDRP |
| Cumbria Fire and Rescue Service | Youth Offending Service |

4. How this plan links with the National Intelligence Model priorities

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

The Policing Plan sits above NIM, shaping improvement and development priorities

As part of NIM, strategic assessments are carried out which forecast patterns of crime and criminality. This analysis is used to set operational priorities and these were a vital part of deciding on this policing plan and its objectives:

NIM priorities	How we will respond
Community priorities (Metal thefts, antisocial behaviour)	Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objectives 1, 2 and 4. Identifying community issues and working with the community and partners to resolve them are how community priorities are addressed. This is managed through daily tasking and coordinating of resources.
Management of serious and sexual offenders	Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objective 2. We have specific arrangements to manage dangerous offenders.

NIM priorities	How we will respond
Organised Crime Groups (OCGs)	<p>Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objective 2.</p> <p>Using our intelligence processes, we will target groups of criminals known for their involvement in serious crime. This is one of our key priorities for regular tasking and coordinating of our resources. This also supports the Home Office Strategy for Organised Crime.</p>
Supporting the Olympics	<p>Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objective 2.</p> <p>We will ensure that trained officers are available to provide capability support to the policing of the Olympic and Paralympic Games during 2012 in accordance with requirements identified and requested by the national steering group tasked with policing the games.</p>

5. National priorities

The Home Secretary has published a non-statutory 'Shadow Strategic Policing Requirement' (Shadow SPR), which sets out her view (as Home Secretary) of the national threats that the police must address and the appropriate national policing capabilities required to counter those threats.

This is a statement of the collective capabilities that police forces across England and Wales will be expected to have in place in order to protect the public from cross-boundary threats such as terrorism, civil emergencies, public disorder and organised crime.

The 'Shadow SPR' does not, at this stage, have statutory effect, but policing partners are strongly encouraged to have regard to it when exercising their responsibilities and to use this as an opportunity to test and learn from it before the statutory SPR is issued in the summer of 2012. Both police and crime commissioners and chief constables will be required to have regard to the 'Strategic Policing Requirement' from November 2012 in their planning and resource allocation.

National priorities	How we will respond
SPR national threats – terrorism, civil emergencies, organised crime, public order incidents and large scale cyber attacks	<p>Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objective 2 across these categories.</p> <p>We will support and provide resource for national initiatives and activities, working alongside other forces to common standards.</p>

National priorities	How we will respond
Reducing crime and antisocial behaviour	Protect, Prevent and Prosecute are the priorities which support this and specific actions are outlined in Objectives 1 and 2.
Transparency agenda	Professionalism and Pride are the priorities which support this and specific actions are outlined in Objective 4. We will ensure that the required financial and personnel information is published on our website for the public to view
Introduction of Police and Crime Commissioner	Professionalism and Pride are the priorities which support this and specific actions are outlined in Objective 4.

Appendix 2

Value for money statement

Achieving value for money means delivering the best services with the resources available. In the current economic environment, where funding for the police service will reduce over the coming years, it is more imperative than ever that the Constabulary and Authority make the best use of those resources that are available.

The Chief Constable has put in place a wide ranging Change Programme which aims to substantially contribute towards delivery of the savings required to balance the budget over the next three years, whilst seeking to maintain current high standards of service delivery.

Our ways of working need to be built around supporting frontline services and be proportionate to the level of risk. Those services also need to be fit to meet the policing needs of Cumbria into the future. We will continually look for ways to become more efficient and productive.

Deployment of officers and staff

From February 2011 a new Neighbourhood Policing Team Structure and associated shift pattern has been in place which will achieve improved frontline services through more effective deployment of police officers and police community support officers.

The CID, forensics, community safety, criminal justice, fleet and administrative functions have been rationalised, which will result in a reduction in the number of officers and staff required and release officers for frontline duties.

Overtime spending

We will continue to actively manage police officer and staff overtime and meet the targets we have set for this. Historically, the Constabulary has consistently incurred lower overtime expenditure (as a percentage of the budget) compared with the average of a group of similar forces. Every opportunity will be taken to manage overtime effectively in the future and will be a consideration in all corporate and local savings initiatives.

Process improvements and reduced bureaucracy

We will continually seek to identify ways in which business processes across the Constabulary can be made more efficient. A series of reviews are currently in place or are planned as part of the Change Programme which will aim to streamline business processes to generate savings. Areas where business processes improvements have been initiated include the work of Criminal Justice Units, Communications Centres, Community Safety, forensics protocols, crime recording and hi tech crime analysis. In addition, a major review of administrative processes across the whole Constabulary back office took place in 2011-12 and the resulting Central Services Department will be implemented in 2012 – 12.

The Constabulary is also deriving process improvements through the use of new technology which frees up officer and staff time. This includes the roll out of mobile working to enable frontline police officers and police community support officers to remain on the frontline, rather than return to the station and further development of the Sleuth intelligence system. More effective use of officer and staff time is also being facilitated by the implementation of video conferencing and electronic learning.

