

Working with communities to maintain an efficient and effective police service



**POLICING PLAN FOR A
SAFER STRONGER CUMBRIA
2011 - 14**



**CUMBRIA
CONSTABULARY**
SAFER STRONGER CUMBRIA

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Foreword from the Police Authority Chairman



The financial consequences of the Coalition Government's Comprehensive Spending Review announced in October 2010 and other grant reductions will have a considerable impact on the budget available to Cumbria Constabulary for the next four years. In real terms, the Constabulary is required to make savings over this period of £18.7 million, almost 20% of its current budget.

To implement cuts of this unprecedented size required extremely difficult and demanding choices, especially as to where the Constabulary would prioritise its reducing resources. I do not underestimate the seriousness of this situation. The impact will be, out of necessity, to re-shape and restructure the profile of policing in the county for the foreseeable future.

However, the priority of the Police Authority will be to ensure the Constabulary maintains the highest possible standards of policing throughout the county, within the parameters of a greatly reduced budget.

The total dedication, professionalism and commitment of the Chief Constable, his officers and support staff has raised the profile of Cumbria Constabulary to being one of the best performing police forces in the country. This has been achieved alongside policing several traumatic and tragic major incidents within the county.

As officer and staff numbers are inevitably reduced in response to reductions in Government grant, the Police Authority recognises the immense pressure there will be on our officers and staff, who remain our most valuable asset. We are confident they will continue to use their drive and innovation to identify new ways of working to enable us to maintain the progress the Constabulary has made in tackling crime, antisocial activity and issues that concern Cumbrians.

The Authority has liaised closely with the Chief Constable to decide on the priorities within this plan, taking into account the reduction in resources, the greatest risks to our communities and those concerns which have been identified through our consultations with the public.

We will continue to ensure reduced resources are directed towards the priority areas identified within the plan and work constructively with the Constabulary to develop and deliver the best possible service for the people of Cumbria.

Ray Cole
Chairman

Contact the Police Authority

www.cumbriapoliceauthority.org.uk
Police Authority, Carleton Hall, FREEPOST NWW8377A,
Penrith, Cumbria CA10 2BR
policeauthority@cumbria.police.uk
Telephone: 01768 217734

What this plan is and how it is used



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

The delivery of this plan needs to be seen in the context of the reductions in expenditure across the public sector during the period of this plan. We now know the scale of the challenge facing Cumbria Constabulary, £18.7 million over four years. This is a considerable challenge and the section on reducing the budget gap identifies some of the ways we will meet that challenge. Against the backdrop of a reducing budget the challenge is clear: we need to deliver the best possible service we can, that continues to protect our communities and prevent crime, with the finance available.

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

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

The plan is in two parts:

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

Craig Mackey
Chief Constable

Our vision and strategic priorities for 2011 - 2014

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

Our vision is a safer and stronger Cumbria.

Our Priorities

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

How we work

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

Our commitment is to:

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

What you can expect when you contact us

YOUR SITUATION	WHAT WE WILL DO
<ul style="list-style-type: none"> • There is danger to life. • Violence is used or there is an immediate threat of violence. • A serious injury to a person. • Serious damage to property. • A crime is in progress. • A road traffic collision and there is or might be serious personal injury. • A road traffic incident or collision which causes serious traffic disruption. 	<p>We will attend within 15 minutes in an urban area and within 20 minutes in a rural area.</p> <p>This is an emergency call. Telephone 999.</p> <p>999 Emergency Text Messaging Services for deaf, hearing and speech impaired 07786 208 999.</p>
<ul style="list-style-type: none"> • It is an agreed neighbourhood priority. • The incident is serious and may escalate or evidence may be lost if attendance is delayed. • There is genuine concern for someone's safety. • A person involved is suffering from extreme distress or is considered to be vulnerable. 	<p>We will attend within 60 minutes.</p> <p>Telephone 0845 33 00 247.</p>
<ul style="list-style-type: none"> • A crime or incident has occurred and the officer response time is <u>not</u> critical. • Something happens that does not need an urgent response. 	<p>We will make an appointment to see you or contact you within 48 hours, at a convenient time that suits you within a three hour time slot.</p> <p>Telephone 0845 33 00 247 Or we will refer you to another agency and tell you who we have spoken to.</p>
<ul style="list-style-type: none"> • When it involves a direct referral to another agency. • When no further police involvement is required. 	<p>We will resolve your query by telephone.</p> <p>Telephone 0845 33 00 247</p>

How we will deliver a safer stronger Cumbria

We will achieve our vision and deliver our priorities by implementing the following change programmes:

Our Change Programmes	Our Performance Aims	Resource Commitment
1. Identifying your priorities and delivering services to address them	Maintain current low levels of antisocial behaviour, burglaries in dwellings and violent crime	<p>Many of you will have seen and read in the media the impact of budget cuts in the public sector. We are included in this and the settlement is challenging over the next 3 years.</p> <p>We are firmly committed to protecting the frontline but this cannot mean maintaining the frontline at current levels. In this context, protection is more about the impacts and ensuring that all avenues for savings are explored before reaching the point where frontline services are reduced.</p>
2. Embedding a new neighbourhood policing structure	Target drugs trafficking Improve call answering times	
3. Sustaining our protective services capability	Increase the number of reports of domestic violence and reduce repeat victims Maximise the productivity of our officers and staff Reduce the percentage of working hours lost to sickness for police officers and staff to 3.5%	
4. Implementing a range of initiatives that will help balance the budget	Identify and deliver savings in line with the Medium Term Financial Forecast to the value of £18.7M by 2014-15	
5. Collaboration, shared services and partnership working	No targets set. The savings generated by collaboration will contribute towards the above target.	
6. Implementing police reforms		

Programme 1: Identifying priorities and delivering services to address them

2011 Public Priorities

This year you told us that the following were your main policing concerns:

- Burglary
- Speeding vehicles/dangerous driving
- Antisocial behaviour including criminal damage

We will address your concerns by:

Burglary

We will undertake crime prevention activities such as working with the most vulnerable people in our community to reduce the risk of them becoming a victim. This will involve using the media to communicate key crime prevention messages and working with partners such as the National Farmers Union to provide advice to the public. We will also proactively target known offenders to reduce the risk of them reoffending.

For those unfortunate enough to become a victim, we will act on intelligence and forensics to make sure that we bring those offenders to justice.

Speeding Vehicles/Dangerous Driving

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

In terms of education, we will work with the Fire Service to educate young people in schools. We will also offer road awareness courses for new drivers and for offenders to influence their driving behaviour. We will also proactively work with partners to design traffic calming measures such as speed limits. Finally we will use all of the enforcement options available such as fines, bans or seizure of vehicles to prevent offenders driving dangerously in the future.

