

**CUMBRIA POLICE AUTHORITY
Policing Plan and Best Value Committee**

21 February 2006

Agenda Item No. 6

**Target Setting 2006/7
A Report by the Chief Constable**

1. SUMMARY

This paper covers the target setting process for 2006/7 and outlines the **estimated** year-end positions for 2005/6 in relation to the Constabulary's three-year targets, which were set in 2004/5. In order to maintain the trajectory to meet the final 2007/8 targets, the required targets for 2006/7 are shown in each of the target categories.

Work is ongoing to develop an appropriate methodology to disaggregate the Constabulary targets to stretching BCU level targets.

In addition, targets are proposed in relation to the PPAF Local Domain framework. The issues identified for inclusion in the Local Domain are:

- Anti-social behaviour
- Youth Disorder
- Anti-social use of motor vehicles

The target document presents a series of 'proposals' for measuring these areas effectively.

2. RECOMMENDATION

1. That the Committee notes the estimated position regarding the three-year targets.
2. That the Committee approves the identified Local Domain areas and proposals for measurement.

3. DETAIL

(See attached paper)

**Michael Baxter
Chief Constable**

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Cumbria Constabulary



Target Setting Document 2006/7

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THE TARGET SETTING PROCESS 2005-2008

1. Introduction

The Constabulary set three-year targets in 2004/5 to cover the period 2005/8. This paper reports on the **estimated** 2005/6 year-end positions against these targets. Where necessary, revisions are suggested, so that the Constabulary is in a position, in 2006/7, to maintain progress towards achieving the 3-year target in 2007/8.

For each target section the method used to set the original target was based on 2004/5 data and used the 'target allocation formula' (Appendix 1) approved by Operations Board in 2000.

Work is ongoing to develop an appropriate methodology for disaggregating the Constabulary targets to stretching BCU level targets.

In addition, suggested targets are outlined for areas within the PPAF Local Domain, taking into account the guidance issued by the Home Office to Police Authorities and Police Forces. These targets are outlined together with a series of *proposals* for measurement.

The final section of the document presents the 2005-2008 Strategy Plan Targets. These have not been refreshed and are simply presented for information only.

Key Performance Area Targets:

- | | |
|-------------------------|----------------------------|
| 1. Burglary dwelling | 5. Violent crime |
| 2. Theft of a vehicle | 6. Road traffic collisions |
| 3. Theft from a vehicle | 7. Class A drug supply |
| 4. Robbery | 8. Sanction detection rate |

Suggested Local Domain Target Areas

1. Youth disorder
2. Anti-social behaviour
3. Anti-social use of Motor Vehicles

Other targets to consider are for:

- | | |
|-------------------------------|----------------------|
| ○ Citizen focus measures | ○ Attendance at work |
| ○ Front line policing measure | ○ Efficiency |

2. Constabulary Crime Targets for 2006/07

The table below estimates the year-end crime figures for the Constabulary. The process adopted considers the current performance of the Constabulary and then calculates the difference between the estimated year-end and the final 2007/8 targets. The difference is then split over two years in order to achieve the final 2007/8 targets.

Area	Category	Current Performance (YTD December 05)	Estimated Year End Figure (Extrap)	0708 Target Fig	Target for 06/07	Reduction	% Reduction	Direction
Cumbria	Violent Crime	7689	10252	7925	9089	1164	11.3%	Reduce
Cumbria	Burglary Dwelling	981	1308	1246	1277	31	2.4%	Reduce
Cumbria	Theft of a Motor Vehicle	824	1099	855	977	122	11.1%	Reduce
Cumbria	Theft from Motor Vehicle	1650	2200	2494	2200	0	0.0%	Maintain
Cumbria	Robbery	78	104	89	97	8	7.2%	Reduce
Cumbria	Total Notifiable Offences	32615	43487	35946	39716	3770	8.7%	Reduce

2.1 Burglary Dwelling

The Constabulary set its burglary dwelling target based on 2003/4 performance data. At the time of setting this target, there was a decision not to adopt the proposed CDRP target, which suggested a 17% reduction. The reasoning behind this was that the Constabulary had already achieved the 3-year proposed CDRP target, therefore the proposed target would not be stretching.

The Constabulary set its target to be 30% better than MSF average. The rationale was that there was still a need to demonstrate a reduction in crime that was already at low levels. The Constabulary was already 20% better than the MSF average; therefore a target of 30% better than MSF was stretching, yet realistic.

