



CUMBRIA POLICE AUTHORITY
AND CUMBRIA CONSTABULARY

JOINT ANNUAL REPORT

2009 - 10



CUMBRIA
CONSTABULARY
SAFER STRONGER CUMBRIA

Cumbria Police Authority and Cumbria Constabulary's Joint Annual Report

April 2009 to March 2010

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Introduction by the Chair of Cumbria Police Authority



I am pleased to present the joint Annual Report of Cumbria Police Authority and Cumbria Constabulary for the period April 2009 to March 2010. It examines how successful the Constabulary has been in preventing and investigating crime and antisocial behaviour over the last year. It also explains what improvements have been made to services in order that the public can have confidence in their police.

The report is also an opportunity to receive the Police Authority's independent view of how well the Constabulary is performing. As the body which oversees the Constabulary's work at a strategic level, the Police Authority has worked hard over the last year to make sure that you receive a high quality policing service that provides value for money. More than ever before, we are going out and consulting with members of the public and their feedback is helping us to ensure that the Constabulary is tackling issues that concern people most.

It has been another successful year for the Constabulary. Everyone's dedicated and professional work has contributed to a significant reduction in crime within Cumbria, meaning that there are even fewer victims. We have also seen a considerable reduction in antisocial behaviour, an area that people have informed us is one of their greatest concerns. The Police Authority's continued investment in protective services has ensured that the Constabulary has developed the capability to tackle organised crime effectively and play its part in protecting vulnerable people, which has been confirmed by independent inspection. Progress has been made in tackling domestic abuse, by the police working in partnership with other agencies dedicated to protect those at greatest risk. This is all good news for Cumbria.

Another priority for us is ensuring that the public receives a good service from their local police and that their priorities are addressed. We are encouraged by improvements that have been made to the delivery of services, meaning that the Constabulary meets the Policing Pledge. We are also aware that increases in the level of visible policing during the year are very important for local people and give them greater confidence.

This has been achieved despite dealing with some significant challenges during the year, both financially and operationally. Throughout the county, the Constabulary continued to provide an excellent service to the public, especially during the November floods, which saw the tragic loss of a dedicated officer, PC Bill Barker, when a road bridge collapsed. Overcoming these challenges would not have been possible without the commitment of officers and staff, as well as the support from the public, voluntary groups and partners. Coping with the economic downturn has also required significant effort to be put into looking at the future shape and priorities for the service

and we are pleased that the same high level of performance has been achieved in spite of this.

Looking to the future, the greatest challenge we face is maintaining the service to the public in a climate of reducing resources. The Constabulary has made significant progress in robustly tackling this but this work will need to go further and faster. We also need to make best use of the resources available and, to achieve this, we will continue to drive the Constabulary to address challenging issues. We are determined that the Constabulary will continue to provide the high standard of service that people in Cumbria expect.

Ray Cole
Chairman, Cumbria Police Authority

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Introduction by the Chief Constable



I am pleased to report that we have had another excellent year. We have continued to improve our performance and achieved significant reductions in crime.

Our year end performance figures show that crime is down overall by 8.8 per cent from April 2009 to March 2010 when compared to the same period in 2008-09.

This means that we have had 2,722 less victims of crime in Cumbria.

During the same period we have also successfully reduced antisocial behaviour, the issue that most concerns our local communities, by 8.4 per cent. This means we have received 3,416 less calls for service. We have continued to make significant reductions in vehicle crime and criminal damage. Our overall detection rates remain consistent at 39.5 per cent.

Rape offences have increased from 76 cases in 2008-09 to 106 cases in 2009-10. The major cause of this is a significant change to the national guidance in the way in which rape offences have been recorded in the past 12 months, by recording a crime as soon as the allegation is received. We want victims of rape to report incidents to us and we are committed to supporting them and bringing offenders to justice.

The year end figures highlight that Cumbria Constabulary has continued to consistently perform well which is a reflection of the quality of officers and staff who are dedicated to serving the people of Cumbria. Our high level of performance is thanks to each and every one of them who have worked incredibly hard over the last twelve months, despite facing some very difficult challenges.

In November last year we saw the most severe weather conditions devastating some of our communities. Amongst the hundreds of officers and staff dedicated to rescuing local people and ensuring the safety of our communities, Cumbria Constabulary lost an incredibly dedicated and committed officer, PC Bill Barker. Bill spent 25 years of his life serving the communities of Cumbria. He was respected by all of his colleagues and is very sadly missed.

Cumbria Constabulary has one of the highest levels of public confidence in England and Wales. The Policing Pledge is just one way of helping us achieve this. We are dedicated to delivering the Policing Pledge and maintaining the confidence of the local community by fighting crime and tackling issues that matter most to the people we serve. Over the year we have greatly improved the way we engage with our communities. This was recently recognised by Her Majesty's Inspectorate of Constabularies (HMIC).

I am proud of what we and Cumbria Police Authority have achieved so far but we need the level of support from our public and partners to continue in order to build upon our success.

Craig Mackey
Chief Constable

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Your Police Authority

Cumbria Police Authority is a statutory body with 17 members. 9 are councillors appointed to the Authority by Cumbria County Council. 8 are independent members selected from across the county through public advertisement, 1 of whom must be a magistrate.

The Membership of Cumbria Police Authority during 2009-10:

Photograph of Authority Members to be included]

Ray Cole (Chairman, joined June 2009)
Elizabeth Barraclough
Alan Barry
Jim Bland
Christine Egan JP
Patrick Everingham
Beth Furneaux
Jill Heath (joined June 2009)
Pauline Halfpenny, MBE (left June 2009)
Andy Hampshire (joined October 2009)
Rob Huck, MBE
Margaret Johnson
Joke Maes
John Mallinson (joined June 2009)
Joseph Nicholson (left June 2009)
Oliver Pearson (left June 2009)
Lynda Shaw
Bill Smith (left June 2009)
Peter Thornton (joined June 2009)
Reg Watson, OBE
John Woolley

The Authority's members have a range of experience and backgrounds. The membership of the Authority at March 2010 was made up of:

Female: 7 Male: 10 British: 15 Belgian: 1 Irish: 1

[Click here](#) to find out more information about the Authority's members.

The Authority is supported administratively by 7 full-time and 1 part-time staff, plus 3 occasional staff who work with the Authority externally to involve and consult the public.

About your Police Authority

Cumbria Police Authority is one of 43 police authorities in England and Wales. It is the governing body of the Constabulary, responsible for holding the police to account on behalf of the public in Cumbria. The Police Authority has responsibility for making sure that Cumbria's police service is effective and provides value for money. Our aim is for you to feel confident that your police service is not just successful at fighting crime but also fair, ethical and well-run.

Key roles and responsibilities

The main areas of work that the Authority is responsible for are:

- Consulting and engaging with members of the public to find out what they want from their police service and considering this when making decisions.
- Scrutinising how police services are delivered in Cumbria to make sure they address the public's priorities, provide value for money and treat people with respect.
- Agreeing with the Chief Constable what the priorities for the police service in Cumbria should be and how they should be achieved through a 3-year policing plan.
- Agreeing the budget which the Chief Constable can use for these purposes and setting the police part of the council tax which supports it.
- Holding the Chief Constable to account for the delivery of the police service set out in the policing plan.
- Appointing the Chief Constable, Deputy Chief Constable and Assistant Chief Constables.
- Monitoring complaints against the police.
- Working with partner organisations to help reduce crime and disorder.
- Working with other police authorities to oversee police forces from different areas when they are working together.
- Managing the Authority's investments and borrowing of money.
- Setting the strategic framework for managing police land and buildings, which, by law, are owned by the Authority.
- Overseeing the health and safety arrangements and personnel policies adopted for police staff and officers.
- Checking on how people in police custody are treated by operating an Independent Custody Visitor Scheme.
- Checking on how police dogs are treated.
- Promoting equality and human rights, including monitoring what the Constabulary is doing to ensure it treats people fairly, ethically and in a way that respects diversity.

- Publishing an annual statement of accounts.

Responsibility for the day-to-day operation of policing rests with the Chief Constable.

Further information on the Police Authority can be found by visiting our website: <http://www.cumbriapoliceauthority.org.uk>

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What the Authority has achieved in 2009-10

Our business plan set out what we wanted to do in 2009-10. Our priorities were:

- Strategic planning and monitoring Constabulary performance.
- Governance.
- Partnership working.
- Community engagement and communications.
- Our people.
- Improving our performance and inspection.

Over the past year, the Police Authority has worked hard on behalf of the public to make sure that Cumbria Constabulary has adequate resources, plans and processes in place to deliver an effective service to the public.

Strategic planning

We have:

- Driven the Constabulary to **improve even further how it tackles crime and antisocial behaviour** through effective scrutiny of performance and holding it to account against the targets we have set. We have attended internal management boards and performance meetings, to find out how effectively the Constabulary is managing its own performance.
- Overseen the **development of protective services** in the Constabulary, following the Authority's decision to invest in increasing capability in 2008, and scrutinised the deployment of resources in this area, including attending monthly tasking meetings.
- Asked the Constabulary to review how it deals with **young people**. As a result, inconsistencies in the treatment of young offenders and how different parts of the Constabulary engage with young people have been identified and an action plan is being created to improve this.
- Been the catalyst for a review of **sickness management** processes in the Constabulary, resulting in changes to attendance management policies and greater priority being given to the issue.
- Held the Constabulary to account for its delivery of the **Policing Pledge**, particularly in areas of weakness identified by an inspection by Her Majesty's Inspectorate of Constabulary. We made unannounced visits to check the standards of police stations and public meetings. As a result, the Constabulary is providing a better frontline service to the public which is so important for giving people confidence in policing.
- Appointed 2 **Assistant Chief Constables** whose skills and style of policing suit Cumbria and complement the existing chief officer team.

- Provided strategic direction to the **management of the police estate**, calling for increased partnership working and prompting a review of the maintenance of buildings, following identification of a backlog during visits to police stations. We also oversaw the completion and opening of a **new area headquarters at Durranhill in Carlisle**, ensuring that it provides a high quality and green working environment.
- Overseen the **Going Green** project, aimed at promoting greener ways of working, and driven forward its integration into other areas of business, such as in the building of the new headquarters at Durranhill.
- Monitored the reasons for **complaints against the police** and what action is being taken to address them, as well as looking at how 50 complaints selected at random over the year were handled to be sure that they are dealt with to a high ethical and administrative standard by the Constabulary's Professional Standards Department.
- Checked that **police powers to stop and search members of the public** are used appropriately and proportionately across the county and different ethnic groups, through regular monitoring reports to our Communities, Equality and Diversity Committee and the closer scrutiny of processes by our lead member. To view reports and minutes of discussions about stop and search, visit <http://www.cumbriapoliceauthority.org.uk/meetings--papers> and select Communities, Equality and Diversity Committee.