Antisocial Behaviour including Criminal Damage

During 2011 we will implement a new and improved approach to managing antisocial behaviour. This will involve risk assessing every individual incident and providing a tailored service. This would improve the quality of service provided to victims. We will specifically look to address repeat victims, offenders and locations.

We will meet your concerns by implementing the following:

1. Maintain frontline policing in your neighbourhood, concentrating on the crime and antisocial behaviour that are a priority in your area, so that it is safer where you live.
2. Prevent antisocial behaviour in the county and deal with it where it happens, working with other agencies to implement the government's Antisocial Behaviour Action Plan. This work includes targeting alcohol-related behaviour.
3. Consult and work with you and your community, to find out what your concerns are, what you think and what you need from the police.
4. Develop communications to support confidence in the police and provide useful information to you.
5. Implement our equality standard to make sure that we respect diversity and provide equal opportunities to the public, our officers and staff. This will improve our services to everyone.
6. Continue to work with other agencies that prevent reoffending by managing the people who are prolific offenders. This includes implementing the integrated offender management scheme.
7. Implement the PASS strategy for all officers and staff so that they know what standards of behaviour we expect from them. PASS stands for 'People we know, Areas we work, Standards of professional behaviour, Systems we use'.

Programme 2: Embedding our neighbourhood policing structure

What is Neighbourhood Policing?

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

Neighbourhood Policing Teams will:

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

1. Embed the changes we have identified to our neighbourhood structure, making sure that we improve how we organise and deploy our officers and staff so that you receive a better service.

Programme 3: Sustaining our protective services capability

1. We will continue to manage serious and organised crime in the county so that we meet national standards and reduce the harm caused by drugs and organised crime to your communities.
2. We will sustain our services to victims and meet national standards.
3. We will manage our public protection services, making sure we meet national standards. This includes working with other agencies to reduce the level of domestic abuse.
4. We will work with local partner agencies to reduce the risk of counter terrorism (called CONTEST). This includes working closely with local authorities and the community on preventing violent extremism (called PREVENT).
5. We will develop our skills and capacity to respond to major or unusual incidents, including support to the 2012 Olympics.

Programme 4: Reducing the budget gap

The Police Authority and the Constabulary have received details of a challenging grant settlement from the Government. It is forecasted that the police budget will have to be cut by £18.7 million in the next four years until 2015.

A significant amount of work has commenced during 2010/11 to address the budget deficit from April 2011. The following identifies the planned initiatives to bridge the gap:

- 1 Reduce Police Officer establishment and restructure police ranks – The number of police officers will reduce from 1230 to 1150. Further savings will be achieved through a reduction in the number of senior police posts consistent with other similar forces.
- 2 Reduced spending on Information Technology and the Constabulary's Programme Management capability. The costs will be reduced in 2011/12 as part of a longer term strategy.
- 3 Leaner Support Services – The back office have been required to make 25% budget cuts. The directorates include Finance and Resources, Personnel and Development, Legal Services and Marketing and Communications. Savings will principally result from a reduction in police staff posts many of which have not been filled during the recruitment freeze.
- 4 Reduce management tiers and directorates across all support departments with a view to de-layering and rationalising the number of support departments. This includes completing a review of the functions currently provided by Strategic Development, Information Management and Executive Office functions.
- 5 Implement the changes we have identified to our structures and functions, making sure that they are efficient and effective to meet the medium and long term strategic challenges facing policing. This includes implementing changes to Criminal Justice, Community Safety and the Criminal Investigation Departments.
- 6 Review the administration needs within the Constabulary and develop an internal shared service centre.
- 7 Working with the Authority review the number of buildings as part of an integrated Estates Strategy to reduce both revenue and capital commitments.
- 8 Review our police owned front counter services and explore a range of options for sharing with partner organisations to provide the most suitable way for the public to contact the police.
- 9 Reduced costs of communications by assessing the viability of the separate Communications Centre in West Cumbria.

- 10 Reduced fleet costs by 30%, both revenue and capital.
- 11 Make further savings in the costs of forensics, both revenue and capital.
- 12 Review the level of management costs within the Criminal Investigation Department.
- 13 Reduce the cost of delivering the automatic number plate recognition system across the Constabulary.
- 14 Improve the management of Source Handling which involves the management of key witnesses and intelligence providers.
- 15 Maximise the opportunities presented by new technology to support new ways of working, by:
 - Seeking to deliver savings by a more effective use of a records management system.
 - Implementing mobile working systems, so that police officers and staff can work flexibly and be more visible to their communities.
- 16 Use the National Police Improvement Agency assessment of savings toolkit to identify further initiatives to deliver savings.
- 17 Develop and implement an energy efficiency and sustainability strategy.
- 18 Reduce sickness and develop a restricted duties officer's strategy.

Programme 5: Collaboration, shared services and partnerships

1. Continue collaborating with other forces, working jointly to tackle shared problems.
2. Explore opportunities to share support services with other organisations. This includes looking at ways to work with other local public organisations to remove duplication, for example, in how we consult with the public.
3. Work with other agencies to improve the services we provide to young people in Cumbria, by delivering our youth strategy. This will capture the Association of Chief Police Officers' children and young people strategy.

Working with young people

We have a youth strategy that is dedicated to improving services to young people.

The work includes:

- Getting better at how we engage with young people.
- Crime prevention.
- Effective youth justice.
- How to deal with persistent young offenders.
- Training for staff so that they deal with young people in an appropriate manner.

4. Maintain road safety by working with other agencies to make the roads safer for you, including making sure that poor driver behaviour is addressed.
5. Work with our partners to improve criminal justice processes and bring offenders to justice more effectively and efficiently. This will include implementing the new sentencing reform agenda.
6. Substantially reduce the cost of training our staff, working with other providers.

Programme 6: Implementing police reforms

Following a change of government, a significant amount of police reforms have been announced via the publication of the Police Reform and Social Responsibility Bill. The following highlights the major changes to be implemented over the next three years.