Constabulary target at 2007/8 = 1246

	Estimated Year-end position (2005/06)	Position required at 2007/08	Reduction required over two years	Target for 2006/07
Force	1308	1246	62 (-4.7%)	1277 (-2.4%)

2.2 Theft of a Motor Vehicle

The 2005-2008 target uses the average reduction suggested by the CDRPs for this category. This equates to a 20.4% reduction over three years.

Constabulary target at 2007/8 = 855

	Estimated Year-end position (2005/06)	Position required at 2007/08	Reduction required over two years	Target for 2006/07
Force	1099	855	244 (-22.2%)	977 (-11.1%)

2.3 Theft from a Motor Vehicle

The 2005-2008 target uses the average reduction suggested by the CDRPs for this category. This equates to a 16.1% reduction over three years.

Constabulary target at 2007/8 = 2494

	Estimated Year-end position (2005/06)	Position required at 2007/08	Reduction required over two years	Target for 2006/07
Force	2200	2494	0	2200 (0%)

2.4 Robbery

The 2005-2008 target was to reduce robbery and to remain best in MSF.

The rationale not to mirror a proposed CDRP target of 18% was due to this being deemed unrealistic, due to the already small numbers involved.

	Estimated Year-end position (2005/06)	Position required at 2007/08	Reduction required over two years	Target for 2006/07
Force	104	89	15 (-14.4%)	97 (-7.2%)

2.5 Violent Crime

The Constabulary took a snapshot at December 2004 from iQuanta and set a target for the Constabulary to be 5% better than MSF average. At the time, the Constabulary was 30% worse than MSF average.

The rationale behind using this approach was due to it being more realistic and achievable than using an aggregate of CDRP targets.

The MSF average in December 2004 was 4.277 crimes per 1000 population. However, with the introduction of NCRS and other positive recording practices, the MSF average has increased to 4.467 crimes per 1000 population in December 2005. The Constabulary average in December 2005 was 4.933. This places the Constabulary 10.4 % worse than the MSF average. The violent crime target is particularly challenging for the next year.

Violent Crime – Force target at 2007/8 = 7925

	Estimated Year-end position (2005/06)	Position required at 2007/08	Reduction required over two years	Target for 2006/07
Force	10252	7925	2327 (-22.7%)	9089 (-11.3%)

2.6 Road Traffic

The Constabulary is currently working towards the 10-year road safety strategy, which has 10-year targets up to 2009. These are:

1. A 40% reduction in the numbers of all killed and seriously injured (KSI) casualties by the year 2010, based on the average of the five-year period 1994 to 1998.
2. A 50% reduction in the numbers of child (under 16 yrs) killed and serious (KSI) casualties by the year 2010, based on the average of the five-year period 1994 to 1998.
3. A reduction of 10% in the numbers of all slight casualties set against the 100 million vehicle kilometres (100MVKm) travelled in the county, set against the slight/100 MVKm figure for the average of the five-year period 1994 to 1998.

The current target is to reduce KSI Casualties by 40% from the 1994-98 average of 555. This would mean reducing it to 333 by 2009. At the end of 2004/5, we are predicting 485 KSIs. To be on target for 2009, we would need to achieve a figure of 371 by 2008, or a reduction of 23.5%.

Maximum of 371 by end 2007/8

	Estimated Year-end position (2005/06)	Position required at 2007/08	Reduction required over two years	Target for 2006/07
Force	432	371	61 (-14.1%)	402 (-7.1%)

2.7 Class A Drug Supply

The figure for 2003/4 was 134. The aim is to reach 210 by 2008.

The rationale was this represented a 25 per year increase on the figures for 2003/4 - a realistic and stretching target.

Class A Drugs supply – 210 Offences by 2007/8

	Estimated Year-end position (2005/06)	Position required at 2007/08	Increase required over two years	Target for 2006/07
Force	124	210	86 (+69.4%)	167 (+34.7%)

Class A Drugs supply – 261 Offenders by 2007/8

	Estimated Year-end position (2005/06)	Position required at 2007/08	Increase required over two years	Target for 2006/07
Force	133	261	128 (+95.8%)	197 (+47.9%)

2.8 Sanction Detection Rate

The Constabulary remains best in MSF, with a sanction detection rate of 27.51%. This has increased from 25% in 2004/5. The target to increase to 28% remains challenging but achievable.