Adoption of national frameworks on procurement

Where this is practical and offers value for money the Constabulary currently seeks to procure goods and services efficiently through the use of national and regional contracts. In the future, we will actively engage in proposed national frameworks for the procurement of standard vehicles, uniform, forensics and policing equipment to deliver savings. Improvements to back office systems within the Central Service Department will also improve the visibility and control of expenditure.

National convergence of information technology

We will utilise new technology to increase the efficiency of processes and achieve greater value for money in the long-term, even where this has an upfront cost. We will engage in the National Police Improvement Agency's ISIS programme which seeks deliver greater efficiency and facilitate improved collaboration between forces through the development of a single police IT infrastructure.

Improvements in the provision of support services

All support departments are required to deliver substantial savings, generally in the range 25% to 40% over the next four years in accordance with risk assessed savings plans. The Directorates included are ICT and Programme Management, Finance and Resources, Personnel and Development, Strategic Development, Professional Standards, Legal Services and Marketing and Media. In addition, a review of directorate structures and management tiers across support departments will take place with a view to de-layering and potentially rationalising the number of support departments.

Improvements delivered through collaborative working

Operationally the Constabulary actively participates in a number of national and regional initiatives with other forces. The Constabulary has recently engaged in new regional ventures in relation to operational support and organised crime.

Options to share premises and IT infrastructure with other public sector agencies within Cumbria to deliver savings and a better service to the public are being evaluated.

The potential to deliver savings through sharing back office functions with other forces and public sector bodies is being actively pursued.

Overheads

We will look for ways in which overheads can be reduced. Reviews of the Estate Strategy, administration, fleet provision, IT replacement and forensics, which will aim to deliver savings, were completed in 2011-12. The estates strategy will continue to develop provide better value for money for the public.

More streamlined management structures for both operational and support departments are planned. We will also seek to reduce sickness levels.

Monitoring

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

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

NB – Table to be completed based on latest information from Change Programme Model in March

How we will deliver improved value for money	Value £000s		
	2012 – 13	2013 – 14	2014 - 15
Improved deployment of officers and staff			
Reductions in overtime spending			
Process improvements and reduced bureaucracy			
Adoption of national frameworks for procurement			
National convergence of information technology			
Reduction of proportion of budget in support services			
Reduction in overheads			
Savings from collaborative working			
TOTAL			

Whilst no specific savings are attributed to some headings, savings can arise indirectly from other initiatives. For example, the improved deployment of offices could reduce overtime. In addition, some initiatives such as collaborative working can result in non-cashable benefits such as greater productivity or improved resilience, which are not captured on the above table.

Appendix 3
Budget for the next three years

Finance and Resources to advise following Police Authority meetings to approve budget.

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Appendix 4

How we are collaborating with other forces

We are working with other forces to explore how we can join-up operational policing to improve the capacity and capability of policing in Cumbria. The current initiatives are listed below.

Underwater search team with North West forces.

British Transport Police intelligence and operations.

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

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

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

Public order capacity and training with North East forces.

Mounted order capacity with a North East force.

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

Driving school specialist training with two adjacent forces.

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

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

Shared intelligence from North West motorway policing.

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

Contingency arrangements for 999 calls with another North West force.

Regional Intelligence Group with North West and other forces.

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

Regional Intelligence Unit with North West forces.

Regional Counter Terrorism Unit with North West forces.

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

North West casualty bureau with a North West force.

Witness protection capacity with other forces.

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

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

North West Joint Committee (of police authorities)

Collaboration on forensics procurement with north west forces.

Association of Chief Police Officers North West Shared Services Group.

Association of Chief Police Officers North West Finance Working Group.

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

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Appendix 5

How we have responded to audits and inspections

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing activity ranging from neighbourhood teams through serious crime to the fight against terrorism – in the public interest. During 2011, the HMIC completed one main inspection in Cumbria - an assessment of the quality of crime and incident data and quality assurance management arrangements.

In summary, HMIC found that arrangements at a senior level to secure the quality of incident and crime data are strong and that there are adequate plans, policies and strategies in place to ensure data quality. Cumbria has high standards when recording crimes and incidents in a consistent and accurate manner to correctly reflect the sequence of events as described by victims. Staff responsibilities and skills are well established to help secure incident and crime data quality. There are sound audit and quality assurance processes in use to identify issues but improved accountability is needed around audit findings.

The Constabulary has since completed a crime management review to reduce the cost of crime management and audit, to drive effective frontline leadership and supervision and to ensure that audit and crime management process responsibilities are in the right place. The changes will be implemented on 1st April 2012.

The Constabulary has also taken part in HMIC's Valuing the Police Programme. HMIC reported the Constabulary's preparedness to meet the challenges over the next four years. They concluded the Authority and Constabulary clearly understood the scale of the challenges we face, had developed a plan to meet those challenges and that arrangements were in place to deliver this plan. Phase 2 will include a review of progress in delivering against our plan and an assessment of the impact on the frontline and service delivery.