1. Develop proposed new governance arrangements in preparation for the introduction of the elected Police and Crime Commissioners. This will include development of a Policing Charter and a newly formed Police and Crime Panel to hold the Police and Crime Commissioner to account for performance.
2. Implement the findings of the national reviews of police officer and staff pay and conditions of service. This will also include implementing the national promotional framework.
3. Develop processes and procedures with the newly formed Border Police Force and the National Crime Agency, ensuring that we work in partnership to manage the threat from serious and organised crime and terrorism.
4. Implement new alcohol licensing powers in line with the Bill.
5. Improve how we stop and account/search individuals in line with new national procedures.
6. Publish local crime data at a community level via the Constabulary website (crimemapper) to increase the transparency of crime and police performance.
7. Implement the 'Big Society' by improving use of the Special Constabulary, volunteers and the third sector.
8. Work with our partners to improve how we deal with the problems linked to drug addiction in line with the new drugs misuse strategy.
9. Improve how we record and investigate hate crimes in line with new national hate crime recording processes and procedures.
10. Implement the policing implications of the Freedom Bill including how we use Closed Circuit Television, Automatic Number Plate Recognition, the DNA database and fingerprints in order to prevent and detect crime.
11. Change how we manage the threat from dangerous sex offenders by implementing the National Child Sex Offender Disclosure Scheme.
12. Change how we use our armed response capability by implementing the manual of guidance on the management, command and deployment of armed officers.
13. Ensure compliance with the National Strategic Policing Requirement when implemented.

How we will check it is happening and working

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

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

How we will make sure we provide value for money

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

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

We have a programme of activities which will support us to deliver value for money for the people of Cumbria and this is set out in detail in Appendix 4 of this report.

Policing Plan 2011 - 2014
Appendices: Background Information

1. How our plan meets public and staff expectations.
2. How the police will contribute to partnership working in Cumbria.
3. How this plan links with the National Intelligence Model.
4. Value for money statement.
5. Budget for the next three years.
6. How we are collaborating with other forces.
7. How we are sustaining protective services.
8. How we have responded to audits and inspections.
9. Our targets and measures for 2011 - 2014
10. Our past performance.

Appendix 1

How our plan meets public and staff expectations

We find out what the public in Cumbria want us to improve by local staff working with communities, key individual networks and through public surveys and meetings. We have developed our plan taking into account the priorities identified by the public – and these are shown in the table below:

Public priorities	How we will respond
Speeding	Burglary, dangerous driving and criminal damage are all crimes. Speeding which has not reached the level of dangerous driving can be deemed as an antisocial behaviour incident.
Burglary	
Dangerous driving	
Antisocial behaviour/ criminal damage	<p>We will address these by making sure that we deal with crime and antisocial behaviour that matters to people in their area. This is directly supported by our objectives to Protect, Prevent and Prosecute.</p> <p>We will work with our partners and through neighbourhood policing teams to reduce crime and antisocial behaviour.</p> <p>Rubbish and litter has also been identified as a priority. The police do not have responsibility for this however we will direct you to the local councils for enforcement.</p>

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

We have found out what our staff think should be a priority this year by completing an electronic staff survey and have taken what they have said into account when developing our priorities.

Staff priorities	How we will respond
Burglary	We will continue to aim to maintain our good performance in relation to reducing burglary. The prevent strategic priority will readdress this priority.

Staff priorities	How we will respond
Drug Dealing	We will continue to work with our partners to tackle the problems associated to drugs. We will achieve this by contributing towards delivery of the national drugs misuse strategy.
Dangerous Offenders	Protect, Prevent and Prosecute are our key objectives supporting this priority. We will improve our arrangements to manage dangerous offenders, protect vulnerable adults and safeguard children.
Alcohol related crime	Neighbourhood Policing Teams will implement the new alcohol licensing powers introduced by the government in order to provide a safe night time economy.
Public Disorder	Public order will be maintained through our neighbourhood policing teams supported by specialist support.

Appendix 2

How the police will contribute to partnership working in Cumbria

Cumbria Constabulary works in partnership with local authorities, emergency services, health services, criminal justice agencies and others to make Cumbria safer and stronger. We jointly agree targets for those improvements which we can achieve by working well together, through a comprehensive local partnership structure.

The Community Safety Partnerships (CSP) includes the Constabulary and Police Authority, and we work together with them to address local issues of crime and antisocial behaviour.

The following key partners are consulted on an ongoing basis to inform our policing priorities:

Adult and Cultural Services	Health and Wellbeing Scrutiny Committee
Adult Social Care	Her Majesty's Courts Service
Allerdale Borough Council	Maryport Partnership
Barrow Borough Council	South Lakeland CDRP
Barrow CDRP	South Lakeland District Council
Carlisle and Eden CDRP	South Lakeland Local Strategic Partnership
Carlisle City Council	Trading Standards
Carlisle Partnership	Upper Eden Community Plan
Civil Nuclear Constabulary	West Cumbria CDRP
Civil Nuclear Police Authority	West Cumbria Strategic Partnership
Copeland Borough Council	Youth Offending Service
Crown Prosecution Service	
Cumbria Chamber of Commerce	
Cumbria Council for Voluntary Service	
Cumbria County Council	
Cumbria Criminal Justice Board	
Cumbria Drug and Alcohol Team	
Cumbria Fire and Rescue Service	
Cumbria Neighbourhood Watch	
Cumbria Primary Care Trust	
Cumbria Probation Service	
Cumbria Safer and Stronger Communities' Thematic Partnership	
Cumbria Strategic Partnership	
Cumbria Youth Offending Service	
Domestic Violence Strategic Management Board	
Eden District Council	
Eden Local Strategic Partnership	
Furness Partnership	
Government Office North West	

As part of our obligations under the Crime and Disorder Act, every year we produce a strategic assessment to identify community safety priorities for the year ahead. This assessment takes into account all available information and data to shape the priorities.

We take these priorities into account when setting ours for the year. The following summarises these and how we will respond.

Community Safety Agreement Priorities	How we will respond
Violent Crime – especially alcohol-related violent crime	<p>We have continuously reduced violent crime and will aim to continue this progress via the prevent crime strategic priority.</p> <p>Neighbourhood Policing Teams will implement the new alcohol licensing powers introduced by the government in order to provide a safe night time economy.</p>
Antisocial behaviour including criminal damage	<p>We aim to continue the reductions in antisocial behaviour and criminal damage via the prevent crime strategic priority.</p> <p>This will be achieved by implementing the antisocial behaviour action plan.</p>
Domestic Violence	<p>We will work in partnership with our partners to improve the services to victims and prosecute offenders. This will be achieved through the protect, prevent and prosecute strategic priorities.</p>
Reduce Reoffending	<p>Reducing reoffending will be achieved by the protect, prevent and prosecute strategic priority.</p> <p>We will work with our partners to reduce reoffending. This will be achieved through implementation of the new integrated offender management programme during 2011/12.</p>
Tackle Drug and Alcohol Abuse	<p>We will continue to work with our partners to tackle the problems associated with drugs addiction.</p> <p>We will achieve this by contributing towards delivery of the national drugs misuse strategy.</p>

Appendix 3

How this plan links with the National Intelligence Model.