Although last year we looked at the number of detections required to achieve a 26% sanction detection rate, as the total number of offences changed, we ended up monitoring the percentage rate. This should be done again this year, with a target set of 27%. The 2006/7 percentage of 27% is aligned to the Criminal Justice Board target.

The introduction of offences Taken Into Consideration (TIC) and Fixed Penalty Notice (FPN) targets will contribute towards this measure. Through discussions with Chief Officers, the TIC target for 2006/7 has been set at 7% of our Offences Brought To Justice (OBTJ) figure (or 790 TICs) and the FPN target has been set at 5% of our OBTJ figure (or 564 FPNs).

The most common offences that attract FPNs are Disorder Offences, Criminal Damage and Shoplifting. For TICs, this is Fraud, Burglary, Criminal Damage and Vehicle Crime.

	Target FPN's for 2006/07	Target TIC's for 2006/07
Force	564	790

2.9 Attendance

This is a specific sickness target, with a positive promotion of attendance. The proposal is to set this target at the year-end, when there is a full years data set to examine. This will also enable us to consider and possibly align to the national target for 2006/7.

2.10 Front Line Policing

The Constabulary target of 72.5% of police officers in front line posts has to be achieved by 2008. This has already been set by the Constabulary and agreed by the Home Office. However it is highlighted that this target will be particularly challenging to achieve.

Cumbria achieved 64.51% in 2003/4, second in its family of forces.

The Home Office required every police force to set stretching targets to increase front line policing. The Police Authority agreed Cumbria's target trajectory (shown below) to achieve the target national average in 2008:

	Target	Estimated police officers released to the front line
2004/5	67.00%	20
2005/6	69.00%	25
2006/7	71.00%	24
2007/8	72.50%	18

2.11 User Satisfaction and Police Visibility

This will be based on end-of-year figures supplied by the British Crime Survey and the Constabulary's own internal surveys.

Whilst, historically, we have had targets for user satisfaction, they have not been used recently. The satisfaction target in the 2005-2008 Strategy Plan for users of the service is 85%. This applies to victims of crime (Burglary Dwelling, Violent Crime, Racist Incidents, Vehicle Crime) and also to victims of RTCs.

Police visibility is also of concern to the public, and a target to address this should also be considered. This measure is collected via an annual public consultation survey. In prior years, the figures achieved have been 37.1% and 43.6% in 2003/4 and 2004/5 respectively. We will set three incremental targets to achieve 45% satisfaction by 2005/6, 47.5% satisfaction by 2006/7 and 50% satisfaction by 2007/8.

2.12 Efficiency

The Constabulary has a 3% efficiency target, of which 1.5% has to be cashable. The target and achievement issues are in the newly created efficiency strategy.

3. Local Domain Targets

This section presents the 2006/7 local priorities for consideration by the Police Authority. The local priorities are identified, with clear links to the 2006/7 policing priorities, which were approved by the Authority on December 15 2005. By following this approach, there is a clear logical thread of planning that effectively joins up the national and local planning processes.

In 2006/7, there is a Home Office requirement to set PPAF Local Domain priorities with associated measures and targets*. The Constabulary has followed Home Office guidance, taking into account community consultation, partner consultation, Constabulary Control Strategy and continuous improvement.

3.1 Local Policing Priorities for 2006/7

The Authority has approved the 2006/7 policing priorities, which are:

1. To reduce overall crime, with a focus on violent crime, drug crime, vehicle crime and burglary.
2. To work with our partners to further increase detection rates, targeting prolific and other priority offenders, bringing more offenders to justice and reducing road traffic collisions across the county.

* The guidance document Setting Local Priorities and Assessing Performance for PPAF's Local Domain version 1.2 has been used to inform the recommendations in this section.

3. To develop Neighbourhood Policing across all communities in the county, ensuring that we address locally identified concerns about fear of crime, anti-social behaviour and disorder.
4. To develop our protective services capability with a particular focus on Serious, Organised Cross Border Crime, Counter Terrorism and Extremism.
5. To develop a professionally-trained and integrated workforce, ensuring that people are supported at all levels, to provide an excellent service to all the communities we serve.
6. To secure the policing capability and capacity needed to maintain and develop current performance and meet future demands, by working with other North West police forces to review police structures in the region.
7. To deliver the phased implementation of the National IMPACT Programme, in order to optimise key police and partner decision-making through proactive capture and use of well-managed data, intelligence and other information.