The Police Authority commissioned the Management Audit Unit of Cumbria County Council to conduct audits of the following management arrangements in 2011:

- Partnerships
- Risk
- Treasury
- BCU finances
- Tendering and contract

Management Audit Unit awarded the Constabulary a 'Good' assessment for all of these audits.

Appendix 6 Our targets and measures for 2012 – 13

In this plan, we have set out what we want to achieve and this section identifies the performance measures and targets that we use to show how we are doing.

The framework is based on an approach which aims to:

- Maintain the strategic overview by focusing on key priority performance
- Provide focus on the measures appropriate for Cumbria
- Minimise bureaucracy on data collection, management and reporting
- Remove previous measures that added no value.

The framework is divided into three sections:

Section 1: Crime and Incident Performance
Section 2: Use of Resources
Section 3: Public Satisfaction

Value for money can be assessed by comparing performance across the three frameworks to determine inputs, outputs and outcomes.

Each section is made up of:

- A small number of *headline measures* aligned to priorities and focusing on outcomes for communities to deliver a safer and stronger Cumbria.
- Exception measures*, which will ensure consistent performance standards across the range of policing activities. Exceptions will be based on comparative performance plus significant trends or, an acceptable performance range (especially where numbers are low).

The following tables contain the headline measures we will use to assess whether we have delivered our strategic priorities.

Crime and Incident Performance

Headline Measures	Definition	Performance Aim
All antisocial behaviour	Number of antisocial behaviour incidents according to National Standards for Incident Recording	Maintain current performance with an aspiration to reduce from 2011 – 12 year end
All crime	Number of all recorded crimes according to Home Office Counting Rules	Maintain current performance with an aspiration to reduce from 2011 – 12 year end

Headline Measures	Definition	Performance Aim
Burglary in a dwelling	a. Number of offences classified under HOCR 28 and 29, includes distraction, aggravated and attempted burglaries b. Sanction detection rate	Maintain performance
Assaults with less serious injury	Number of assaults with less serious injury as a proxy for alcohol related violent offences. HOCR definitions are: - 8G (actual bodily harm and other injury) - 8J racially or religiously aggravated actual bodily harm and other injury	Maintain
Serious violent crimes	Number of recorded most serious violent crime crimes as defined by HOCR: - homicide and child destruction - attempted murder - wounding or other act endangering life - GBH without intent - Causing death by dangerous driving - Causing death by careless driving when under influence of drink/drugs - Causing death by careless or inconsiderate driving - Causing death by aggravated vehicle taking	Aspiration to maintain performance
Organised Crime Groups – measure to be agreed	To be advised	Monitor only
Domestic Violence	To be advised following discussions with MARAC partner agencies	
	All reported domestic violence incidents according to NSIR	Monitor only

Headline Measures	Definition	Performance Aim
Domestic violence	<p>Percentage of all reported domestic abuse incidents that result in:</p> <ul style="list-style-type: none"> a. Recorded crime * b. Arrest* <p>Percentage of Recorded Crimes related to domestic abuse incidents the resulted in:</p> <ul style="list-style-type: none"> c. Sanction detection* d. Caution/TIC*** <p>Percentage of domestic abuse court cases which resulted in:</p> <ul style="list-style-type: none"> e. Conviction <p>Percentage of domestic abuse related custody records the resulted in</p> <ul style="list-style-type: none"> f. No further action** 	<p>Increase* Reduce** Maintain or reduce***</p> <ul style="list-style-type: none"> a. Above 34% b. Above 28% c. Above 63% d. Above 18% e. Above 83% f. Below 32% <p>Figures used will be 2011 – 12 year end figures</p>
Domestic Violence	<p>Percentage of all reported domestic violence incidents that are:</p> <ul style="list-style-type: none"> a. First time repeats* (i.e. incidents where it is the second time a person has reported being a victim of DV in a 12 month period) b. Number of repeat victims not MARAC* (MARAC cases by their nature involve repeat victims, therefore the number of repeat victims which are not MARAC will be a subtraction of the number of MARACs each month from the total number of repeat victims) c. Number of incidents that involve repeat perpetrator (i.e. incidents where the “other” person as recorded in PVP has been involved in any previous DV incident) 	<ul style="list-style-type: none"> a. Monitor only b. Monitor only c. Aspiration to reduce