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

This plan sets out longer term improvement priorities and organisational developments.

As part of NIM, strategic assessments are carried out which forecast patterns of crime and criminality in future. This analysis is used to set operational priorities.

The strategic assessment and operational priorities were a vital part of deciding on this Policing Plan and the strategic priorities.

NIM will continue to set day-to-day operational priorities at the frontline.

This Policing Plan sits above it, shaping improvement and development priorities.

NIM Priority	How this Plan Links to NIM
Community Issues Incorporating issues/offences/offenders which have a significant impact on our communities	Identifying community issues and working with the community and partners to resolve them are key to delivering the protect and prevent strategic priority. This will be achieved by delivering services that meet community needs and the improving public confidence programme of work.
Serious organised crime and criminality Incorporating drugs supply and robbery	Protect, Prevent and Prosecute are our key objectives supporting this priority. We will improve our capacity and capability to do so and work with local and regional partners to protect the public.
Public protection Incorporating the management of serious violent and sexual offenders	Protect, Prevent and Prosecute are our key objectives supporting this priority. We will improve our arrangements to manage dangerous offenders, protect vulnerable adults and safeguard children.

Appendix 4

Value for money statement.

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

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

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

Deployment of officers and staff

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

The CID and Community Safety functions have been rationalised, which will result in a reduction in the number of officers and staff required and release officers for frontline duties.

Overtime spending

We will continue to actively manage police officer and staff overtime and meet the targets we have set for this. Historically the Constabulary has consistently incurred lower overtime expenditure (as a percentage of the budget) compared with the average of a group of similar forces. It is anticipated that the new Neighbourhood Policing Team structure will provide greater resilience and therefore reduce the need for overtime to cover staff absences. Every opportunity to manage overtime effectively in the future will be taken and will be a consideration in all corporate and local savings initiatives.

Process improvements and reduced bureaucracy

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

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

Adoption of national frameworks on procurement

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

National convergence of information technology

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

Improvements in the provision of support services

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

Improvements delivered through collaborative working

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

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

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

Overheads

We will look for ways in which overheads can be reduced. Reviews of the Estate Strategy, administration, fleet provision, IT replacement and forensics, which will aim to deliver savings, will be completed by the end of 2011-12.

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

Monitoring

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

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

How We'll Deliver Improved Value for Money	Value in 2011/2012 (£000's)	Value in 2012/2013 (£000's)	Value in 2013/2014 (£000's)
Improved Deployment of Officers and Staff	2,629	595	62
Reductions in Overtime Spending	0	0	0
Process Improvements and Reduced Bureaucracy	1,069	1,643	535
Adoption of National Frameworks for Procurement	0	0	0
National Convergence of Information Technology	0	0	0
Reduction in Proportion of Budget in Support Services	1,833	914	1,086
Reduction in Overheads	88	1,444	92
Savings from Collaborative Working	0	0	0
Total	5,619	4,596	1,775

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

Appendix 5

Budget prospects for 2011-12 and medium term financial forecast to 2014/15.

The revenue account records the costs of day-to-day policing and support activities.

Budget Projections 2011-12 and Beyond				
	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Forecast External Funding	103.6	99.8	101.4	100.7 *
Budget to Continue Working as we do now	111.2	111.8	116.0	119.2
New Investment in Strategic Priorities	0.0	0.0	0.0	0.0
Planned Savings and Efficiencies	-5.6	-10.1	-11.8	-12.6
Savings and Efficiencies to be identified	0.0	-1.9	-2.8	-5.9
Additional Support from Reserves	-2.0	0.0	0.0	0.0
Forecast Budget	103.6	99.8	101.4	100.7

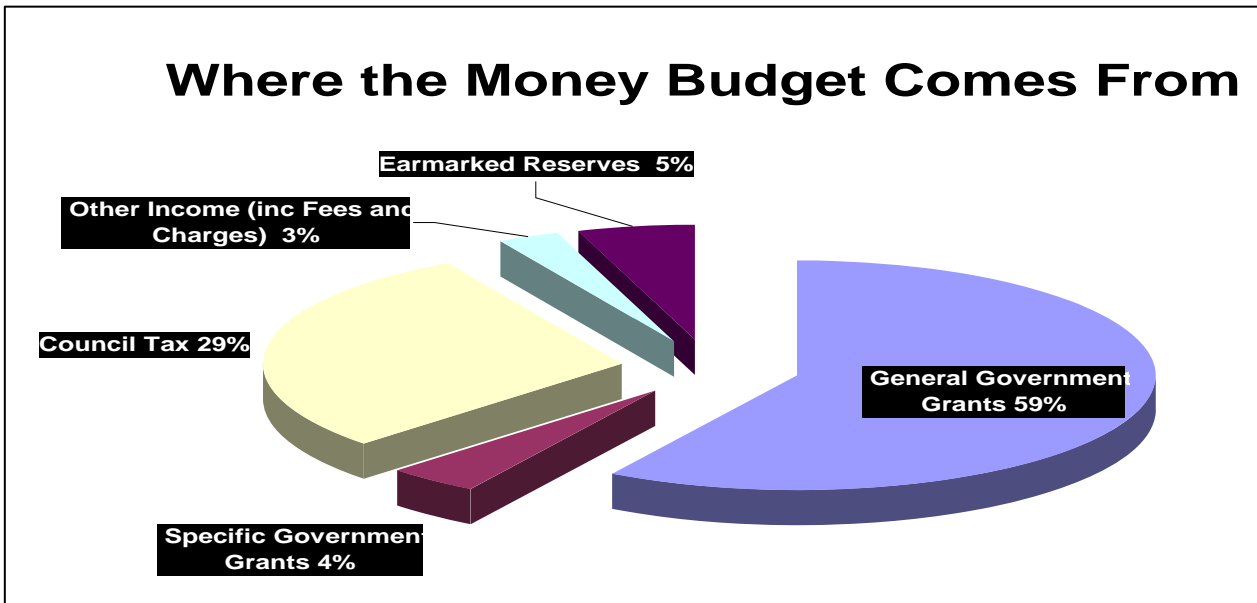
* The forecast of external funding increases from 2013-14 onwards as a result of the Government's plan to transfer Neighbourhood Policing Grant to general grants from 2013-14.