Taking the above information into account and by following the Local Priorities guidance, the Constabulary has identified three areas not effectively covered by the current SPI measures. These are:

- Youth Disorder
- Anti-social Behaviour
- Anti-social use of Motor Vehicles

The following table illustrates the 2006/7 priorities and highlights where there is a lack of effective measurement in relation to the three local priority areas.

Constabulary 2006/7 Priorities	Assessment Measures (SPIs/Policing Plan/HMIC Baseline)	Gap	Proposed Measures
<p>1. Reduce overall crime, with a focus on violent crime, drug crime, vehicle crime and burglary.</p>	<p>Using the British Crime Survey, the risk of personal crime</p> <p>Using the British Crime Survey, the risk of household crime</p> <p>Violent crime per 1,000 population</p> <p>Acquisitive crime per 1,000 population</p> <p><i>HMIC Assessment: Reducing Volume Crime</i></p> <p>Violent crime reduction target*</p> <p>Vehicle crime reduction targets*</p> <p>Burglary reduction target*</p> <p>Robbery target*HMIC Baseline</p>		
<p>2. To work with our partners to further increase detection rates, targeting prolific and other priority offenders, bringing more offenders to justice and reducing road traffic collisions across the county.</p>	<p>Percentage of offences brought to justice.</p> <p>Percentage of notifiable offences resulting in a sanctioned detection.</p> <p>Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident.</p> <p>Number of people killed or seriously injured in road traffic collisions and per 100 million vehicle km travelled.</p> <p><i>HMIC Assessment: Investigating Volume Crime</i></p> <p>Sanction detection increase*</p> <p>FPN increase target*</p> <p>TIC increase target*</p> <p>Road Traffic Collision Target*</p> <p>Dangerous Driving Offences*</p> <p>Investigate % racist incidents*</p> <p>Fingerprint % arrested persons*</p>	<p>There are no current measures reported upon concerning dangerous driving.</p>	<ul style="list-style-type: none"> • Persons reported for driving offences (Due care/dangerous driving etc) • Child Killed and Seriously Injured collisions

Constabulary 2006/7 Priorities	Assessment Measures (SPIs/Policing Plan/HMIC Baseline)	Gap	Proposed Measures
<p>3. To develop Neighbourhood Policing across all communities in the county, ensuring that we address locally identified concerns about fear of crime, anti-social behaviour and disorder.</p>	<p>Using the British Crime Survey, fear of crime</p> <p>Using the British Crime Survey, perceptions of antisocial behaviour</p> <p><i>Using the British Crime Survey, perceptions of local drug use/drug dealing</i></p> <p><i>Using the British Crime Survey, the percentage of people who think their local police do a good job</i></p> <p>HMIC Assessment: Neighbourhood Policing and Problem Solving</p> <p><i>Percentage of police offer time spent on frontline duties*</i></p> <p><i>Youth Disorder FPNs target*</i></p> <p><i>Criminal Damage target*</i></p> <p><i>Police visibility to the public*</i></p> <p><i>Efficiency target*</i></p>	<p>There is a gap in relation to local measures of anti-social behaviour and youth disorder.</p>	<p>Anti-social Behaviour Measures:</p> <ul style="list-style-type: none"> • Annual Public Consultation Survey • Instances of Criminal Damage <p>Youth Disorder Measures:</p> <ul style="list-style-type: none"> • Annual Public Consultation Survey • Nos of Crimes involving youth offenders
<p>4. To develop our protective services capability, with a particular focus on Serious, Organised Cross Border Crime, Counter Terrorism and Extremism.</p>	<p>Life threatening crime and gun crime per 1,000 population.</p> <p>Value of cash forfeiture orders and confiscation orders per 1,000 population.</p> <p>HMIC Assessment: <i>Tackling Level 2 Criminality</i></p> <p>Class a Drugs Target*</p>		