Governance

We have:

- **Carefully managed our finances** so that we can deal with the consequences of the economic downturn. This includes overseeing a review of key structures and processes in the Constabulary and providing a strategic direction for decisions about future priorities for the service, to maximise its effectiveness and affordability.
- Continued to provide **robust governance** of how finances are managed by the Constabulary and made sure that risks to both organisations are being assessed and managed. (The annual assessment of use of resources by Audit Commission during 2009 assessed that we were at level 2 in 2008-9.)
- Received regular reports on Constabulary activities and spoken to staff support groups to check the Constabulary is **promoting equality and eliminating discrimination**, whilst treating officers and staff fairly.
- Supported the Constabulary in the **aftermath of the November floods**, including financially supporting the redevelopment of flooded areas of the police station in Workington to improve efficiency and information sharing.

Partnership working

We have:

- Overseen **collaboration of police forces in the North West** of England through a Joint Committee which the Authority was instrumental in setting up and by collaborating with other police authorities on training and sharing good practice.
- Worked with district councils and the County Council to develop their **scrutiny of Community Safety Partnerships** (former Crime and Disorder Reduction Partnerships) to complement existing scrutiny of crime reduction by the Police Authority.
- Met with **key partner organisations**, such as local councils, to discuss where we can work together and to listen to their priorities.

Community engagement and communications

We have:

- Made improvements in how we **engage the community** and use their feedback in our decision-making. This includes developing a clear strategy for finding out the community's views, employing a new Community Engagement Officer to develop this area of work and holding a number of consultation events, including targeted events for young people in schools. We also held at least 4 public meetings, called Police Community Liaison Forum, in each of the 6 districts in Cumbria during the year.
- Developed a new **Single Equality Scheme** to plan how the Authority will promote equality and diversity, following consultation with representatives of minority groups. This will be implemented over the next 3 years.
- Developed a protocol with the Constabulary's Professional Standards Department to provide an effective way to resolve **quality of service issues** raised with the Authority by members of the public.
- Recognised the critical support given to the emergency services by the **Mountain Rescue Service** during the November floods, through a donation to replace damaged equipment. The Authority has also looked to ensure that lessons are learnt for any future large-scale emergencies.
- Developed a **new, more user-friendly website** which provides information on what we do and how people can give their views on policing. [Click here](#) to visit the Authority's website.

Our people

We have:

- Used our **Independent Custody Visitor Scheme** to check that detainees in police custody are treated properly. People independent of the Constabulary and the Authority made unannounced visits to custody facilities in Barrow, Carlisle, Kendal and Workington, and less

frequent visits to stations only used occasionally. 226 visits were made and 274 detainees spoken to between April 2009 and March 2010.

- Checked that **police dogs are treated properly** by operating an animal welfare scheme, where independent people visited the police dogs 12 times over the year.
- Provided a range of **support to Authority members** so that they can carry out their role effectively, including developing role descriptions and a new programme of support and training in key areas, as well as holding experience visits to police departments, training courses and seminars.
- Run **successful recruitment campaigns** for an independent member of the Police Authority, an independent member of the Standards Committee, Independent Custody Visitors and members of police misconduct panels.

Improving our performance and inspection

We have:

- Sought **earlier involvement in the development of strategic plans** with the Constabulary, including the policing plan, the budget and the review of internal structures. Authority members have secured the opportunity to scrutinise plans at an earlier stage and are developing joint planning days with the Constabulary to enable this.
- Enhanced our **processes for monitoring performance against the agreed Policing Plan** across our committees so that our scrutiny focuses on the priority areas we have agreed with the Chief Constable.
- Developed our understanding of and oversight of the Constabulary's **deployment of resources**, including attending meetings where this is tasked out based on available intelligence.

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What the Constabulary achieved in 2009-10

What we planned to do - our priorities in 2009-10

The annual policing plan sets out what we planned to do in 2009-10. We said we would:

- Work with our partners to improve neighbourhood policing.
- Deal with serious and organised crime.
- Deal with dangerous offenders and the most serious kinds of violent crime.
- Make effective use of front line resources and maximise productive time.
- Build our strengths for the future.

This annual report shows what we have done and how we have performed against each of these priorities from April 2009 to March 2010.

Our performance management framework measures:

- Local headline targets so that we can check how we are delivering against our priorities.
- Process measures to make sure that we are continuously improving in the areas that support our priorities.
- Exception measures, which help us to identify and take appropriate action when our performance deviates from planned standards.

The performance framework helps us to maintain the low levels of crime and the high quality of services in Cumbria and remain one of the top performing forces in the country.

Appendix 1 shows in detail the Constabulary's performance, using our own performance management framework (local targets, process and exception measures for 2009-10). A comparison (where possible) is provided against our performance in 2008-09. We have highlighted the table in green where we have performed well and red where we have not performed as well as 2008-09.

Appendix 2 presents a table of performance showing the achievements of North, South and West Cumbria in 2009-10.

On occasion, our performance is also compared with police forces most similar to us. These police forces are; Cheshire, Derbyshire, Durham, Norfolk, North Wales, Staffordshire and Suffolk.

What we have done to improve neighbourhood policing

In 2009-10, we have:

- Improved the way we engage with our communities so that we can understand what issues affect them and how they can be addressed. This is a key aspect of the Policing Pledge.
- Continued to reduce the number of antisocial behaviour and criminal damage incidents throughout Cumbria by working in partnership with local Community Safety Partnerships (formerly Crime Disorder and Reduction Partnerships).
- Continued the *Respect* campaign, working with communities and schools to promote respectful behaviour and order in our neighbourhoods.
- Improved community intelligence processes, sharing information within the Constabulary and with other partners in the health and prison services, so that we can be more responsive to what members of the public tell us is happening in their areas.
- Piloted the neighbourhood management projects in Longtown, Harraby Estate (Carlisle), South Whitehaven and South Workington to improve quality of life.
- Established strong links with businesses, via local Community Safety Partnerships to target identified crime issues and manage the impact of large scale public events that take place within the county, such as Appleby Fair.
- Developed a scheme called Farm Watch in rural areas, which allows farmers to security tag their equipment and machinery and enable the police to warn others of any offences committed.
- Assessed how well we are doing against the national Equality Standard so that we can improve our services to everyone during 2010-11. A copy of the national Equality Standard can be accessed by [clicking here](#).
- Implemented new hate crime guidance so that we can improve the quality of service we provide to victims of hate crime incidents.
- Maintained the success of the Scafell Project which, with partners, is targeting a reduction in re-offending by the most prolific and highest priority offenders.
- Piloted different ways of dealing with young offenders in the criminal justice system. A scheme called Restorative Justice which holds young offenders to account for what they have done personally and directly, and helps victims to get on with their lives, was piloted in South Cumbria and is

now being rolled out across the county. The scheme is driven by the Youth Justice Board which is made up of representatives from the police, probation, children's services and other partners who work with young people to prevent further offending.

- Provided specialist training to the police officers and police community support officers who work in our neighbourhoods.
- Continued to support road safety partnerships to reduce the number of people killed or seriously injured on our roads by a further 17%.
- Developed information and performance products for implementation in 2010-11 to improve actions we take which raise public confidence.
- Implemented a Communications and Marketing Strategy to improve the quality of service and information we provide to the public.
- Improved delivery of the Policing Pledge standards to improve the quality of service and information we provide to the public and increase customer satisfaction.

In our policing plan we said that we would implement a Contact Management Strategy by the end of 2010 to improve how we respond for requests for our service. The national strategy was due to be published in December 2009 and was delayed until the end of April 2010. We will develop our local Contact Management Strategy during 2010.

How we have performed

In 2009-10, we wanted:

- To improve public confidence by increasing the number of people that agreed we had dealt with antisocial behaviour and crime that mattered to them in their area.

Last year the Government only set one national police target, to increase public confidence so that crime and antisocial behaviour issues that matter to local communities are being addressed.

We want to achieve a target of 60.8% by March 2011 and 64.8% by March 2012. Both targets will be measured by the British Crime Survey. The British Crime Survey is an important source of information that tells us about levels of crime and public attitudes to crime, as well as what people think about the police service in their area.

The latest figures from the British Crime Survey tells us that we are currently on track to meet the national confidence target, with latest figures showing that the Constabulary has a confidence level of 55.1%.

When compared to police forces in England and Wales that are most similar to us, the Constabulary is 2nd out of 8 forces and 7th nationally.

In December 2008 the Government introduced the national Policing Pledge. The pledge is a set of ten standards that police forces have promised to deliver. A copy of the Policing Pledge can be accessed by [clicking here](#).

One of the standards is to ensure that local residents have their say on what the policing priorities should be in their area. To support this, local police officers now hold 'Safer, Stronger Community Meetings' in each community every month so that we can listen to local people and tackle the issues that matter most to them. We also provide other community engagement opportunities such as surgeries, 'Cop in a shop' initiatives and extensive local surveys to ensure that we capture the concerns of those not attending the meetings.

We are committed to improving the quality and extent of community engagement and consultation with the public and stakeholders. Each neighbourhood policing team has developed a community engagement plan and we have developed a joint Community Involvement and Consultation Strategy with Cumbria Police Authority. This will make it easier for local people to let us know what their concerns are and help us to prioritise our resources.

In 2009-10 you told us that the main issues you worry about are incidents of antisocial behaviour, criminal damage and burglary. Over the last year we have continued to make significant reductions in these crimes:

- Antisocial behaviour incidents have fallen by 8.4% from 40,579 in 2008-09 to 37,163.
- Criminal damage offences have fallen by 17.4% from 8,998 in 2008-09 to 7,432.
- Burglaries of houses have continued to reduce by 2.9% from 797 in 2008-09 to 774.

In 2009-10, all crime within Cumbria fell by 8.8% from 31,068 offences in 2008-09 to 28,346. This means that there were 2,722 less victims of crime.

The results at the end of the year also show that we have reduced:

- Theft of a vehicle by 119 offences (a 17.7% reduction).
- Theft from a vehicle by 179 offences (a 12.6% reduction).
- The number of people killed or seriously injured on our roads by 46 (a 17% reduction).