Use of Resources

Headline Measures	Definition	Performance Aim
999 calls	<p>Call answering times:</p> <p>a. % 999 calls answered within 10 seconds</p> <p>b. Average call answering time</p> <p>c. Number and % abandoned calls</p>	<p>Performance remains within agreed control limits.</p> <p>Exception Trigger: Any statistically significant variation from the baseline, based on 2 standard deviations for a 21 month average</p>
Non emergency calls	<p>Call answering times:</p> <p>a. % calls answered within 30 seconds</p> <p>b. Average call answering time</p> <p>c. Number & % abandoned calls</p>	<p>Performance remains within agreed control limits.</p> <p>Exception Trigger: Any statistically significant variation from the baseline, based on 2 standard deviations for a 21 month average</p>
Fleet usage and availability	<p>Fleet usage - % of fleet mileage used against planned mileage.</p> <p>Fleet availability - % of vehicles available for operational purposes (Total vehicles minus vehicles off load due to repairs, maintenance or accidents)</p>	<p>To increase the usage and availability of fleet</p>
Budget savings	<p>Definitions are as follows:</p> <p><u>Identify</u> Review the current process, practice, establishment or expenditure & show areas of potential inefficiency.</p> <p><u>Make</u> Put in place changes & amendments that will facilitate the delivery of the efficiencies that have been identified.</p> <p><u>Deliver</u> The realisation of the efficiency suggestions that were identified and made</p>	<p>Identify , make and deliver £4 - £5.7 million (to be advised following budget approval) by 2014-15</p>

Headline Measures	Definition	Performance Aim
Levels of sickness absence	Percentage of working hours lost due to sickness for police officers	Reduce to achieve 3.5% per annum.
	Percentage of working hours lost due to sickness for police staff	Aim to be in upper quartile of all forces.
	Cost of sickness for a. police officers b. police staff	Reduce costs
Hire cars	Cost to the Constabulary of using Hire Cars	To establish a baseline measurement in 2011-12

Public Satisfaction

Headline Measures	Definition	Performance Aim
Victim satisfaction	% victims of crime who are completely, very or fairly satisfied with: • Progress updates.	Aspiration to increase
	% victims of antisocial behaviour who are completely, very or fairly satisfied with: • Progress updates.	Aspiration to increase

Appendix 7
Our past performance

To be included once year end data is available

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Appendix 8 Police and Crime Commissioners

In November 2012, there will be significant changes in how the police are governed, brought about by the Police Reform & Social Responsibility Act. Police Authorities will be replaced by Police and Crime Commissioners.

On 15 November 2012 the public will be invited to vote for the first Commissioner, who will represent the public in policing Cumbria until May 2016. The new Police and Crime Commissioner for Cumbria will operate from the Office of the Police and Crime Commissioner and will be held to account by the Police and Crime Panel for Cumbria.

What will the Police and Crime Commissioner for Cumbria do?

They will be responsible for:

1. Representing and engaging with the communities of Cumbria.
2. Setting priorities for Cumbria Constabulary and preparing the Police and Crime Plan. This Policing Plan has been prepared to ensure that there is a long-term plan to meet the policing needs of Cumbria within the resources available, until such a time as a Commissioner may wish to introduce their Police and Crime Plan.
3. Appointing and dismissing (if necessary) the Chief Constable of Cumbria Constabulary.
4. Holding the Chief Constable of Cumbria Constabulary to account for the performance of the police force.
5. Setting the policing budget and the council tax precept (the amount of money from the council tax used to pay for police services).
6. Publishing an annual report that tells you whether policing priorities and targets have been met.

What will the Police and Crime Panel for Cumbria do?

The panel will:

- act as a check and balance if the Commissioner calls for the resignation of the Chief Constable;
- review the draft Police and Crime Plan submitted by the Commissioner;
- publicly scrutinise the Commissioner's annual report review and the Commissioner's actions and decisions; and
- review the Commissioner's proposed precept* levels.

(* The amount of your council tax spent on policing)

Preparing for the Police and Crime Commissioner

The Police Authority is currently working with the Constabulary, local councils and national partners to bring about the changes required to make the transition from the Police Authority to the Office of the Police and Crime

NOT PROTECTIVELY MARKED

Commissioner. This includes ensuring police staff, officers and partner organisations are informed about the changes.

To oversee the smooth implementation of these changes the Police Authority has established a Transition Board. Terms of Reference for the Transition Board can be found [here](#).

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Performance Management Framework 2012 - 13

INTRODUCTION

The framework has been developed to support the constabulary in achieving its priorities as set out in the Policing Plan 2012 - 2015.

The framework is based on an approach which aims to:

- Maintain the strategic overview by focusing on key priority performance
- Provide focus on the measures appropriate for Cumbria
- Minimise bureaucracy on data collection, management and reporting
- Remove previous measures that added no value.

The framework is divided into three sections:

Section 1: Crime and Incident Performance

Section 2: Use of Resources

Section 3: Public Satisfaction

Value for money can be assessed by comparing performance across the three frameworks to determine inputs, outputs and outcomes.