Constabulary 2006/7 Priorities	Assessment Measures (SPIs/Policing Plan/HMIC Baseline)	Gap	Proposed Measures
<p>5. To develop a professionally-trained and integrated workforce, ensuring that people are supported at all levels, to provide an excellent service to all the communities we serve.</p>	<p>Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to:</p> <ul style="list-style-type: none"> a) making contact with the police; b) action taken by the police; c) being kept informed of progress; d) their treatment by staff; e) the overall service provided* <p>Satisfaction of victims of racist incidents with respect to the overall service provided</p> <p>Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided*</p>		
<p>6. To secure the policing capability and capacity needed to maintain and develop current performance and meet future demands, by working with other North West police forces to review police structures in the region.</p>	<p>HMIC Assessment: <i>Tackling Level 2 Criminality</i></p>		
<p>7. To deliver the phased implementation of the National IMPACT Programme, in order to optimise key police and partner decision-making through proactive capture and use of well-managed data, intelligence and other information.</p>	<p>HMIC Assessment: <i>Information and Communication Technology</i></p>		

4 Local Target Setting Rationale

This section sets out the proposed local domain target areas, together with a rationale for measurement in terms of a series of proposals. These proposals identify a number of different measures that are necessary to effectively triangulate overall performance in the target area.

4.1 Targets for Anti-Social Behaviour (ASB)

In the next financial year, the way in which incidents are measured is changing from the National Standard for Incident Recording (NSIR) to the National Incident Classification List (NICL). Due to this change, it is sensible to use the year 2006/7 as a baseline for setting incident-related targets. If we were to set a target based on 2005/6 figures when NICL is introduced, we would not be comparing like with like. The introduction of the new standard could affect the numbers of incidents in the same way as the National Crime Recording Standard increased the numbers of crimes. This would then place the Constabulary in the position of having to account for the increases, in what are essentially different recording practices.

Proposal 1

Another measure of Anti-social Behaviour would be to look at the public perception of ASB collated through the Constabulary's annual survey. In the last survey, 60% of respondents were worried about Anti-social Behaviour. The target should be to reduce this to 55%. This represents a 5% reduction. The benefit of this proposal is that it triangulates with the British Crime Survey.

Proposal 2

A proxy measure for anti-social behaviour is to look at the level of Criminal Damage in the Constabulary. The table below illustrates the estimated end of year position, together with a 1% reduction target for 2006/7.

	Crime (As at 31/12/05)	Extrapolated end of year figure	Reduction	1% Reduction Target Figure (06/07)
North	3336	4448	44	4404
South	2997	3996	40	3956
West	3632	4843	48	4794
Force	9965	13287	133	13154

Given the current year-on year increase of 8.1% increase in criminal damage, an appropriate target would be to reduce criminal damage by 1% (133 offences).

4.2 Targets for Youth Disorder

As above, the way in which incidents are measured will change next year, allowing a reasonable baseline to be obtained for the level of Youth Disorder in the county. At present this is not possible. As seen above, we currently consult about the worry with regard to ASB in the county.

Proposal 1

When the annual survey is carried out next year, the opportunity should be taken to establish a baseline level of worry about Youth Disorder.

Proposal 2

An approximate measure of Youth Disorder would be to look at the numbers of youth offenders brought to justice for crimes that are symptomatic of Youth Disorder, these being: Section 4/5 offences, Criminal Damage and Shoplifting. The Criminal Justice Board is not able to separate youth offenders from adult offenders in terms of offences brought to justice; therefore a proxy measure has been developed.

A proxy measure would be to use Oracle data in relation to those crimes on Oracle that show offenders who have been charged/summonsed, cautioned, had an offence Taken Into Consideration or been issued with a Fixed Penalty Notice. The benefit in this approach is that there will be no delay in data collection, as it is taken directly from the Oracle system.

Using the proxy measure, the table below shows the breakdown into each BCU relative to their current performance. The proposal is to increase by 5% across each BCU the youth offenders brought to justice for the offences shown above.

Force

	Figure as at (31/12/05)	Extrapolated end of year figure	Suggested Target 2006/07
Criminal Damage	386	515	540
Criminal Damage to a Vehicle	183	244	256
Offences Against the Person	858	1144	1201
Theft	772	1029	1081

North

	Figure as at (31/12/05)	Extrapolated end of year figure	Suggested Target 2006/07
Criminal Damage	99	132	139
Criminal Damage to a Vehicle	33	44	46
Offences Against the Person	209	279	293
Theft	368	491	515

South

	Figure as at (31/12/05)	Extrapolated end of year figure	Suggested Target 2006/07
Criminal Damage	166	221	232
Criminal Damage to a Vehicle	66	88	92
Offences Against the Person	380	507	532
Theft	275	367	385

West

	Figure as at (31/12/05)	Extrapolated end of year figure	Suggested Target 2006/07
Criminal Damage	121	161	169
Criminal Damage to a Vehicle	84	112	118
Offences Against the Person	269	359	377
Theft	129	172	181

4.3 Targets for Anti-social use of Motor Vehicles

Vehicles being driven in an anti-social manner caused concerns amongst the survey respondents. Examples included: speeding, driving dangerously, skidding, sounding of horns and loud music.