When compared to other police forces in England and Wales that are most similar to us, we remain the best performer in our group with the lowest aggregated number of dwelling burglaries, other burglaries, robbery and vehicle crime offences.

Areas for improvement

Although we are performing well, there are some areas where we need to improve:

- Detection rate for hate crime.
- Detection rate for serious acquisitive crime.
- Complaints about incivility against the police.
- Call answering times.

Detection rate for hate crime

Hate crime is defined as an offence which occurs when an offender targets a victim because of his or her perceived membership in a certain social group usually defined by race, religion, sexual orientation, disability, age or gender.

The detection rate for hate crime has fallen slightly from 143 detections in 2008-09 to 124 in 2009-10. During the same period the number of hate crime offences rose from 248 to 261.

Overall the number of hate crimes reported to us is small. All hate crimes are robustly investigated. We are continuing to encourage victims to report hate crimes to us and have implemented new hate crime guidance so that we can improve the quality of service we provide. Our joint Community Involvement and Consultation Strategy with Cumbria Police Authority includes actions to improve confidence of minority ethnic groups within our communities by improving community engagement.

How do I report a hate incident?

There are a variety of ways in which you can report a hate incident.

- In an emergency always dial 999.
- Contact our communication centre 0845 33 00 247.
- Call at your local police station.
- Approach any officer.
- Print and fill out a self/third party reporting form by [clicking here](#) and return to one of the third party reporting centres which can be found by [clicking here](#).

Detection rate for serious acquisitive crime

Serious acquisitive crimes include house burglaries, robbery and vehicle crimes.

The overall detection rate for serious acquisitive crimes has significantly reduced from 675 in 2008-09 to 428 in 2009-10. This is because the

Constabulary has seen a fall in both robbery and vehicle crime detections (which fell from 66% to 41% and 18% to 14% respectively).

Robbery

Robbery is a serious offence and all incidents receive a very high level of investigation overseen by experienced detectives. There are a number of reasons why an offence is undetected:

- There is insufficient evidence to identify or charge the suspect.
- The victim does not want to proceed with the charges.

The number of robbery offences in Cumbria is very small. When an offence is undetected it causes large fluctuations in performance when reported as a percentage figure. Robberies are extremely distressing for the victims involved and are always at the top of our priority list. This will continue and we will not rest until we have brought offenders to justice.

When compared to other police forces that are most similar to us, Cumbria remains the top performing force for robbery detections.

Vehicle crime

We treat vehicle crime seriously and we have specifically included it in our performance framework for 2010-11 to help us to improve on this year's performance. We are also exploring what other forces are doing to address this issue.

To help reduce the number of vehicles stolen and thefts from a vehicle, the Constabulary has launched a campaign to promote car safety and raise awareness across the county. By following the advice below, and working together, we can ensure that this type of crime keeps falling.

Top tips to keep your car safe

- Never leave keys in the ignition or in your car, even for a short time.
- Park with care, if possible in a busy, well lit area.
- If you have a garage use it. If you park on a driveway, close and lock any gates.
- Close windows, sunroof, lock doors and activate security alarms when leaving your car.
- Take valuables with you when you leave your car, eg: cash, credit cards, mobile phones, satellite navigation systems etc.
- If you have no choice make sure valuables are locked in the boot, taking care no-one is watching you.
- Keep your driving and vehicle documents safe and not in your car.
- Postcode your valuables with a UV pen.
- Make sure your keys are secure at home and work.
- On cold mornings, don't leave your car unattended with the engine running while it warms up.

Complaints about incivility against the police

This is when an individual makes a complaint against the police. Incivility includes allegations of abusive, offensive or rude language or behaviour.

There has been a slight rise in the number of complaints about incivility across the Constabulary. In 2009-10 we received 85 complaints of this nature compared to 68 in 2008-09, a rise of 25%.

Encouraging people to complain so that we can improve our services is part of our Policing Pledge action plan and we will continue to do this in 2010 as part of our strategy for improving confidence.

Nevertheless, the increase in the number of complaints of incivility is very disappointing. The Constabulary is committed to providing a high standard of service to all members of the public and all complaints of this nature are taken very seriously and robustly investigated.

Call answering times

One of the ways in which we measure the quality of service we provide to members of the public is by monitoring the total number of calls that are made to the Constabulary and how many of these calls are abandoned. In 2009-10 the total number of calls we received for service reduced by 48065 when compared to 2008-09. During the same period, the number of abandoned calls also fell. However, despite this reduction, the fall in abandoned calls was not as significant as the drop in the overall number of calls for service which resulted in a marginally higher percentage of abandoned calls in 2009-10 when compared to 2008-09.

Calls can get abandoned for a variety of reasons:

- Where the person decides to no longer continue with the call so hangs up either before the call handler answers or as soon as they answer. In 2009-10, 8.8% of all abandoned calls were abandoned within two seconds.
- The volume of calls for example, a report of a road traffic collision on the motorway can generate up to thirty 999 calls at the same time.

What we have done to deal with serious and organised crime

In 2009-10 we:

- Enhanced our structures and processes for tackling organised crime groups and major crime so we are now meeting national standards.
- Continued to develop ways of managing and reducing the harm caused by serious and organised crime groups in Cumbria.
- Reviewed our intelligence processes to ensure compliance with the National Intelligence Model and to help us improve the way we use intelligence across the county, region and with national agencies.
- Used Automatic Number Plate Recognition to catch criminals when they travel through Cumbria.
- Worked with partners, such as the Cumbria Drugs and Alcohol team, to reduce the harm caused to communities by Class A drugs.
- We have established an anti corruption unit which is functioning to a high standard.
- Provided specialist training for staff engaged in major crime investigations. The Constabulary's in-house detective training programme won a regional award, making our officers amongst the best trained professionals in the North West.

In 2009-10 we said that we would develop a serious and organised crime performance framework within Cumbria however this was delayed due to re-prioritisation of work. The framework is currently under development and should be ready by September 2010.

How we have performed

In 2009-10 we wanted:

- To make sure we allocated our resources to organised crime groups which cause the most harm in Cumbria.

Each month, we risk assess and prioritise all identified organised crime groups and action is taken to reduce their ability to be criminally active in the county. All identified organised crime groups were risk assessed during 2009-10.

In 2009-10 we experienced a reduction in the number of Class A drugs offences that were recorded, to 534 offences compared with 601 offences in 2008-09. As a result of this the number of detections reduced by 9%. However, we still increased our detection rate of Class A drugs offences by 2% in 2009-10 compared with 2008-09 and achieved a detection rate of 96%.

In 2009 there were two particular initiatives which impacted on the reduction in harm caused by drug offences:

- A drive to ensure young people involved in drug-related harm embarked on health restorative programmes, and
- Re-enforcing the principles of how to record a drug offence so that cases involving the same dealer are not recorded as separate offences.

We remain committed to reducing the harm caused to communities by Class A drugs and will continue to focus on this type of crime and monitor it through our performance framework in 2010.

We have had continued success throughout 2009-10 using Automatic Number Plate Recognition technology. We have increased the number of arrests made from 46 in 2008-09 to 66 (43%). Of those arrests, 38% related to crimes and 55% related to drug seizures.

Areas for improvement

In 2009-10 we were given a national target to achieve £1.25 million of cash forfeitures or confiscation orders made under the Proceeds of Crime Act (2002).

In 2008 we issued over 90 confiscation orders – twice as many as forecasted and making us the top performing force in the country. This year we have still issued 92 confiscation orders but these totalled £976,500, leaving us £273,500 short of our target at the end of the financial year. Confiscation orders for the Constabulary fluctuate on a monthly basis. Although the annual target has not been met there are currently a further 61 confiscation orders in the system worth an estimated £630,000.

We are making sure that crime does not pay. The government returns a proportion of this money which we re-invest to improve our services to you.

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What we have done to manage dangerous offenders and the most serious kinds of violent crime

In 2009-10 we:

- Continued to enhance our structures and processes for protecting the public by implementing recommendations made by independent consultants.
- Continued to improve our processes for protecting vulnerable adults, dealing with people with mental disorders, safeguarding children and dealing with dangerous offenders so that we are now achieving national standards.
- Worked with partners to encourage more reporting of domestic violence, providing a supportive service to victims and bringing offenders to justice.
- Worked with partners and other forces, and developed strong relationships with local licensing authorities to deal with the problem of alcohol related violent crime.
- Worked with the Cumbria Domestic Violence Partnership to improve our services to victims of domestic abuse and are now achieving national standards.
- Improved how we use surveillance and covert techniques to meet national standards.
- Implemented national guidance to improve how we deal with major incidents and serious sexual crimes such as rape.
- Implemented a Rape Investigation Policy to improve our services to victims of rape.

How we have performed

In 2009-10 we wanted to reduce the following types of serious violent crime:

- Assaults causing physical injury.
- Re-offending by dangerous offenders who we are managing with partners.
- Repeated incidents of domestic violence.

In 2009-10 we have reduced all violent crime by 417 (a 5.6% reduction) and serious violent crime by 18 offences (a 8.2% reduction). We also increased the percentage of serious violent offences brought to justice from 67% to 69%.

Violent crime includes a range of different crimes:

- More serious violent crimes – murder, attempted murder, grievous bodily harm (known as GBH) and driving offences which result in death.
- Less serious violent crime includes actual bodily harm, common assault, harassment, disorder and verbal abuse.

The Constabulary has been set a target to reduce assault with injury offences by 5% per annum between 2008-09 and 2010-11. During 2008-09, the Constabulary managed to reduce the number of offences by 16.4%. During 2009-10 assault with injury offences fell by a further 10% and these type of offences remain on a downward trend.

One of our top priorities is to reduce the number of dangerous offenders who re-offend. We manage these offenders in a partnership called MAPPA (Multi-Agency Public Protection Arrangements) and have successfully prevented re-offending during 2009-10 completely.

In 2009-10 we wanted to reduce the number of repeat victims of domestic violence. We targeted repeat offenders by working with other organisations under the Multi-Agency Risk Assessment Conference (MARAC) arrangements. This is a county-wide response that aims to increase identification of victims at very high risk of serious harm from domestic violence. The group produces a multi-agency risk management plan to reduce the risks to victims, their children and any other vulnerable persons in the household. Meetings are held every 4 weeks within each Basic Command Unit (BCU).

We set a target to reduce the number of repeat victims of domestic violence cases being managed by MARAC to 29%. We have exceeded this target and achieved a reduction of 20.1%. This is a great achievement and demonstrates the importance of local organisations working together.