Each section is made up of:

- i. A small number of *headline measures* aligned to priorities and focusing on outcomes for communities to deliver a safer and stronger Cumbria.
- ii. *Exception measures*, which will ensure consistent performance standards across the range of policing activities. Exceptions will be based on comparative performance plus significant trends OR an acceptable performance range (especially where numbers are low). Generally these will be at a Constabulary level unless indicated otherwise where they will be at a BCU level

THE PERFORMANCE FRAMEWORKS

Crime and Incident Performance

Headline Measures

Headline Measures	Definition	Performance Aim	Internal exception trigger	Data Source	Frequency	Accountable	Priority	Notes
All antisocial behaviour	<p>a. Number of antisocial behaviour incidents according to National Standards for Incident Recording</p> <p>NEW <i>The number of antisocial behaviour victims receiving a gold or silver response.</i></p>	Maintain current performance with an aspiration to reduce from 2011 – 12 year end (xxxx incidents or less)	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS	Monthly	BCU Commanders	Prevent Protect	This includes the following Categories: <ul style="list-style-type: none"> • Personal • Nuisance • Environment
All crime	Number of all recorded crimes according to Home Office Counting Rules	Maintain current performance with an aspiration to reduce from 2011 – 12 year end (xxxx incidents or less)	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits. Performance above MSF crime average	IMS	Monthly	BCU Commanders UOS Commander CID Commander	Prevent Protect Prosecute	MSF comparison is based on crimes per 1,000 residents
Burglary in a dwelling	<p>a. Number of offences classified under HOCR 28 and 29, includes distraction, aggravated and attempted burglaries</p> <p>b. Sanction detection rate</p>	Maintain performance	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits. Performance above MSF crime average	IMS	Monthly	BCU Commanders CID Commander	Prevent Protect Prosecute	MSF comparison is based on crimes per 1,000 households

Headline Measures	Definition	Performance Aim	Internal exception trigger	Data Source	Frequency	Accountable	Priority	Notes
Assaults with less serious injury	<p>Number of assaults with less serious injury as a proxy for alcohol related violent offences.</p> <p>HOCR definitions are:</p> <ul style="list-style-type: none"> - 8G (actual bodily harm and other injury) - 8J racially or religiously aggravated actual bodily harm and other injury 	Maintain	<p>Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.</p> <p>Performance above MSF crime average</p>	IMS	Monthly	BCU Commanders	Prevent Protect Prosecute	MSF comparison is based on crimes per 1,000 residents
Serious violent crimes	<p>Number of recorded most serious violent crime crimes as defined by HOCR:</p> <ul style="list-style-type: none"> - homicide and child destruction - attempted murder - wounding or other act endangering life - GBH without intent - Causing death by dangerous driving - Causing death by careless driving when under influence of drink/drugs - Causing death by careless or inconsiderate driving - Causing death by aggravated vehicle taking 	Aspiration to maintain performance	<p>Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.</p> <p>Performance above MSF average</p> <p>MSF comparison is based on crimes per 1,000 residents</p>	IMS	Monthly	BCU Commanders CID Commander UOS Commander	Prevent Protect Prosecute	Constabulary level only as numbers are low (220 in 2009 – 10) - hence use of 12 month rolling total.
<i>NEW Organised Crime Groups – measure to be agreed</i>	TBA	<i>It was agreed that the measure would be monitor only</i>					<i>Prevent Protect Prosecute</i>	<i>This measure is being developed with Chief superintendent HQ CID></i>

Headline Measures	Definition	Performance Aim	Internal exception trigger	Data Source	Frequency	Accountable	Priority	Notes
Domestic Violence	Repeat incidents of domestic violence for cases managed by MARAC	<i>Monitor only</i>	Any statistically significant variation (based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits) Performance above MSF average	IMS	Monthly	CID Commander BCU Commanders	Prevent Protect Prosecute	Overall there is a strategic desire to increase initial reports but to reduce repeat victims. The Constabulary will refer to the RAG rating undertaken by Coordinated Action Against Domestic Abuse (CAADA) if performance changes significantly – this will provide qualitative context.
	All reported domestic violence incidents according to NSIR	Monitor only	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits. Performance above MSF average	IMS	Monthly	CID Commander BCU Commanders	Prevent Protect Prosecute	MSF comparison is based on incidents per 1,000 residents
	Percentage of all reported domestic abuse incidents that result in: a. Recorded crime * b. Arrest* Percentage of Recorded Crimes related to domestic abuse incidents the resulted in: c. Sanction detection* d. Caution/TIC*** Percentage of domestic abuse court cases which resulted in: e. Conviction Percentage of domestic abuse related custody records the resulted in f. No further action**	Increase* Reduce** Maintain or reduce*** a. Above 34% b. Above 28% c. Above 63% d. Above 18% e. Above 83% f. Below 32% Figures used will be 2011 – 12 year end figures	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS	Monthly (lagging)	CID Commander BCU Commanders	Prevent Protect Prosecute	Figures for these will be based on the incidents logged in SLEUTH Protecting Vulnerable People and the actual crimes linked to these incidents. This will provide a realistic picture of domestic violence within the county.