Key Features

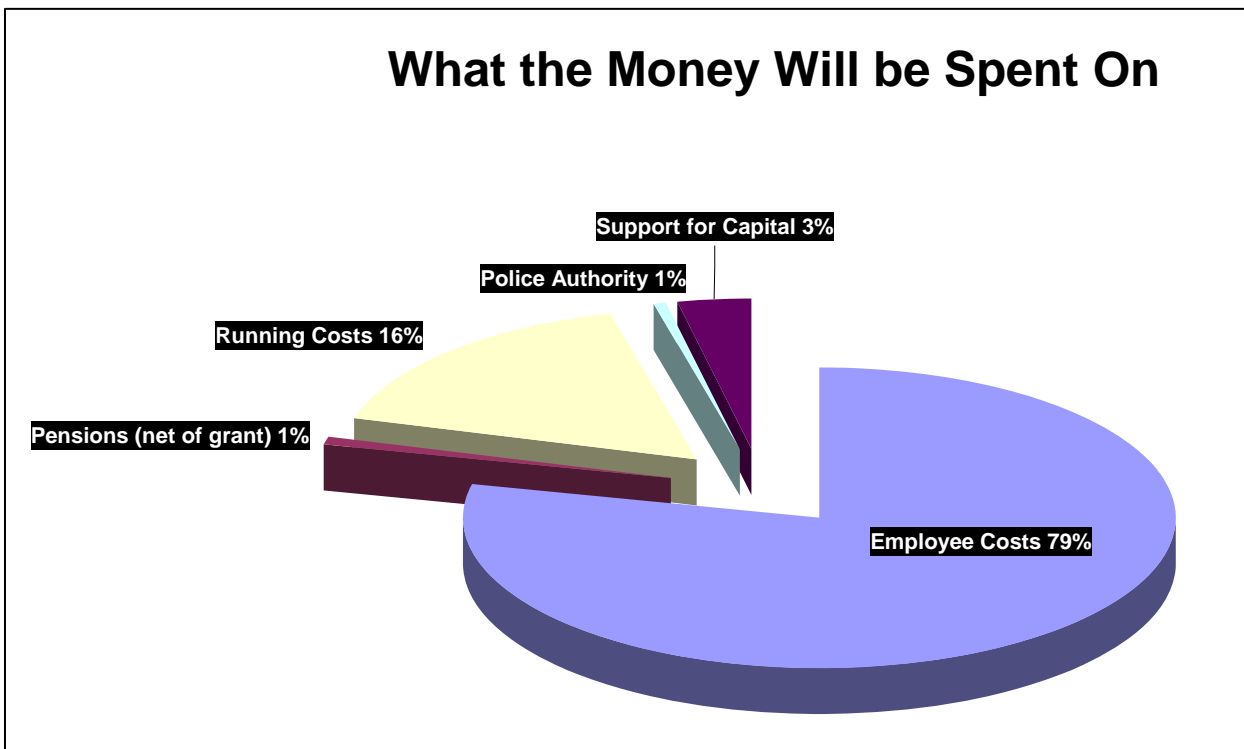
- The agreed Council Tax for 2011-12 is unchanged at £193.89 for a Band D property. This represents a cost to local council tax payers to police the county of £2.90 per week for a band B property, which represents the most popular band in Cumbria.
- Main central government grant funding has reduced by 5.1% for 2011-12.
- Savings and cash efficiencies totalling £5.6m have been found for 2011-12. The 2011-12 budget is also supported by the use of £2.0m of revenue reserves, arising from budget savings made in 2010-11.
- In the current financial climate there is no scope for new investment in strategic priorities.
- Main Government grants will continue to reduce beyond 2011-12, by a further 6.7% in 2012-13 and an estimated 2.9% and 2.7% in 2013-14 and 2014-15 respectively. This will necessitate total annual savings of £18.5m to balance the budget over the next four years, of which £12.6m are already planned.
- In identifying savings the Chief Constable will seek, as far as possible, to protect frontline policing services. A wide ranging 'Change Programme' has been initiated, which encompasses reviews of specific functions and services and will aim to identify the savings required to balance budget in future years.
- The Constabulary will continue to review its financial prospects through its Medium Term Financial Planning process.

The 2011-12 Budget

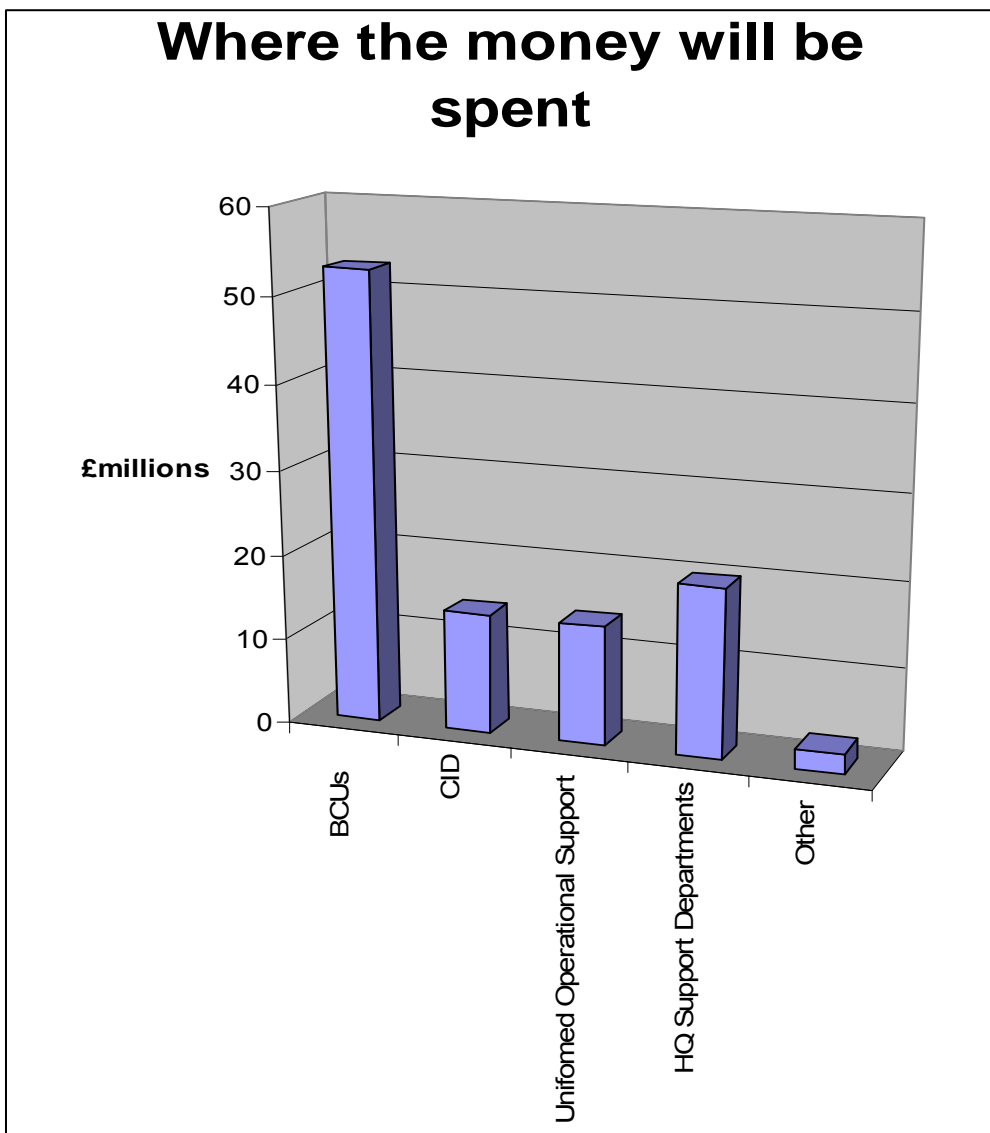
Most of the budget is funded from Government Grants (63%) and the Council Tax (29%).