Areas for improvement

Rape offences

Rape offences have increased by 30 actual crimes from 76 cases in 2008-09 to 106 cases in 2009-10, an increase of 39.5%. The major cause of this is a significant change to the way in which rape offences have been recorded in the past 12 months, by recording a crime as soon as the allegation is received.

Unless there is additional verifiable information as a result of the investigation the rape will stand as an undetected rape as opposed to a "no crime".

What does 'no crime' mean?

A CRIME ONCE RECORDED SHOULD BE CLASSIFIED AS A "NO CRIME" IF ONE OF THE FOLLOWING CRITERIA ARE SATISFIED:

- The crime was committed outside the jurisdiction of the police force in which it was recorded.
- Additional verifiable information is available which suggests that no crime has been committed.
- If the crime forms part of a crime already recorded.
- If the reported incident was recorded as a crime in error.

In 2009-10 we increased our rate of detection for rape offences by 2% to 23% and reduced the number of offences which were later 'no crimes' from 20% to 6% compared with 2008-09.

The Constabulary averages a 60% conviction rate for all rape cases that go to court. We also increased the percentage of serious sexual offences brought to justice from 35% to 36.6%.

We want victims of rape to report it to us and we are committed to supporting victims and detecting this very serious crime.

Domestic violence processes

We wanted to encourage more domestic violence victims to have the confidence to report more incidents to us and to increase our arrest and detection rates. We continue to see an increase in the number of domestic violence offences reported to us, rising from 5,347 in 2008-09 to 5,606 in 2009-10. The percentage of domestic violence crimes resulting from incidents has increased from 30.4% in 2008-09 to 31.6% in 2009-10 and our arrest rate is slightly lower (1.8%) than last year but not statistically significant. Our detection rate has improved very slightly to 66.1%.

This year we have seen less cases dealt with by cautions (265 in 2009-10 compared to 289 in 2008-09) and we intend to use this as a baseline year against which to benchmark progress, and we have maintained a high conviction rate of 78%.

We also hoped to reduce the number of cases where 'no further action' was taken but we actually had an increase from 353 in 2008-09 to 413 in 2009-10 (17%). This is linked to the increase in victim confidence to report domestic violence, which led to the greater number of incidents and the reduction in the number of more serious incidents where crimes were committed. However, it should be stressed that the 'no further action' description of cases relates to the potential prosecution or cautioning of suspects, many of whom are arrested and, as a minimum, given clear warnings about their future conduct. Also the description does not indicate what action is taken in respect of helping the victim; there is very often significant action taken in these cases

both by the police and also partner agencies including Independent Domestic Violence Advisors.

There have also been significant developments in the manner in which domestic violence incidents are managed across the Constabulary including the introduction of an enhanced risk assessment process which enables the highest risk victims to be identified effectively. Specific multi-agency action plans are then put together to reduce the risks faced by these victims at Multi-Agency Risk Assessment Conferences chaired by the police.

We will continue to work closely with our partners to encourage all victims of domestic violence to report incidents to us and to cooperate with us to bring offenders to justice, wherever possible.

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What we have done to increase front line activity and maximise productivity

In 2009-10 we:

- Streamlined our internal audit and risk management processes and our policy process as part of our strategy to reduce bureaucracy.
- Implemented an electronic staff appraisal system to save time spent on paperwork.
- Continued to roll out the SLEUTH crime and intelligence system, making essential operational information easier to find, collect and use.
- Piloted the use of mobile data systems. The pilot will help us develop and improve the mobile working solutions we put in place over the next 12 to 18 months.
- Commissioned a review of our existing neighbourhood policing team structures, shift patterns, deployment policy and staffing mix to make sure that we can deliver quality services and improve neighbourhood policing.
- Opened 'Durranhill', the new headquarters for the North Cumbria area. We also developed options for improving our buildings in the South Cumbria area and reviewed the rest of our estate to ensure it is fit for purpose.
- Continued to prepare for the implementation of a major new IT System in June 2010 which will improve the way that we manage 999 and non-emergency calls and respond to incidents.
- Continued to implement our Fleet Strategy and vehicle replacement programme.

How we have performed

Last year, we set ourselves targets to:

- Ensure neighbourhood policing teams spend at least 80% of their time visibly working in the neighbourhoods tackling priorities.
- Reduce police officer and police staff sickness.

We have continued to work hard over the last year to ensure that more time is spent by officers in neighbourhoods by improving how we engage with local residents and involve them in the policing of their areas. A great deal of effort has gone in to ensuring that local residents know who their local officers are so they can work with us to identify local problems and help find solutions.

The year end figures show that local officers spend 82% of their time working in their neighbourhoods tackling priorities.

Areas for improvement

Police staff and police officer sickness

We have seen a significant fall in police staff sickness from 75.06 hours per staff member in 2008-09 to 68 hours per staff member in 2009-10. This is a real achievement when set in the context of increasing organisational change, but still falls well short of our target to achieve 54 hours per staff member in 2009-10.

Disappointingly, we have seen an increase in police officer sickness from 64.9 hours per officer in 2008-09 to 72 hours per officer in 2009-10, against a national target of 61 hours per officer.

High levels of staff sickness are of great concern to us. We are committed to reducing sickness absence and continue to pro-actively manage this across the Constabulary and on an individual basis. We have recently introduced an Attendance Management Policy which will simplify our sickness absence processes and we have agreed a training programme for managers to support the introduction of this policy. Other initiatives include:

- A dedicated resource in each Basic Command Unit (BCU) to assist in the management of more complex sickness absence cases.
- A member of staff has been recruited who, as part of their role, will focus on health promotion across the Constabulary, supporting a culture of health and wellbeing.
- Greater scrutiny of sickness absence cases and targeting those areas with the highest levels of sickness.

Deployment of police officers on restricted and recuperative duties

The Constabulary has a strategy to review permanently restricted officers on an individual basis. We have also commissioned a full review of how we deploy police officers on restricted and recuperative duties to identify how we can deliver quality services and improve neighbourhood policing.

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What we have done to build our strengths for the future

In 2009-10 we:

- Set new efficiency and productivity improvement targets for all our commanders and directors. We have exceeded our year end target for 2009-10.
- Started a review to look at all of our functions that sit above neighbourhood policing teams to ensure that they are efficient, effective and give value for money.
- Reviewed our capital programme, which identifies our income and expenditure against key projects approved for 2009-10.
- Evaluated the Personal Development Review (PDR) and Contact Management reviews aimed at supporting a culture of continuous improvement. We have also implemented quality circles in South Cumbria. Quality circles is a process that allows members of staff to identify problems and then deliver improvements.
- Explored workforce modernisation opportunities as part of the overall review of structures to ensure the balance between police officers and staff is efficient and effective to meet our medium to long term strategic challenges.
- Carried out work to upgrade our personnel IT system. Our online PDR system was tested and has been implemented. Further human resources system developments are still being progressed to help us improve how we do things.
- Continued to assess and scope out collaboration opportunities to help us to tackle shared problems. Cumbria and other North West forces have recently come together to form a new task force as a regional response to tackle serious, organised and cross-border crime.
- Explored an internal shared service capability to manage transactional services in Finance and Human Resources. A business case has been agreed by Cumbria Police Authority for implementation in 2010-11.
- Began implementing the IMPACT programme so that we manage our police information to national standards by the end of 2010. We are currently 70% compliant and it is expected that we will be 100% compliant by October 2010.
- Worked in partnership with the University of Cumbria to provide alternative training and qualifications for police officers.

- Developed a new Leadership Strategy to ensure that we identify and develop the abilities of our police officers and police staff.
- Developed action plans across the Constabulary to improve our business continuity arrangements in the event of large scale events or incidents.
- Implemented our Procurement Strategy to support our strategic priorities.
- Developed a draft Energy Efficiency and Sustainability Strategy for implementation by the end of April 2010. This will support achievement of our Local Area Agreement Carbon Reduction Target by the end of 2011.
- Worked with our partners to review our partnership working arrangements so that we can work more effectively together and improve our criminal justice processes.
- Continued to develop our skills and capacity to respond to major or unusual incidents, with additional training being provided so that we can support the 2012 Olympics.

We said we would implement e-learning to improve the efficiency and effectiveness of training. However, when piloting the new system we encountered minor technical difficulties which have delayed the implementation of the new system until the end of April 2010.

How we have performed

We set ourselves targets to:

- Make £1.3m budget savings in 2009-10 to boost front line policing resources.
- Become at least 3.1% more efficient over the year.
- Ensure that the percentage of black and minority ethnic officers and staff working in the Constabulary reflects the diversity of the working population in Cumbria.

Budget savings in 2009-10

During 2009-10 budget savings amounting to £1.6m were identified, which have been used to balance the 2010-11 budget and therefore help maintain front line policing services.

Savings were generated through a number of initiatives including:

- Workforce modernisation, which aims to use police officers only in roles where policing powers are required.
- A review of communications centre and help desk staffing.
- Lower energy costs, achieved through negotiating a new contract.
- More efficient business processes for the recording of crime.
- A reduction in the capital programme.

- A range of small budget savings achieved in response to local efficiency targets given to each department.

It is anticipated that significant savings will be generated from 2011-12 onwards through corporate initiatives, under the Chief Constable's 'Sustainability & Excellence' programme, which are currently in an advanced stage of development.

How efficient we were in 2009-10

Efficiency is about improving the cost and performance ratio. It is either reducing costs and maintaining or improving performance, or maintaining costs and improving performance.

In 2009-10 the Police Authority set a target that we become 3.1% more efficient over the year, which forms part of a rolling 3 year Value for Money Strategy which shows how we will meet our efficiency targets. More details of the strategy can be found in appendix 5 of the 2010-13 Policing Plan. [Click here](#) to access a copy of the Policing Plan.

The efficiencies have been made by improving value for money spending and by using our available resources more efficiently and effectively to improve performance results. The savings made have been re-invested to sustain and improve service delivery to communities in Cumbria, by having a balanced budget. Efficiencies were identified through a combination of corporate initiatives and local efficiency targets, which each individual department was required to meet.

During 2009-10 efficiencies totalling £5.266m were identified which equates to an improvement in efficiency of 4.3%. These efficiencies delivered £1.6m of recurrent budget savings with the remainder being in the form of productivity savings.

We are committed to improving the efficiency and effectiveness of our policing services in the future, as delivering better value for money will be crucial in meeting the financial challenges in the years ahead.