Crime and Incident Performance

Exception Measures

Exception Measures Protect, Prevent & Prosecute	Definition	Exception trigger	Data Source	Frequency	Accountable	Priority	Notes
All sanction detections	<p>Number of all sanction detections and rate as a percentage.</p> <p>A sanction detection is one in which a person:</p> <ul style="list-style-type: none"> • is charged • is reported for summons • is cautioned • is issued with a fixed penalty notice (FPN) • is issued with a formal street warning for cannabis possession <p>has an offence taken into consideration by a court (TIC)</p>	<p>Any statistically significant variation at BCU level (based on 2 standard deviations for a rolling twelve month total)</p> <p>Performance below MSF sanction detection rate average</p>	IMS	Monthly	BCU Commanders UOS Commander CID Commander	Prosecute	
<i>NEW</i> Restorative Justice						Prevent Prosecute	Once existing system allows this to be collected automatically start reporting it.
<i>NEW</i> Prolific and other priority offenders (PPOs) – re-offending rate	<i>The change in offending rates for recorded crime for offenders being managed through the IOM process.</i>	<i>2012-13 will be a baseline year</i>	IMS	Monthly	BCU Commanders CID Commander Ch Ins Criminal Justice	Protect Prevent Prosecute	<p>A percentage calculation of the average number of offences committed per month since 1st January 2012 compared to the average number of offences committed per month by the same cohort of offenders in 2011</p> <p><i>This measure has been altered to reflect the changes in offender management across partner agencies</i></p>

Exception Measures Protect, Prevent & Prosecute	Definition	Exception trigger	Data Source	Frequency	Accountable	Priority	Notes
Road Traffic Casualties	Number of people killed (in 30 days or fewer) or seriously injured in road traffic collisions	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS	Monthly	BCU Commanders UOS Commander	Protect Prevent Prosecute	Achievement of this performance aim is interdependent with the Road Safety Partnership. There is a risk of this partnership closing, hence an increased risk to performance.
Solving crimes	Most serious violent offences sanction detection rate (percentage)	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits. Performance below MSF average	IMS	Monthly	BCU Commanders CID Commander UOS Commander	Prosecute	This replaces the previous measure of offences brought to justice as data will no longer be provided.
Solving crimes	a. Number of recorded Hate incidents (including any which are crimed) (aim is to increase). b. Hate crime repeat victim rate c. Hate crime Sanction detection rate	Any statistically significant variation from the baseline, based on 2 standard deviations for a 12 month average. 2011-12 was a baseline year	IMS	Monthly	BCU Commanders CID Commander UOS Commander	Prosecute	This replaces the sanction detection rate for racially and religiously aggravated crimes. Figures will be based on the information recorded on Sleuth.
Solving crimes	Serious sexual offences sanction detection rate (percentage) This includes: - Rape - Sexual activity involving a child under 13 - Sexual assault on a male - Sexual assault on a female - Causing sexual activity without consent - Sexual activity with a person with a mental disorder - Abuse of children through prostitution & pornography - Trafficking for sexual exploitation	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits. Performance below MSF average	IMS	Monthly	BCU Commanders CID Commander UOS Commander	Prosecute	This replaces the previous measure of offences brought to justice as data will no longer be provided.
<i>NEW</i> Rape Offences	(a)The number of recorded rapes against 1,000 residents (b)Number of 'no crimes' per recorded rape. ©Number of prosecutions per recorded rape. (d)Convictions per prosecutions.	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits. Performance below MSF average 2011-12 was a baseline year	IMS	Monthly	BCU Commanders CID Commander UOS Commander	Protect Prevent Prosecute	

Use of Resources

Headline Measures

Headline Measures	Definition	Performance Aim	Data Source	Frequency	Accountable	Priority	Notes
999 calls Productivity Measure	Call answering times: a. % 999 calls answered within 10 seconds b. Average call answering time c. Number and % abandoned calls	Performance remains within agreed control limits. Exception Trigger: Any statistically significant variation from the baseline, based on 2 standard deviations for a 21 month average	IMS	Monthly	UOS Commander	Protect	2011-2012 was a baseline year due to the implementation of STORM and ASPIRE in June 2010. Work is on-going on appropriate control limits for 2012-13 and a proposal will be presented to Finance and Policing Plan Working Group on 15 th March 2012. National Call Handling Standards are: Target 1: • 90% of ALL external Emergency Calls to be answered within 10 seconds with an average of 2-4 seconds for speed of answer.
Non emergency calls Productivity Measure	Call answering times: a. % calls answered within 30 seconds b. Average call answering time c. Number & % abandoned calls	Performance remains within agreed control limits. Exception Trigger: Any statistically significant variation from the baseline, based on 2 standard deviations for a 21 month average	IMS	Monthly	UOS Commander	Protect	2011-2012 was a baseline year due to the implementation of STORM and ASPIRE in June 2010. Work is on-going on appropriate control limits for 2012-13 and a proposal will be presented to Finance and Policing Plan Working Group on 15 th March 2012. National Call Handling Standards are: Target 2: • 90% of ALL external Non-Emergency Calls to be answered within 30 seconds with an average of 9-12 seconds for speed of answer.
Fleet usage and availability Productivity measure	Fleet usage - % of fleet mileage used against planned mileage. Fleet availability - % of vehicles available for operational purposes (Total vehicles minus vehicles off load due to repairs, maintenance or accidents)	To increase the usage and availability of fleet	Finance and Resources Department	Monthly	Chief Officers All commanders All directors	Professionalism	One of the recommendations following the Fleet Review is to develop a more robust set of performance measures for 2012/2013 – <ul style="list-style-type: none"> • Number/cost of police vehicle accidents by BCU/department. • Misuse and neglect and the costs associated with this. • % of vehicle checks been carried out on time. Suggest that Fleet performance measures should be headline targets for 2012-13 to support implementation of the Fleet review and drive through productivity improvements