Any target should take into account education and enforcement measures to bring about a change in driver behaviour. There are several initiatives that

could potentially be used to set targets around driver behaviour (e.g. Driver Improvement Scheme, CRASH, Operation Laburnham). Further work is needed to develop an appropriate target in this area.

Driving Offences

The Constabulary regularly records data on the following driving offences:

<u>Causing death or bodily harm</u>
<u>Dangerous driving</u>
<u>Driving etc after consuming alcohol or taking drugs</u>
<u>Careless driving (excluding use of hand-held mobile phone while driving)</u>
<u>Use of hand-held mobile phone while driving (as from 1 December 2003)</u>
<u>Accident offences</u>
<u>Unauthorised taking or theft of motor vehicle</u>
<u>Driving licence related offences</u>
<u>Vehicle insurance offences</u>
<u>Vehicle registration and excise licence offences</u>
<u>Work record and employment offences</u>
<u>Operator's licence offences</u>
<u>Vehicle test offences</u>
<u>Fraud, forgery etc associated with vehicle or driver records</u>
<u>Vehicle (or part) in dangerous or defective condition</u>
<u>Speed limit offences (including offences involving any camera devices) (1)</u>
<u>Motorway offences (other than speeding)</u>
<u>Neglect of traffic directions (including offences involving any camera devices) (1)</u>
<u>Neglect of pedestrian rights</u>
<u>Obstruction, waiting and parking offences</u>
<u>Lighting offences</u>
<u>Noise offences</u>
<u>Load offences</u>
<u>Offences peculiar to motor cycles</u>
<u>Miscellaneous motoring offences (excluding seat belt offences)</u>
<u>Seat belt offences</u>

Proposal 2

The estimated figures for the end of this financial year are approximately 723 offences in total. A proposed 5% increase in offences to 759 is appropriate.

5. Strategy Plan Targets

This section details the other Strategy Plan targets for information only. No revisions or variations are proposed in relation to these.

Existing Targets outlined in 2005-2008 Strategy Plan

- Achieve an overall user satisfaction rate of 85%, with no significant difference in levels of satisfaction between visible minority ethnic group and white users.
- Investigate 100% of racist incidents.
- Fingerprint 99% of people arrested.
- Achieve detections from 1 in 12 crime scenes investigated.

- Bring 11,285 offences to justice (joint Constabulary/CJB target).
- Improve efficiency by 3% each year, half of which will be in real cash terms.
- Ensure that the ethnicity of its workforce is reflective of the economically active population of the community it serves.
- 1 in 12 crime scenes attended to result in detection.
- Ensure compliance with NIM2.

Other Targets

There are several other targets within the Constabulary. These are as follows:

- To answer 90% of 999 calls within 10 seconds
- To answer 90% of non-999 calls within 30 Seconds.
- To respond to an Urban Immediate Response incident within 10 minutes on 87% of occasions.
- To respond to a Rural Immediate Response incident within 20 minutes on 87% of occasions.

Additional target proposed in relation to DNA Sampling

- DNA sample 99% of those persons brought into custody who have not been previously sampled.

Appendix 1

Agreed Formula for Allocation of Policing Plan Targets to Areas

The purpose of this document is to propose a formula for allocation of Policing Plan targets among Areas and facilitate debate around the best way of doing this. It is not intended to impose a mechanism; rather work towards common agreement on target allocation throughout the five year Best Value cycle.

The proposed formula has the advantage of being simple to apply and transparent to all interested parties. The formula is designed to take into account both the level of crime in each of the Areas as well as recent performance. It is applied in three stages.

Stage One – Initial targets are obtained by allocating the corporate numerical target among Areas in proportion to the number of offences recorded for each of the targets. This is essentially the same as applying the same percentage reduction across all Areas.

Stage Two – Each Area is dealt with in turn, the order makes no difference. For each of the Areas where there was a reduction compared to the previous financial year, one fifth that number of offences is deducted from the target for that Area calculated from stage one; the deducted offences are shared equally between the other two Areas and added to their targets. If there is no reduction, move on to the next Area.