Constabulary staffing

By the end of 2009-10 the Constabulary had 14 serving black and minority ethnic (BME) police officers and 6 BME police staff. In addition, the Constabulary also currently employs 11 police officers and 16 police staff who are from a non-visible BME background.

In 2009-10, 31% of our police officer recruits were female and 33% of all police officers currently employed are female. Cumbria continues to have the highest female police officer strength in the country.

A total of 18 police community support officers and 26 new police officer recruits were appointed in 2009-10. In addition, 1 deputy chief constable, 1

assistant chief constable and 1 police constable were appointed on transfer from other forces. We also employed 29 special constables and 13 community volunteers.

Police officer and police staff recruitment has slowed down in 2009-10. We normally recruit approximately 60 officers per annum however in 2009-10 we recruited 29. This is a temporary measure whilst the Constabulary undertakes more detailed work on its budget and understands the full impact of the structures review. We are firmly committed to protecting the public and the visible face of policing. As an interim measure potential applicants were informed of the special constabulary recruitment process to encourage them to join and gain valuable policing experience.

The Constabulary is committed to equality and diversity, both within the organisation and in delivering the services we provide. We strive to build a diverse workforce and actively work towards a workplace where everyone feels valued and respected.

Staffing gender and ethnicity (headcount)

Police Officers	2008-09	2009-10
Male Police Officers	861	827
Female Police Officers	421	414
Total BME Police Officers	14	14
TOTAL	1296	1255

Police Staff	2008-09	2009-10
Male Police Staff	343	345
Female Police Staff	604	581
Total BME Police Staff	5	6
TOTAL	952	934

Police Community Support Officers	2008-09	2009-10
Male PCSOs	45	51
Female PCSOs	66	65
Total BME PCSOs	0	0
TOTAL	111	116

Population of Cumbria (mid-2007 population estimates)	Number	%
White British	477,200	96%
Black and Minority Ethnic (BME) Groups	19,700	4%
TOTAL	496,900	100%

Number of households (Census 2001) 209,027

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How the Government's inspection agencies rated us

What Her Majesty's Inspector of Constabulary said:

Policing pledge

Her Majesty's Inspectorate of Constabulary (HMIC) examines and improves police service efficiency on behalf of the public. During 2009 the HMIC completed a thematic inspection on how well we implemented the new Policing Pledge. HMIC assessed that our performance failed to meet an acceptable level and graded the Constabulary as POOR. A copy of the inspection report can be accessed by [clicking here](#).

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

We developed an action plan to make sure that we improved the services we were delivering to the public according to Policing Pledge requirements. The action plan has been delivered and included:

- A Pledge briefing package rolled out to all staff.
- Improvements on how we identify and set community priorities.
- Implementing a new website making it easier for people to use and providing better information.

We have systematically monitored the delivery of the Pledge across the county through mystery shopping and made sure that problems identified are put right as quickly as possible. We have worked with the National Police Improvement Agency to develop our action plan and have involved Lancashire Police to peer review our performance.

In February 2010 HMIC re-inspected our delivery of the Pledge and graded us as FAIR. A copy of the report is available by [clicking here](#).

At the same time, our plan to improve major crime services has been re-inspected and we are now meeting the national standards.

Joint inspection of custody

This was an inspection carried out by Her Majesty's Inspectorate of Constabulary and Her Majesty's Inspectorate of Prisons. Overall, the report presents a positive picture but with a number of recommendations to consider and to address where appropriate. The recommendations are already being progressed through an action plan, while others are under consideration working in conjunction with the custody inspectors and others.

This is a report the Constabulary can be justifiably proud of and reflects well on the staff who work within it and those who are connected to this challenging environment. To access a copy of the report [click here](#).

What the Audit Commission said:

Police use of resources

The Audit Commission checks how effectively the Constabulary uses its resources and whether Cumbria Police Authority is giving value for money. This annual assessment is called Police Use of Resources (PURE). For 2008-09 (the latest available data) the Constabulary met all minimum requirements of the assessment.

What the scored judgement means

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

- 1: Does not meet minimum requirements – performs poorly.
- 2: Meets only minimum requirements – performs adequately.
- 3: Exceeds minimum requirements – performs well.
- 4: Significantly exceeds minimum requirements – performs excellently.

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

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

having a comprehensive workforce strategy for workforce planning and development.

Internal audit results

Cumbria Police Authority commission the Management Audit Unit at Cumbria County Council to develop and conduct an annual internal audit programme in consultation with the Audit Commission.

The internal audit results are shown in the following table:

Assignment	Assessment
IT Block 1 – Information Security	Satisfactory
IT Block 1 – Network security	Satisfactory
Performance Management	Good
Treasury Management	Good
Tendering / Contract Letting	Satisfactory
Time off in lieu of overtime (TOIL) system	Good
Payroll	Good
Pensions	Good
Main Accounting System	Good
Creditor Payments	Good
Debtor's Income	Good
Budget Management	Good
Partnerships	Weak
West BCU financial arrangements and administrative systems review	Good
South BCU financial arrangements and administrative systems review	Good

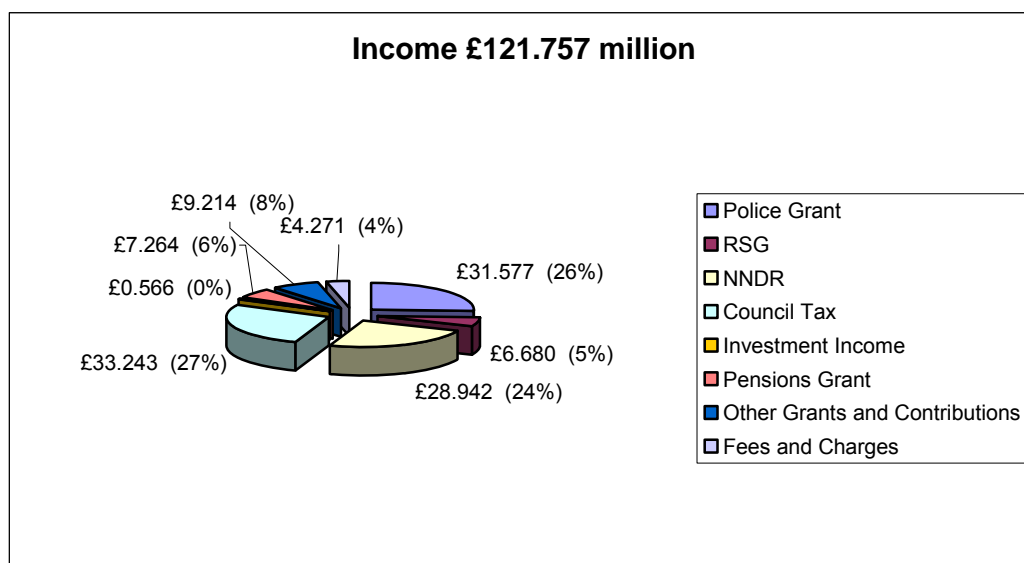
Following consideration of the audit report, the Constabulary has co-ordinated activity to address areas of concern with regards to managing partnerships.

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How much it costs

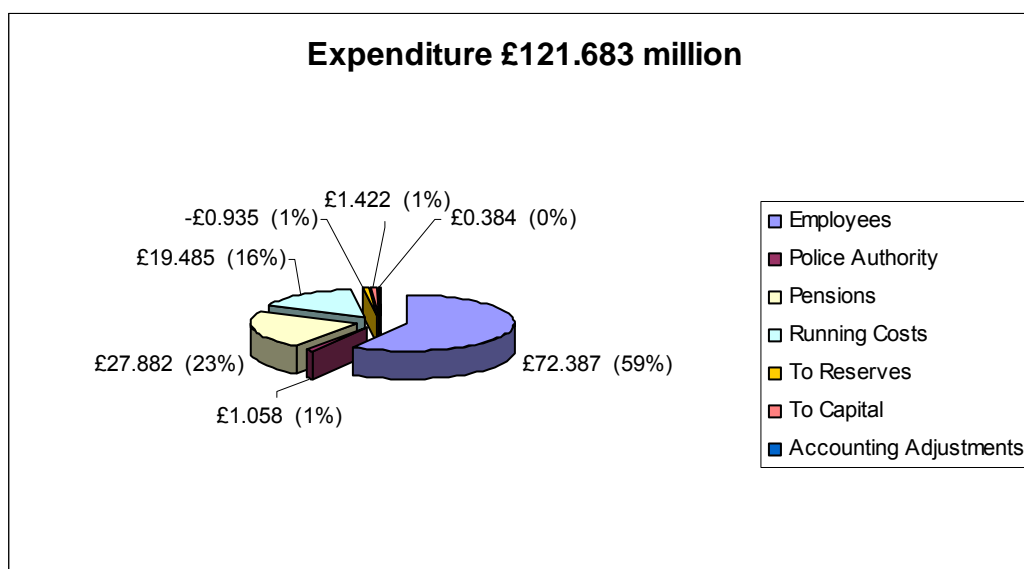
Cumbria Police Authority set a budget for 2009-10 of £100.300m, which included a planned contribution of £0.074m to general fund balances. The majority of the Authority's income came from central government funds, with only about 27% from local Council Tax payers. The Council Tax for a standard band D property was £188.25 and for a band B property, the most prevalent single band in Cumbria, it amounted to £146.42. Actual final spending including transfers to and from reserves amounted to £100.368m, which, taking account of the planned contribution to general fund balances, was in line with the budget.

Where the money came from



The table above demonstrates the various sources of income. It shows that, of total income, 61% came from Government, based on a complex formula, which sets out to allocate funds on the basis of relative need. 27% of total income came from Council Taxes, which the Authority is responsible for setting every year. The balance (12%) came from investment and other income.

What the money was spent on



The table above shows the distribution of expenditure during the year. The main elements can be summarised as follows:

- Employees – this area of the budget, amounting to 59% of total spending, supported an average of 1,306 police officers, 842 police staff and 114 Police Community Support Officers who provided the full range of policing services and organisational support.
- Pensions – this area of the budget, representing 23% of total spending supported police pensions' costs, incorporating formal accounting adjustments to set out the annual effect of future police pensions' liabilities.
- Running costs – this area of the budget, which amounted to 16% of total spending, supported the costs of premises, which comprised 54 operational buildings, the costs of transport, including running a fleet of 398 operational vehicles and a range of operational consumables, including the costs of IT and communications, operational equipment and uniforms.
- Reserves – this represents the net movement for the year between the Income and Expenditure account and earmarked reserves.
- Police Authority costs – this represents the Police Authority's own costs, which include the cost of its statutory officers, members' expenses and the cost of internal and external audit.
- Capital – this area of the budget supported the capital investment programme.