Headline Measures	Definition	Performance Aim	Data Source	Frequency	Accountable	Priority	Notes
Budget savings Productivity Measure	<p>Definitions are as follows:</p> <p><u>Identify</u> Review the current process, practice, establishment or expenditure & show areas of potential inefficiency.</p> <p><u>Make</u> Put in place changes & amendments that will facilitate the delivery of the efficiencies that have been identified.</p> <p><u>Deliver</u> The realisation of the efficiency suggestions that were identified and made</p> <p>Savings targets are cumulative</p>	<p>Identify , make and deliver £4 - £5.7 million (to be advised following budget approval) by 2014-15</p> <p>These savings should be identified and, in the large part, made in the preceding year.</p>	Finance	Quarterly	Chief officers All commanders All directors Supported by Dir Finance & resources	Professionalism	Figures to be confirmed prior to year end and following MTFE, budget and change programme reconciliation processes
Levels of sickness absence Productivity Measure	<p>Percentage of working hours lost due to sickness for police officers</p> <p>Percentage of working hours lost due to sickness for police staff</p>	<p>Reduce to achieve 3.5% per annum.</p> <p>Aim to be in upper quartile of all forces.</p>	Personnel & Development	Quarterly	Chief officers All commanders All directors Supported by Dir Personnel & Development	Professionalism	<p>APACS definition is $X = A/B \times 100$ A = The total number of working hours lost through sickness for all police officers or staff during the specified period; B = The total number of available contracted hours for police officers or staff in the data period.</p> <p>The achievement of this target is dependant upon a range of external factors. There is a strategic risk that sickness may be affected by the impact of the Constabulary's change programme on individuals.</p>
	<p>Cost of sickness for</p> <p>a. police officers</p> <p>b. police staff</p>	Reduce costs	Personnel & Development	Quarterly	Chief officers All commanders All directors Supported by Dir Personnel & Development	Professionalism	<p>The costs are based on the average cost of a police officer and staff.</p> <p>It is important to note, that a reduction in costs would not necessarily lead to a financial saving. The costs are opportunity costs which are used to contribute towards the strategic priorities.</p>

Headline Measures	Definition	Performance Aim	Data Source	Frequency	Accountable	Priority	Notes
Hire cars	Cost to the Constabulary of using Hire Cars	To establish a baseline measurement in 2011-12	BCUs and Departments	Monthly	Chief Officers All commanders All directors	Professionalism	Currently an exception measure in productivity framework. For 2012-13. COG have agreed a target to reduce hire car costs by 10% (approx £21k). Therefore suggest that this is a headline measure for 2012-13.

Use of Resources

Exception Measures

Exception Measures	Definition	Exception trigger	Data Source	Frequency	Accountable	Priority	Notes
Neighbourhood Policing Team availability Productivity Measure	Percentage of community officer time spent working in their NPT (Police officers and PCSOs)	Any level below 80%	IMS via Duty Management System	Monthly	BCU Commanders	Professionalism	Data on dashboard will be available at NPT, BCU and force level
Hours worked by Special Constables Productivity measure	Number of Special Constables Number of hours worked by Special Constables	Increase the number of Special Constables and the hours worked	Community Safety	Monthly	Chief Officers All commanders	Professionalism	Can be captured at BCU level.
Overtime costs Productivity Measure	Total number of police officer and staff hours worked over and above their contracted hours.	Reduce the amount and cost of police officer and staff overtime	Finance Dept	Monthly	Chief officers All commanders All directors Supported by Dir Finance and Resources	Professionalism	Can be captured at BCU / Departmental level.
999 response times Productivity Measure	Response times Percentage of emergency responses (Grade 1) within 15 minutes for urban areas Measured from time of call	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS	Monthly	UOS Commander BCU Commanders	Professionalism	

Exception Measures	Definition	Exception trigger	Data Source	Frequency	Accountable	Priority	Notes
	Response times Percentage of emergency responses (Grade 1) within 20 minutes for rural areas Measured from time of call	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS	Monthly	UOS Commander BCU Commanders		
Non emergency response times Productivity Measure	Response times Percentage of non emergency responses within one hour for Grade 2 (vulnerable/upset callers, community priorities)	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS	Monthly	UOS Commander BCU Commanders		
	Response times Percentage of non emergency responses attended within a 3 hour time slot over a 48 hour period for Grade 3	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS	Monthly	UOS Commander BCU Commanders		
	Response times Percentage of no deployments for Grade 4	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS	Monthly	UOS Commander BCU Commanders		