Almost 80% of the budget is spent on police officers and staff.



Most of the budget is spent in the five operational policing units, which include the Basic Command Units (BCUs).



The Capital Programme 2011-12 and Beyond

The Capital Programme is spending on major projects and assets which we expect to provide benefits over a number of years.

Capital Budget Projections 2011-12 and Beyond				
	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
Existing Schemes				
Sleuth - IT System	0.6	0.0	0.0	0.0
Command & Control System	0.9	0.0	0.0	0.0
Mobile Data	0.6	0.0	0.0	0.0
South Estate Kendal Custody Unit	0.7	0.0	0.0	0.0
Finance and Business Systems Upgrade	0.4	0.0	0.0	0.0
Other Existing Schemes	0.9	0.0	0.0	0.0
Proposed New Schemes commencing 2011-12 and beyond				
Fleet Rolling Programme	1.0	1.0	1.0	0.9
IT Rolling Programme and Infrastructure	1.6	1.5	0.8	1.3
Digital Interview System	0.4	0.0	0.0	0.0
Police National Database	0.4	0.0	0.0	0.0
Total Approved Programme	7.5	2.5	1.8	2.2
Financed by				
Capital Grants	2.9	1.0	0.6	1.0
Contributions from the Revenue Budget	1.2	1.2	1.2	1.2
Earmarked Reserves	2.7	0.3	0.0	0.0
Borrowing	0.7	0.0	0.0	0.0
Total Funding	7.5	2.5	1.8	2.2

Key Features

- Against the background of cuts in government funding, the scope to invest in major projects and assets has reduced.
- Whilst £14.0m of capital expenditure is planned to take place over the three years of the policing plan, this is largely to complete existing projects in 2011-12.
- The principal investments are in IT systems, which will assist in improving the effectiveness of operational policing, and in upgrading custody facilities in South Cumbria.
- Beyond 2011-12 capital expenditure will be mostly confined to replacement of vehicles and IT hardware and infrastructure.
- The capital programme is funded from a combination of government grants, capital reserves, support from the revenue budget and borrowing.
- The approved programme is prudent, affordable and sustainable and has been demonstrated as such.

Appendix 6

How we are collaborating with other forces

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

Underwater search team with North West forces.

British Transport Police intelligence and operations.

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

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

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

Public order capacity and training with North East forces.

Mounted order capacity with a North East force.

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

Driving school specialist training with two adjacent forces.

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

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

Shared intelligence from North West motorway policing.

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

Contingency arrangements for 999 calls with another North West force.

Regional Intelligence Group with North West and other forces.

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

Regional Intelligence Unit with North West forces.

Regional Counter Terrorism Unit with North West forces.

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

North West casualty bureau with a North West force.

Witness protection capacity with other forces.

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

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

North West Joint Committee (of police authorities)

Collaboration on forensics procurement with north west forces.

Association of Chief Police Officers North West Shared Services Group.

Association of Chief Police Officers North West Finance Working Group.

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

Appendix 7

How we are sustaining protective services (CID)

Protective services are the specialist activities we use to protect people in Cumbria from harm caused by:

- Serious crimes – like murder and rape.
- Organised crime groups – who deal in drugs, guns or people.
- Dangerous offenders – like sex offenders.
- Terrorists and extremists.

The Constabulary has developed plans to improve in these services which are monitored on a regular basis. These plans are proportionate to the assessment of levels of threat to communities in Cumbria.

In summary, during the last three years, we have invested in improving these services. We moved posts from other parts of the Constabulary, to improve our capacity to:

- Collect and use intelligence about protective services issues.
- Manage dangerous offenders.
- Carry out surveillance and covert activity.
- Carry out counter terrorist activity.

Over the last year improvements have been made across the whole range of protective services. This has included a number of policy and process changes that has contributed towards the Constabulary achieving national standards during 2010/11. The following summarises some of the main improvements during the last year:

- Serious and Organised Crime – A threat, harm and risk assessment framework has been developed which prioritises Serious and Organised Crime Groups so that specialist resources can be allocated and appropriate governance arrangements can be set up to manage them effectively. A significant amount of work has been undertaken to join up operational strategies, tactics and silos have been removed. This has enabled the Constabulary to maximise the use of specialist resources to disrupt and dismantle those individuals causing most harm to our local communities.
- Major Crime – The Constabulary has now embedded a dedicated major investigation team and incidents are now managed in line with the major incident room standardisation guidance. 2010/11 has been an exceptional year with a number of high profile major incidents such as Operation Bridge which managed the shootings in West Cumbria. The Major Investigation Team has been effectively managing these incidents. The Constabulary has also undertaken a number of reviews of cold cases.
- Public Protection – The Constabulary has embedded new processes and policies that have reduced the risk of harm from dangerous offenders. A new domestic violence policy with supporting procedures has been introduced. This includes the introduction of the domestic abuse stalking harassment and honour based violence tool. The Constabulary has also benchmarked its processes and policies against the latest Multi Agency Public Protection Arrangements (MAPPA)

guidance on managing sex offenders and violent offenders. This has led to the revision of its public protection policies. The Constabulary is achieving national standards for all aspects of public protection.