Income and expenditure account 2009-10

The table below sets out the revised budgeted and actual costs of policing in Cumbria for the 2009-10 financial year with the 2008-09 figures shown for comparison, together with an analysis of the sources of finance.

	2009-10 Revised Budget £'000	2009-10 Net Expenditure £'000	Re-stated 2008-09 Net Expenditure £'000
Pay and Allowances	79,137	77,388	75,844
Police Pensions	10,850	10,850	13,490
Other Employee Costs	1,596	2,274	2,059
Premises Costs	4,231	4,300	3,957
Transport Costs	2,493	2,740	2,566
Supplies & Services	11,761	11,073	11,884
Other	1,642	1,372	1,241
Statutory Pensions and Other Charges (i)	45,674	45,898	47,520
Police Authority Costs	867	1,058	849
Gross Operating Expenditure	158,251	156,953	159,410
Income	(14,201)	(14,051)	(14,219)
Other Adjustments	973	973	86
Net Operating Expenditure	145,023	143,875	145,277
Statutory Pensions and Other Adjustments (i)	(43,994)	(43,994)	(50,802)
Reserve Movements and Revenue Contributions to Capital	(661)	487	2,394
Net Expenditure to be financed by Government Grant and Council Tax	100,368	100,368	96,869
Government Grants	(38,257)	(38,257)	(35,018)
National Non-Domestic Rates	(28,942)	(28,942)	(30,542)
Council Tax Income	(33,243)	(33,243)	(31,595)
(Surplus)/Deficit for Year	(74)	(74)	(286)
General Fund Balance Brought Forward	(4,968)	0	(4,682)
Drawdown from General Fund	0	201	0
Contributions to General Fund in Year	(74)	(74)	(286)
General Fund Balance Carried Forward	(5,042)	127	(4,968)

(i) The year end figures include a number of statutory accounting entries, related to pensions and capital accounting, which are not routinely reported on during the financial year.

Readers can see a more detailed analysis and explanation for the out-turn and variances by reading the report presented to Governance Committee at its meeting on 30 June 2010. To access a copy of the report [click here](#).

Balance sheet as at 31 March 2010

The table below shows the overall financial position at the end of the financial year, with previous figures for comparison. It shows, in particular, the value of assets owned and any sums owed to and by the Authority.

	31 March 2010 £'000	Re-stated 31 March 2009 £'000
Buildings, Land and Major Equipment	73,189	74,083
Stock	314	272
Debtors	6,977	9,416
Long Term Investments	2,000	4,000
Short Term Investments	10,000	11,000
Cash in Bank	5,558	1,733
Current Liabilities	(15,111)	(16,011)
External Loans	(201)	(340)
Finance Lease	(32)	0
PFI Finance Lease Liability	(5,562)	(5,608)
Provisions	(363)	(457)
Deferred Grants	(9,041)	(8,008)
Pensions Liability	(896,145)	(592,368)
	(828,417)	(522,288)
Represented by:		
Distributable Reserves	19,173	20,034
Non-Distributable Reserves (i)	48,555	50,046
Pensions Reserve	(896,145)	(592,368)
	(828,417)	(522,288)

- (i) Non-Distributable Reserves include the Capital Adjustment Account and the Revaluation Reserve. These are maintained so that the current value of assets can be shown in the balance sheet, demonstrate how capital expenditure has been financed and record some technical accounting adjustments. These reserves are not available for the Authority to spend.

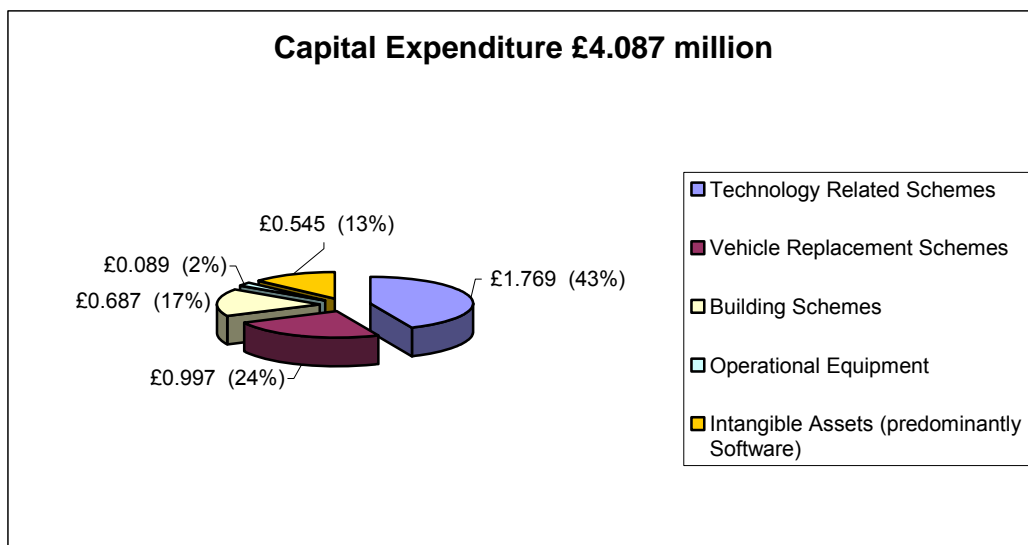
Cash flow statement

	£000
Cash in bank, in hand or in transit 31 March 2009	1,733
Add: Cash Inflows	127,400
Less: Cash Outflows	(123,575)
Cash in bank, in hand or in transit 31 March 2010	5,558

Any surplus cash is invested in secure banking institutions and generates additional income to support policing in Cumbria.

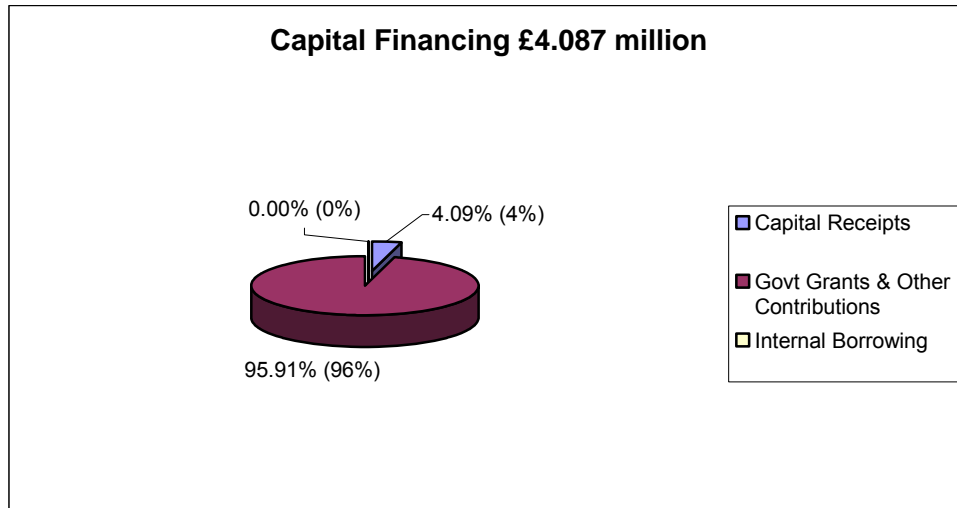
Capital expenditure

Capital expenditure generally represents money spent acquiring, upgrading and improving assets and major operational equipment. The Authority and Constabulary receive the benefits from capital expenditure over a longer period of time. The chart below sets out the capital investment made during 2009-10. It amounted in total to £4.087m. The largest single element of capital expenditure in 2009-10 amounting to £1.120m related to the replacement of computer hardware and infrastructure.



Capital financing

The Authority's capital programme in 2009-10 was financed through a combination of capital receipts from the sale of assets, grants and contributions, sums set aside from revenue and borrowing. Government grant funding is unusually high as it represents the drawdown of grants previous accumulated over a number of years which were required to be applied in 2009-10 to finance major projects.



Obtaining the full statement of accounts

The Authority's principal statutory accounts are prepared in accordance with a Code of Accounting Practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). It contains a number of complex and lengthy disclosures covering a variety of technical areas of the accounts so as to meet demanding professional standards. A substantial element of the principal accounts are not straightforward to understand for the lay reader, and, accordingly, a short summary has been prepared, based on good practice guidance notes from CIPFA, which set out to highlight the main areas and statements in the accounts. The principal accounts and this summary are located on the Authority's website at www.cumbriapoliceauthority.org.uk. The document can also be obtained from:

The Director of Finance and Resources
 Cumbria Constabulary
 Police Headquarters
 Penrith, Cumbria
 CA10 2AU

and is also available in different formats such as large print, Braille, audio, or in a different language by calling 01768 217734.

The accounts presented here are subject to audit.

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Appendix 1 – Cumbria Performance Management Framework 2009-10

Section 1 Neighbourhood policing, partnerships and local accountability measures. – Headline target

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
% of people who agree that the police and local council are dealing with antisocial behaviour and crime that matter in this area.	% answering “strongly agree” or “tend to agree” that the police and local councils are dealing with antisocial behaviour and crime that matter in this area.	12% increase by 31 March 2012 to 64.8%.	National target.	52.8%	55.1% to 12/2009	On track

Section 2 Neighbourhood Policing Process Measures

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Complaints about incivility.	Number of complaints categorised as incivility.	Reduce	Local measure.	68	85	No Click here for details

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Call answering times.	<ul style="list-style-type: none"> • % of 999 calls answered in 10 seconds. • % of non-999 calls answered in 30 seconds. • % of non-999 calls answered in 40 seconds. 	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level.	Local measure to support Policing Pledge standards.	New measure introduced 2009-10.	89.6% 92.8% 95.1%	Baseline year
Emergency response times.	<p>% of emergency responses (Grade 1) within:</p> <ul style="list-style-type: none"> • 15 minutes for urban areas. • 20 minutes for rural areas. <p>Measured from time of call.</p>	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level.	Local measure to support Policing Pledge standards.	New measure introduced 2009-10.	98.1% 90.8%	Baseline year
Non-emergency response times.	<p>% of non-emergency responses within:</p> <ul style="list-style-type: none"> • 1 hour for grade 2. • 3 hours for grade 3. 	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level.	Local measure to support Policing Pledge standards.	New measure introduced 2009-10.	90.9% 83.4%	Baseline year