Stage Three – For each of the Areas where there was an increase compared to the previous financial year, one fifth of that number is added to the target and a tenth of that number is deducted from the other two Area's targets.

Example- Three Areas, A, B and C, have recorded 10 000, 9 000 and 11 000 offences respectively for the most recent financial year. These represented an increase of 200 offences for Area A, a decrease of 200 offences for B and an increase of 500 offences for C compared to the previous financial year. The corporate target for next year is a reduction of 2000 offences. The target would be allocated as follows.

Stage One – Initial targets are proportionally allocated giving A 667, B 600 and C 733 offences each.

Stage Two – B is the only Area to have shown a decrease (200 offences) so 40 offences are removed from it's target and 20 added to A and C.

Stage Three – A has shown an increase of 200 offences, so gains 40 offences and B and C lose 20 each. Similarly, C has shown an increase of 500 offences, so gains 100 offences and A and B each lose 50.

Final reduction targets are A – 677, B – 490, C – 833.

The weightings for increases and decreases are such that one offence is added to the target for five extra offences recorded and vice versa. These weightings could obviously be adjusted if interested parties felt that would result in a fairer system.

JG

N.B The formula has been amended such that if any Area receives less than 10% of the corporate target, then that Area is allocated 10% of the corporate target and the other two Areas' targets are adjusted accordingly.

JG (10/4/2000)

Appendix 2

Summary of All Targets

1. Crime Targets

Area	Category	Current Performance (YTD December 05)	Estimated Year End Figure (Extrap)	0708 Target Fig	Target for 06/07	Reduction	% Reduction	Direction
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Cumbria	Theft of a Motor Vehicle	824	1099	855	977	122	11.1%	Reduce
Cumbria	Theft from Motor Vehicle	1650	2200	2494	2200	0	0.0%	Maintain
Cumbria	Robbery	78	104	89	97	8	7.2%	Reduce
Cumbria	Total Notifiable Offences	32615	43487	35946	39716	3770	8.7%	Reduce

2. Local Domain Targets

Targets for Anti-Social Behaviour (ASB)

Perception of Anti-social behaviour

Public perception of ASB collated through the Constabulary's annual survey. In the last survey, 60% of respondents were worried about Anti-social Behaviour. The target should be to reduce this to 55%.

Criminal Damage Offences

A proxy measure for anti-social behaviour is to look at the level of Criminal Damage in the Constabulary. The table below illustrates the estimated end of year position.

	Offences at 31/12/05	Extrapolated end of year offences
North	3332	4443
South	3000	4000
West	3636	4848
Force	9968	13291

Targets for Youth Disorder

Perception of Youth Disorder

When the annual survey is carried out next year, the opportunity should be taken to establish a baseline level of worry about Youth Disorder.

Fixed Penalty Notices Issued Youth Offenders

	Number of FPNs Issued (12/05)	Estimated end-of-year figure	Target 06/07
Youth Offenders	30	40	42

Targets for Dangerous Driving

Child Casualties

- Target - To reduce Child (15 yrs and Under) killed and serious casualties by 50% by the year 2010 (Government Target), based on the average from 1994 to 1998 (67)
- Persons reported for motoring offences

Other Strategy Plan Targets

- Achieve an overall user satisfaction rate of 85%, with no significant difference in levels of satisfaction between visible minority ethnic group and white users.
- Investigate 100% of racist incidents.
- Fingerprint 99% of people arrested.
- Achieve detections from 1 in 12 crime scenes investigated.
- Bring 11,285 offences to justice (joint Constabulary/CJB target).
- Improve efficiency by 3% each year, half of which will be in real cash terms.
- Ensure that the ethnicity of its workforce is reflective of the economically active population of the community it serves.
- 1 in 12 crime scenes attended to result in detection.
- Ensure compliance with NIM2.

Other Targets

There are several other targets within the Constabulary. These are as follows:

- To answer 90% of 999 calls within 10 seconds
- To answer 90% of non-999 calls within 30 Seconds.
- To respond to an Urban Immediate Response incident within 10 minutes on 87% of occasions.
- To respond to a Rural Immediate Response incident within 20 minutes on 87% of occasions.

Additional target proposed in relation to DNA Sampling

- DNA sample 99% of those persons brought into custody who have not been previously sampled.

NOT PROTECTIVELY MARKED.