We will deploy the new resources, put effective structures and systems in place and meet national standards via the:

- Serious and Organised Crime portfolio of work.
- Major Crime Project portfolio of work.
- Public Protection portfolio of work.

The Constabulary also positively contributes towards regional and national initiatives. The nature of these crimes is that criminals often carry out their activity beyond county boundaries. As such it is essential that the Constabulary works effectively with other police forces both within the North West region and beyond. The Constabulary also provides essential support to national initiatives. Specific examples of collaborative arrangements can be observed in detail at appendix 6.

In order to ensure successful delivery of the plans, a robust governance structure and performance management framework has been developed. Progress and performance is monitored by the following methods:

- At a national level progress against national standards of service are assessed by Her Majesty's Inspectorate of Constabulary.
- The Police Authority monitors the efficiency and effectiveness of protective services by its Crime and Performance Committee. The committee monitors improvement at each meeting.
- The Chief Officer Group monitors performance via the Constabulary's performance management framework. The department responsible for protective services is required to deliver a performance contract that highlights what we are aiming to achieve, how we will deliver it and the outcomes expected. Progress against the performance contracts are assessed at the department performance development conference three times a year.
- The Assistant Chief Constable (Specialist Operations) is the strategic lead for successful delivery of the plans.

Appendix 8

How we have responded to audits and inspections

Her Majesty's Inspectorate of Constabulary (HMIC) examines and improves police service efficiency on behalf of the public. During 2010, the HMIC completed one thematic inspection on how well we manage antisocial behaviour (ASB) incidents.

In spring 2010, Her Majesty's Inspectorate of Constabulary carried out a review of antisocial behaviour in England and Wales. This included asking victims about their experience of reporting ASB to the police, and inspecting the quality of the processes that forces use in tackling and responding to the problem.

They assessed us on the following success factors:

- Whether we brief all relevant officers and staff including Neighbourhood Policing Teams, officers who respond to emergencies and CID officers, regularly and thoroughly about local ASB issues;
- Whether we regularly gather and analyse data and information about ASB places, offenders and victims in their area, and use this information to allocate resources to tackle the problems; and
- Whether we provide their Neighbourhood Policing Teams with the right tools and resources to tackle ASB, and then monitor the plans the teams put in place to resolve local ASB issues.

In summary, they found that we had a number of major strengths notably that antisocial behaviour incidents are falling, the strategic direction for antisocial behaviour is clearly articulated and is a force priority. There is clear leadership and we are proactively looking to improve. However, it was noted that we have recently introduced a number of new processes to improve the quality of service to victims. These process changes will now need to be embedded during 2011/12.

We will continue to develop our processes and services to managing anti social incidents via delivery of the antisocial behaviour action plan.

Appendix 9 Our targets and measures for 2011 – 14

In this Plan, we have performance aims which show the things we want to improve in Cumbria by 2014. A performance framework has been developed to support the Constabulary in achieving its priorities.

The framework is based on an approach which aims to:

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

This can be achieved by having a performance framework made up of:

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

The following measures will be monitored during the next year to assess whether we have delivered our strategic priorities:

Priority: Prevent, Protect and Prosecute

Headline Measure	Definition	Performance Aim
All antisocial behaviour	a. Number of antisocial behaviour incidents according to National Standards for Incident Recording b. Number of repeat victims	a. Aspiration to maintain performance. b. Baseline year
Burglary in a dwelling	a Number of offences includes distraction, aggravated and attempted burglaries b. Sanction detection rate	Aspiration to maintain performance.
Serious violent crimes	Number of recorded most serious violent crime crimes as defined by HOCC: - homicide and child destruction - attempted murder - wounding or other act	Aspiration to maintain performance.

Headline Measure	Definition	Performance Aim
	endangering life - Gross Bodily Harm without intent - Causing death by dangerous driving - Causing death by careless driving when under influence of drink/drugs - Causing death by careless or inconsiderate driving - Causing death by aggravated vehicle taking	
Assaults with less serious injury	Number of assaults with less serious injury as a proxy for alcohol related violent offences.	Aspiration to maintain performance
Drugs trafficking	Number of offenders receiving a sanction detection for Drugs trafficking, class A, B and C	Aspiration to maintain performance
999 calls and response times	Call answering times: a. % 999 calls answered within 10 seconds b. Average call answering time c. Number and % abandoned calls	Aspiration to improve performance
Non emergency calls	Call answering times: a. % of calls answered within 30 seconds b. Average call answering time c. Number & % abandoned calls	Aspiration to improve performance.
Levels of domestic violence	Repeat incidents of domestic violence for cases managed by Multi Agency Risk Assessment Committee	Reduce percentage of repeat victim rate

Headline Measure	Definition	Performance Aim
	All reported domestic violence incidents according to National Standards of Incident Recording	Monitor only
	Percentage of all reported domestic abuse incidents that result in: <ul style="list-style-type: none"> a. Recorded crime * b. Arrest* Percentage of Recorded Crimes related to domestic abuse incidents the resulted in: <ul style="list-style-type: none"> c. Sanction detection* d. Caution/TIC*** Percentage of domestic abuse court cases which resulted in: <ul style="list-style-type: none"> e. Conviction Percentage of domestic abuse related custody records the resulted in <ul style="list-style-type: none"> f. No further action** 	Increase* Reduce** Maintain or reduce***
	Percentage of all reported domestic violence incidents that are: <ul style="list-style-type: none"> a. First time repeats (i.e. incidents where it is the second time a person has reported being a victim in a 12 month period) b. Number of repeat victims not MARAC. c. Number of incidents that involve repeat perpetrator (i.e. incidents where the “other” person as recorded has been involved in any previous domestic violence incident) 	Aspiration to reduce from baseline

Exception Performance Measure	Definition	Exception Trigger
All crime	Number of all recorded crimes according to Home Office Counting Rules	Any statistically significant variation
Prolific and other priority offenders (PPOs) – re-offending rate	The change in reoffending rates for recorded crime	Any statistically significant variation
Road Traffic Casualties	Number of people killed or seriously injured in road traffic collisions	Any statistically significant variation Performance above Most Similar Force average
Number of complaints categorised as incivility		Any statistically significant variation
Neighbourhood Policing Team visibility	Percentage of community officer time spent working in their NPT	Any level below 80%
999 response times	Response times Percentage of emergency responses (Grade 1) within 15 minutes for urban areas	Any significant deterioration in performance
	Response times Percentage of emergency responses (Grade 1) within 20 minutes for rural areas	Any significant deterioration in performance
Non emergency response times	Response times Percentage of non emergency responses within one hour for Grade 2 (vulnerable/upset callers, community priorities)	Any significant deterioration in performance
	Response times Percentage of non emergency responses attended within a 3 hour time slot over a 48 hour period for Grade 3	
	Response times Percentage of no deployments for Grade 4	