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Non-emergency response times.	% of grade 4 incidents where we did not deploy police officers.	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level.	Local measure to support Policing Pledge standards.	New measure introduced 2009-10.	96.5%	Baseline year
Measures of neighbourhood policing activity.	Engagement Activity: <ul style="list-style-type: none"> • % of NPTs holding at least 1 public meeting per month in their area. • % of NPTs meeting their abstraction targets. 	Increase.	Local measure to support Policing Pledge standards.	New measure introduced 2009-10.	100% 76.2%	Baseline year
Customer satisfaction Covers victims of the following: <ul style="list-style-type: none"> • Violent crime. • Domestic burglary. • Vehicle crime. • Road traffic collisions. 	% of victims who are completely, very or fairly satisfied with: Whole Experience <ul style="list-style-type: none"> • Making contact. • Action taken. • Progress updates. • Treatment by staff 	Increase.	National measure.	84.0%	86.8%	Yes
				93.7%	93.7%	
				81.5%	83.6%	
				75.4%	75.1%	
				93.6%	93.3%	

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Complaints.	Number of complaints received about dissatisfaction with service that are acknowledged within 24 hours of reporting them to us.	Increase.	Local measure to support Policing Pledge standards.	New measure introduced 2009-10.	265	Baseline year

Section 3 Neighbourhood Policing Exception Measures

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Road traffic casualties. National target to end of December 2010 is 305	Number of people who die within 30 days of or are seriously injured in road traffic collisions.	To address any significant variation from trajectory towards national target at constabulary level.	Local measure to support national target.	271	225	Yes
Child road traffic casualties. National target to end of December 2010 is 33	Number of people who die within 30 days of or are seriously injured in road traffic collisions.	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level.	National and Local measure.	23	19	Yes
Convictions recorded against prolific and other priority offenders.	Number of listed offenders and recorded convictions on the Police National Computer.	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level.	National measure.	220	Not yet available.	

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Antisocial behaviour trends.	Number of incidents which meet the national definition. This includes: <ul style="list-style-type: none"> • Abandoned vehicles. • Animal problems. • Nuisance noise. • Malicious/nuisance communications. • Prostitution related activity. • Street drinking. • Substance misuse. • Trespass. • Vehicle nuisance. 	To address any significant change at: <ol style="list-style-type: none"> 1) Basic Command Unit level. 2) Constabulary level. 3) Our Most Similar Forces Group. 	Local measure.	40579	37163	Yes
Low level volume crime trends:	Number of criminal damage crimes, including criminal damage to vehicles.	To address any significant change at: <ol style="list-style-type: none"> 1) Basic Command Unit level. 2) Constabulary level. 3) Our Most Similar Forces Group. 	Local measure.	8998	7432	Yes
	Number of violent crimes without physical contact e.g. threats or harassment.			1953	1724	Yes
	Number of theft of vehicle crimes.			671	552	Yes
	Number of theft from vehicle crimes.			1421	1242	Yes

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Number of serious acquisitive crimes.	Includes: <ul style="list-style-type: none"> Burglary and aggravated burglary in a dwelling. Robbery business and personal. Vehicle crime. 	To address any significant change at: <ol style="list-style-type: none"> Basic Command Unit level. Constabulary level. Our Most Similar Forces Group. 	National measure.	2939	2613	Yes
Call answering times	<ul style="list-style-type: none"> Calls answered in over 90 seconds. Calls abandoned. 	<ol style="list-style-type: none"> Below 90%. Any occurrence. 	Local measure.	0.06%	0.06%	Yes
				5.5%	6.1%	No Click here for details
Complaints.	% of complaints received that have been dealt with within the legislative timeframe i.e. <ul style="list-style-type: none"> Locally resolve complaints within 40 days. Conduct investigations into complaints within 120 days. 	Above 80%.	Local measure to ensure compliance with legal timeframes.	60.0%	81.4%	Yes
				98.2%	97.1%	
Sanction detection rates for serious acquisitive crimes. (This is measured as a %)	Includes: <ul style="list-style-type: none"> Burglary and aggravated burglary in a dwelling. 	To address any significant change at: <ol style="list-style-type: none"> Basic Command Unit level. Constabulary level. 	National measure.	18%	21%	Yes

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
	<ul style="list-style-type: none"> • Robbery business and personal. 	3) Our Most Similar Forces Group.		66%	41%	No Click here for details
	<ul style="list-style-type: none"> • Vehicle crime. 			18%	14%	No Click here for details

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Sanctioned detection rates for other neighbourhood crimes. (This is measured as a %)	Criminal damage.	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level. 3) Our Most Similar Forces Group.	National measure.	18%	17%	Yes
	Theft.			36%	37%	Yes
	Violent crime where there is no physical contact.			57%	58%	Yes
Sanction detection rates for hate crimes. (This is measured as a %)	Includes all offences flagged as hate crimes.	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level. 3) Our Most Similar Forces Group.	National measure.	58%	48%	No Click here for details
Re-offending rates.	The percentage of offenders on probation proven to have re-offended within 3 months compared with the predicted re-conviction rate. <ul style="list-style-type: none"> Adults. Young People 10-17. 	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level.	National measure to reduce both by 10% by 2011.	Adults - 12.39%.	Adults - Not yet available.	
				Young people – Not yet available.	Young people – Not yet available.	

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
First time entrants to the youth justice system.	The number of young people aged 10-17 receiving an out of court disposal or receiving a conviction at court for the first time	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level.	National measure.	854	671	Yes

Section 4 Serious and Organised Crime measures – Headline target

Serious and Organised Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Disruption of organised crime groups. (This is measured as a %)	Disruption means that the groups are unable to operate at their usual level of activity for a significant amount of time.	100%.	Local target.	New measure introduced in 2009-10.	100% risk assessed.	Yes

Section 5 Serious and Organised Crime – Process Measures

Serious and Organised Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Class A Drugs offences sanction detections.	The number of Class A drug crimes successfully detected.	To address any significant change at: 1) Basic Command Unit level. 2) Constabulary level. 3) Our Most Similar Forces Group.	Local measure.	570	517	No Click here for details
Automatic Number Plate Recognition (ANPR) activity.	ANPR as a % of all arrests.	Increase.	Local measure.	0.23%	0.37%	Yes
	• % of arrests relating to crimes.			54%	38%	
	• % of arrests relating to drug seizures.			30%	55%	

Serious and Organised Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Cold case reviews.	Numbers identified, assessed, allocated and completed.	Increase.	Local measure.	New measure introduced in 2009-10.	9 cases identified having potential for full review.	Baseline year
Major Crime Incidents.	Numbers of BCU staff utilised in major crime cases: <ul style="list-style-type: none"> • By incident/crime. • By rank. • By source location. • By number of days. 	To reduce abstraction levels from Basic Command Units.	Local measure.	New measure introduced 2009-10.	The equivalent of 2 sergeants extracted for 1 year; 5 constables for 1 year and 1 for 9 months; 1 local intelligence officer for 3 months.	Baseline year
Review of rape cases.	<ul style="list-style-type: none"> • % of rape cases screened. • % of those compliant with national standards. 	Ensure compliance with national standards.	Local measure.	New measure introduced 2009-10.	100% 99%	Baseline year

Serious and Organised Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Process for tackling rape.	Number of rape offences reported per 1000 of the population*.	Increase*. Reduce**.	Local measures from national rape group.	0.01 per 1,000	0.2 per 1,000	Yes
	% of rape offences that are 'no crimed'**.			20%	6%	Yes
	Sanction detection rate*.			21%	22%	Yes

Section 6 Serious and Organised Crime Exception Measures

Serious and Organised Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Ratio of assets recovered per 1,000 population.	Cash forfeitures and confiscation orders made under the Proceeds of Crime Act 2002.	To address any statistical variation from trajectory towards: 1) National target at Constabulary level (£1.25M). 2) Basic Command Unit individual targets (300k per BCU). 3) Headquarters (350K).	National measure.	£17,327	£1,973	No Click here for details

Serious and Organised Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
The volume of proven offending in a follow-up 12 month period by (Class A) drug misusers identified in the course of their contact with the criminal justice system.	Number of offences committed in 12 months following identification, proven by conviction record on the Police National Computer (PNC).	To address any significant variance from our Most Similar Forces.	National measure.	Not yet available.	Not yet available.	Baseline year

Section 7 Dangerous offenders and serious violent crime measures – Headline targets.

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
'Assault with injury' crimes.	Assault with injury means recorded offences of actual bodily harm and other less serious wounding offences.	Reduce assault with injury crime rate by 5% per annum between 2008-09 and 2010-11.	National target.	3072	2764 (10.02%)	Yes
Re-offending rate of Multi-Agency Public Protection Arrangements (MAPPA) who are being managed at levels 1, 2, and 3. (This is measured as a %)	MAPPA are the statutory arrangements for managing sexual and violent offenders under the Criminal Justice Act 2003.	Year on year reduction.	National target.	0%	0%	Yes

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
% reduction in repeat incidents of domestic violence cases reviewed at Multi-Agency Risk Assessment Conference. (MARAC).	<p>Rate of repeat victimisation for those domestic violence cases reviewed by MARAC.</p> <p>National definition of repeat victimisation is – a violent incident occurring within 12 months of the original incident coming to the MARAC.</p>	Reduce.	National target.	Baseline 30.33%	20.09%	Yes

Section 8 Dangerous offenders and serious violent crime measures - Process Measures

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Performance against Multi-Agency Public Protection Arrangements (MAPPA) Standards.	Number of wanted or missing offenders.*	Reduce*. Meet benchmark**.	Local measure.	1	2	
	Agency attendance at MAPPA meetings (%).**			92%	Not yet available.	
	Consideration of disclosure.**			22	Not yet available.	
	Number of civil orders applied for.**			64	Not yet available.	