Public Satisfaction

Headline Measures

Headline Measures	Definition	Performance Aim	Internal exception trigger	Data Source	Frequency	Accountable	Priority	Considerations for 2012
Victim satisfaction Productivity Measure	NEW % victims of crime who are completely, very or fairly satisfied with: • Progress updates.	Aspiration to increase	Performance remains within agreed control limits. Performance below MSF average	User Satisfaction Surveys via IMS iQuanta	Monthly	BCU Commanders UOS Commander CID Commander	Pride	At the moment any significant deterioration in performance is identified by using a statistical testing method known as the 'Control Limit Theory'. This methodology uses the standard deviation to establish a set of control limits. If performance falls outside the control limits, on 3 consecutive occasions, then action needs to be taken to find out the problem.
	NEW % victims of antisocial behaviour who are completely, very or fairly satisfied with: • Progress updates.	Aspiration to increase	Performance remains within agreed control limits	User Satisfaction Surveys via IMS	Monthly	BCU Commanders UOS Commander CID Commander	Pride	<ul style="list-style-type: none"> At the moment any significant deterioration in performance is identified by using a statistical testing method known as the 'Control Limit Theory'. This methodology uses the standard deviation to establish a set of control limits. If performance falls outside the control limits, on 3 consecutive occasions, then action needs to be taken to find out the problem. The overall aim of Anti Social Behaviour Strategy is to 'demonstrate to our communities that Cumbria Constabulary and its partners are effective and capable of <u>reducing</u> both the <u>perceptions</u> and <u>reality</u> of antisocial behaviour and in particular <u>reduce repeat calls</u> for services. We also strive to continually <u>increase the public's confidence</u>'.

Public Satisfaction

Exception Measures

Exception Measure	Definition	Exception trigger	Data Source	Frequency	Accountable	Priority	Notes
Number of complaints categorised as incivility Productivity Measure		Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS via PSD Centurion database	Monthly	BCU Commanders UOS Commander CID Commander PSD Director	Pride	
Complaints Productivity Measure	Number of complaints received from members of the public about the service provided.	To reduce the number of complaints recorded	BCU / PSD / Dept	Monthly	BCU Commanders UOS Commander CID Commander Directors	Pride	Can be captured at BCU / Departmental level.
Expression of appreciation	Expressions of thanks received within the Constabulary via recorded letters and other forms of written communications.	To establish a baseline measurement	All departments and BCUs	Monthly	BCU Commanders UOS Commander CID Commander Directors	Pride	
Victim satisfaction Productivity Measure	% victims of crime who are completely, very or fairly satisfied with: <ul style="list-style-type: none"> • Making contact. • Action taken. • Treatment by staff. • Whole experience. 	Performance remains within agreed control limits. Performance below MSF average	User Satisfaction Surveys via IMS iQuanta	Monthly	BCU Commanders UOS Commander CID Commander	Pride	At the moment any significant deterioration in performance is identified by using a statistical testing method known as the 'Control Limit Theory'. This methodology uses the standard deviation to establish a set of control limits. If performance falls outside the control limits, on 3 consecutive occasions, then action needs to be taken to find out the problem.

Exception Measure	Definition	Exception trigger	Data Source	Frequency	Accountable	Priority	Notes
	% victims who are completely, very or fairly satisfied with the whole experience for: -violent crime -domestic burglary -vehicle crime	Performance remains within agreed control limits. Performance below MSF average	User Satisfaction Surveys via IMS	TBA	BCU Commanders UOS Commander		At the moment any significant deterioration in performance is identified by using a statistical testing method known as the 'Control Limit Theory'. This methodology uses the standard deviation to establish a set of control limits. If performance falls outside the control limits, on 3 consecutive occasions, then action needs to be taken to find out the problem.
	% victims of antisocial behaviour who are completely, very or fairly satisfied with: <ul style="list-style-type: none"> • Making contact. • Action taken. • Treatment by staff. • Whole experience. 	Performance remains within agreed control limits. Performance below MSF average	User Satisfaction Surveys via IMS iQuanta	Monthly	BCU Commanders UOS Commander CID Commander		<ul style="list-style-type: none"> • At the moment any significant deterioration in performance is identified by using a statistical testing method known as the 'Control Limit Theory'. This methodology uses the standard deviation to establish a set of control limits. If performance falls outside the control limits, on 3 consecutive occasions, then action needs to be taken to find out the problem. • The overall aim of Anti Social Behaviour Strategy is to 'demonstrate to our communities that Cumbria Constabulary and its partners are effective and capable of <u>reducing</u> both the <u>perceptions</u> and <u>reality</u> of antisocial behaviour and in particular <u>reduce repeat calls</u> for services. We also strive to continually <u>increase the public's confidence</u>'.
Dissatisfaction complaints and response Productivity Measure	Number of complaints received that have been dealt within the legislative timeframe i.e. 1. Locally resolve within 40 days 2. Conduct investigation within 120 days	Any statistically significant variation from the baseline, based on 2 standard deviations for either a 36 or 12 month average, whichever gives the tighter control limits.	IMS via PSD Centurion database	Quarterly	Dir PSD All commanders		