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
	Number of breaches of Sexual Offences Prevention Orders (SOPO) and action taken.*			2 offenders returned to custody.	Not yet available.	
	Number of breaches of license by MAPPA offenders.*			14	Not yet available.	
	Review of level 3 cases within 6 weeks (%).**			100%	Not yet available.	
	Review of level 2 cases within 12 weeks (%).**			100%	Not yet available.	
	Review of level 1 cases within 16 weeks (%).**			No level 1 cases.	Not yet available.	
Assault with injury crimes with intent	Specific assault with injury crimes.	Reduce.	Local measure.	84	64	Yes
Domestic violence processes.	% of domestic violence offences reported that result in a crime being recorded*.	Increase*. Reduce**. Meet Benchmark***.	Local measure.	30.4%	31.6%	Yes
	Arrest*. (%)			30.1%	28.3%	No Click here for details
	Sanction detection *. (%)			65.9%	66.1%	Yes
	Conviction*. (%)			78%	78%	Yes
	Number of disposals by either a caution or offence			New measure introduced	318	Baseline year

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
	taken into consideration***.			2009-10.		
	Number of offences reported where no further action is taken**.			353	413	No Click here for details
Incidents of domestic violence reported to the police per 1,000 population.	Number of incidents reported to the police that are flagged as domestic violence / total population x 1000.	Increase.	National measure.	10.36 per 1,000	10.66 per 1,000	Yes

Section 9 Dangerous offenders and serious violent crime measures – Exception Measures

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
% of serious sexual offences brought to justice.	Offences brought to justice are those that result in convictions, cautions, or offences taken into consideration. Serious sexual offences include: <ul style="list-style-type: none"> • Rape. • Sexual activity involving children. 	To address any significant change at: <ol style="list-style-type: none"> 1) Constabulary level. 2) Our Most Similar Forces group. 	National measure.	35%	36.6%	Yes

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
	<ul style="list-style-type: none"> • Sexual assaults on males and females. • Sexual activity with someone with a mental disorder. • Abuse of children through prostitution and pornography. • Trafficking for sexual exploitation. 					
% of serious sexual offences going to court that result in a conviction.	See list of serious sexual offences above.	To address any significant change at: 1) Constabulary level. 2) Our Most Similar Forces group.	National measure.	Data not collected.	Not yet available.	
% of serious violent offences brought to justice.	The number of convictions, cautions, or offences taken into consideration for the most serious sexual offences in the previous 12 month as a % of the number of serious violent crimes recorded by the police in the same period.	To address any significant change at: 1) Constabulary level. 2) Our Most Similar Forces group.	National measure.	67%	69%	Yes

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Number of 'mental health' homicide offences per 1000 population.	Mental health homicide is defined as 'homicides where the offender has a mental disorder previously communicated to an external agency'.	To address any significant change at: 1) Constabulary level. 2) Our Most Similar Forces group.	National measure.	New measure introduced 2009-10.	0	Yes
Number of most serious violent crimes.	Most serious violent crimes include: • Homicide and child destruction. • Attempted Murder • Wounding or other act endangering life and grievous bodily harm without intent. • Death by dangerous driving, careless driving under the influence, careless and inconsiderate driving, aggravated vehicle taking.	To address any significant change at: 1) Constabulary level. 2) Our Most Similar Forces group.	National measure.	221	198	Yes

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Number of recorded serious violent knife crime offences.	Serious violent knife crimes include: <ul style="list-style-type: none"> • Attempted murder. • Wounding with intent. • Wounding or inflicting grievous bodily harm. • Racially aggravated wounding or inflicting grievous bodily harm. • Robbery -business and personal. 	To address any significant change at: <ol style="list-style-type: none"> 1) Constabulary level. 2) Our Most Similar Forces group. 	National measure.	86	96	Yes
Number of recorded life threatening or gun crime.	Life threatening crime is defined as homicide, attempted murder, and wounding or other act endangering life.	To address any significant change at: <ol style="list-style-type: none"> 1) Constabulary level. 2) Our Most Similar Forces group. 	National measure.	44	36	Yes
Number of domestic violence homicide offences.		To address any significant change at: <ol style="list-style-type: none"> 1) Constabulary level. 2) Our Most Similar Forces group. 	National measure.	2	0	Yes

Section 10 Organisational measures – Headline targets

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Delivery of cashable efficiency targets.	The value of cashable gains achieved (£) as a % of the gross revenue expenditure (£).	At least 3.1% annually.	National target.	3.5%	4.3%	Yes
Delivery of budget savings for investment into frontline policing.	Total budget savings as identified in the budget setting process to enable investment in neighbourhood policing and protective services.	£1.3m.	Local target.	£1.3m	£1.6m	Yes
% of working hours lost due to sickness for police officers.	The total number of working hours lost through sickness during the financial year for all police officers as a % of the total number of contracted hours for police officers in the financial year.	Reduce to achieve 61 hours per annum.	National target.	3.7% (64.9 hours per officer).	4.1% (72 hours per officer).	No Click here for details

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
% of working hours lost due to sickness for police staff.	The total number of working hours lost through sickness during the financial year for all police staff as a % of the total number of contracted hours for police staff in the financial year.	Achieve 54 hours per annum.	National target.	4.7% 75.06 hours per staff member.	4.7% 68 hours per staff member.	No Click here for details
Abstraction rates for NPT community officers.	The Policing Pledge states that NPT staff will spend at least 80 % of their time visibly working in their neighbourhood, tackling priorities. Staff turnover will be minimised.	To ensure Neighbourhood Policing Team staff spend at least 80 % of their time visibly working in their neighbourhood tackling priorities.	Local target.	New measure for 2009-10	82%	Yes
Proportion of recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population. (This is measured as a ratio)	<ul style="list-style-type: none"> • Police Officer. • Police staff. 	The % of black and minority ethnic officers and staff working in the Constabulary reflects the diversity of the working population of Cumbria.	National target.	0.5%:2%	0.73%:2.4%	No Click here for details

Section 11 Organisational measures - Process Measures

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
% of female police officers compared to the overall Constabulary strength.	The number of female police officers as a % of the total number of police officers in the Constabulary.	Increase.	National measure.	31.8%	33%	Yes
% of minority groups in specialist police officer posts and by rank.	% and number.	Increase.	Local measure.	New measure introduced in 2009-10.	<ul style="list-style-type: none"> • ACPO - 0% • Chief Superintendent - 0% • Superintendent - 14.3% (1) • Chief Inspector - 0% • Inspector - 0% • Sergeant - 0.5% (1) • Constable - 0.1% (1) 	Baseline year
% of females in specialist police officer posts.	% and number.	Increase.	Local measure.	New measure introduced in 2009-10.	22% (94)	Baseline year

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
% of minority groups by rank and grade.	% and number for: <ul style="list-style-type: none"> • Police officers. • Police staff. 	Increase.	Local measure.	New measure introduced in 2009/10.	<u>Police officer:</u> <ul style="list-style-type: none"> • ACPO - 0% • Chief Superintendent - 0% • Superintendent - 14.3% (1) • Chief Inspector - 5.6% (1) • Inspector - 0% • Sergeant - 0.5% (1) • Constable - 1.1% (11) <u>Police Staff:</u> <ul style="list-style-type: none"> • SC1-6 - 0.6% (6) • SO1 – PO2 - 2.1% (2) • PO3 – PO14 - 0% • SP1 & above - 0% 	Baseline year.

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
% of females by rank and grade.	% and number for: <ul style="list-style-type: none"> • Police officers by rank. • Police staff by grade. 	Increase.	Local measure.	New measure introduced in 2009/10.	<u>Police officer:</u> <ul style="list-style-type: none"> • ACPO - 25% (1) • Chief Superintendent - 0% • Superintendent - 14% (1) • Chief Inspector - 17% (3) • Inspector - 12% (7) • Sergeant - 21% (39) • Constable - 38% (377) <u>Police Staff:</u> <ul style="list-style-type: none"> • SC1-6 - 65% (579) • SO1 – PO2 – 50% (46) • PO3 – PO14 – 55% (39) • SP1 & above – 21% (3) 	Baseline year.

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Vacancy and turnover measures.	Against planned staffing numbers: <ul style="list-style-type: none"> • Number of vacancies. • % turnover in year to date. 	Reduce.	Local measure.	Police officer vacancies – 19	Police officer vacancies – 5	Yes
				Police staff vacancies – 11 Police officer turnover – 5% Police staff turnover – 8%	Police staff vacancies – 33 Police officer turnover – 5% Police staff turnover – 8%	No Click here for details

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2008-09	Performance 2009-10	Year end achieved
Sickness, recuperative and restricted duties measures.	Against actual staffing numbers: <ul style="list-style-type: none"> • Full time equivalent staff numbers lost to sickness. • Full time equivalent staff on recuperative duties. • Full time equivalent staff on restricted duties. 	Reduce.	Local measure.	104.8	94.9	Yes
				2	2	No Click here for details
				5	4	Yes
Police Use of Resources Evaluation (PURE) Assessment.	Managing finances.	Maintain.	National measure.	3	Not yet available.	
	Governing the business.			2	Not yet available.	
	Managing resources.			2	Not yet available.	

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Appendix 2 – Basic Command Unit Performance Tables

North Cumbria – covers Carlisle City and Eden District Councils

Achievements	Actual Performance 2009-10	Performance Improvement compared to 2008-09
Theft from a vehicle	415	-7.4%
Theft of a vehicle	226	-15.4%
House burglaries	245	-0.4%
Criminal damage	2338	-16.5%
Violent crime	2518	-0.3%
Antisocial behaviour	12872	-7.9%
Number of people killed or seriously injured on our roads	77	+5%
Domestic violence	1634	+4.3%
Domestic violence arrest rate	27.6%	-2.3%
Detected crimes	43.4%	+1.4%
Assault with injury	871	+0.7%

South Cumbria – covers Barrow and South Lakeland District Councils

Achievements	Actual Performance 2009-10	Performance Improvement compared to 2008-09
Theft from a vehicle	394	-6.6%
Theft of a vehicle	150	-1.3%
House burglaries	283	+14.6%
Criminal damage	2520	-15.7%
Violent crime	2341	-5.8%
Antisocial behaviour	12259	-8.9%

**South Cumbria – covers Barrow and South Lakeland District Councils
(continued)**

Achievements	Actual Performance 2009-10	Performance Improvement compared to 2008-09
Number of people killed or seriously injured on our roads	88	-13%
Domestic violence	1864	+12.4%
Domestic violence arrest rate	29.2 %	-1.9%
Detected crimes	37.2%	-0.2%
Assault with injury	983	-13.5%

West Cumbria – covers Allerdale and Copeland District Councils

Achievements	Actual Performance 2009-10	Performance Improvement compared to 2008-09
Theft from a vehicle	432	-21.6%
Theft of a vehicle	176	-30.2%
House burglaries	243	-20.1%
Criminal damage	2563	-20.1%
Violent crime	2176	-11.9%
Antisocial behaviour	12025	-8.5%
Number of people killed or seriously injured on our roads	65	-33%
Domestic violence	2092	-1.5%
Domestic violence arrest rate	28.3%	-1.0%
Detected crimes	38.0%	-0.2%
Assault with injury	932	-11.5%

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