Exception Performance Measure	Definition	Exception Trigger
Victim satisfaction	% victims of crime who are completely, very or fairly satisfied with: <ul style="list-style-type: none"> • Making contact. • Action taken. • Progress updates. • Treatment by staff. • Whole experience. 	Any significant deterioration in performance Performance below Most Similar Force average
	% victims who are completely, very or fairly satisfied with the whole experience for: <ul style="list-style-type: none"> -violent crime -domestic burglary -vehicle crime 	Any significant deterioration in performance Performance below Most Similar Force average
	% victims of antisocial behaviour who are completely, very or fairly satisfied with: <ul style="list-style-type: none"> • Making contact. • Action taken. • Progress updates. • Treatment by staff. • Whole experience. 	Any significant deterioration in performance Performance below Most Similar average
Dissatisfaction complaints and response	Number of complaints received that have been dealt within the legislative timeframe i.e. <ol style="list-style-type: none"> 1. Locally resolve within 40 days 2. Conduct investigation within 120 days 	Any significant deterioration in performance
All sanction detections	Number of all sanctions detections and rate as a percentage. A sanction detection is one in which a person: <ul style="list-style-type: none"> • is charged • is reported for summons • is cautioned • is issued with a fixed penalty notice • is issued with a formal street warning for cannabis possession • has an offence taken into consideration by a court 	Maintain levels Any statistically significant variation at BCU level Performance below Most Similar Force sanction detection rate average

Exception Performance Measure	Definition	Exception Trigger
Solving crimes	Most serious violent offences sanction detection rate (percentage)	Performance below Most Similar Force average MSF comparison is based on crimes per 1,000 residents
	a. Number of recorded Hate incidents (including any which were crimed). b. Hate crime repeat victim rate. c. Hate crime Sanction detection rate	Baseline year Any statistically significant change at Constabulary level
Solving crimes	Serious sexual offences sanction detection rate (percentage) This includes: - Rape - Sexual activity involving a child under 13 - Sexual assault on a male - Sexual assault on a female - Causing sexual activity without consent - Sexual activity with a person with a mental disorder - Abuse of children through prostitution & pornography - Trafficking for sexual exploitation	Performance below Most Similar Force average. Comparison is based on crimes per 1,000 residents
First time entrants to the youth justice system.	Young people aged 10-17 receiving sanction detection for recorded crime for which there is no record of previous offending within the previous 5 years.	Above baseline

Priority: Professionalism and Pride

Headline Measure	Definition	Performance Aim
Budget savings	<p>Definitions are as follows:</p> <p><u>Identify</u> Review the current process, practice, establishment or expenditure & show areas of potential inefficiency.</p> <p><u>Make</u> Put in place changes & amendments that will facilitate the delivery of the efficiencies that have been identified.</p> <p><u>Deliver</u> The realisation of the efficiency suggestions that were identified and made</p> <p>Savings targets are cumulative</p>	<p>Deliver £18.7M savings by 2014-15 by: Delivering planned savings of</p> <p>£5.6M by 2011-12 £4.6M by 2012-13 £1.8M by 2013-14 £0.8M by 2014-15</p> <p>and additional savings of</p> <p>£1.9M by 2012-13 £0.9M by 2013-14 £3.1M by 2014-15</p>
Levels of sickness absence	Percentage of working hours lost due to sickness for police officers	Reduce to achieve 3.5% per annum.
	Percentage of working hours lost due to sickness for police staff	Aim to be in upper quartile of all forces
	Cost of sickness for a. police officers b. police staff	Aspiration to reduce costs
Value For Money		Aspiration to increase value for money.

Appendix 10 Our past performance

For 2010/11, data up until February 2011 or the end of quarter 3 will be provided to indicate current status and this will be updated with final year end data in May and October 2011.

Pride and Professionalism	Performance Achieved 2009/10	Target 2010/2011	Forecasted Performance Achieved 2010/11
Delivery of 10.3% cashable efficiency targets by March 2011:	£1.6m achieved	Delivery of 10.3% cashable efficiency targets by March 2011: £1.6m budget savings £1.5m productivity savings	£2.87m
Reduce police officer sickness	72 hours per police officer	Reduce to achieve 3.5% per annum in 2010 – 11	3.9
Reduce police staff sickness	68 hours per police staff		3.9

Constabulary performance against general performance measures:

Protect, Prevent and Prosecute Measures	Performance Achieved 2009/10	Target 2010/2011	Forecasted Performance Achieved 2010/11
All crime	28,233	Maintain low levels Aspiration to reduce from baseline	26,798
All antisocial behaviour incidents	37,156		33,278
Burglary in a dwelling	772		707
Assaults with less serious injury	2,780		2,593
Vehicle crime	1,796		1,502
Prolific & priority offenders	79%	Maintain high percentage reduction	81%

Protect, Prevent and Prosecute Measures	Performance Achieved 2009/10	Target 2010/2011	Forecasted Performance Achieved 2010/11
Road traffic casualties	231	Maintain low levels Aspiration to reduce from baseline	206
Levels of domestic violence: <ul style="list-style-type: none"> • % of repeat cases managed by MARAC Domestic violence incidents % of DV that result in: <ul style="list-style-type: none"> • Crimes • Arrest • Sanction detection rate • Conviction • Caution / TIC • No further action % of all reported DV incidents that are: <ul style="list-style-type: none"> • First time repeats • Number of incidents that involve repeat victims not MARAC • Number of incidents that involve a repeat perpetrator 	20% 5,595 32% 28% 66% 78% 18% 38% Baseline Year Baseline Year Baseline Year	Reduce percentage of repeat victim rate Monitor only Increase Increase Increase Increase Maintain or reduce Reduce Aspiration to reduce from baseline	23% 6515 27% 27% 62% 77% 14% 17% 44% 2398 2794
User satisfaction BME	White users 87.1% BME users 93.8%	White and BME victims equally satisfied with the overall service we provide	White users 87% BME users 90%
Satisfaction of victims of racist incidents with the overall service provided by the police	50%	Increase	92%

Protect, Prevent and Prosecute Measures	Performance Achieved 2009/10	Target 2010/2011	Forecasted Performance Achieved 2010/11
NPT visibility	91%	80%of officer time available for NPT work	89%
999 calls and response: % 999 calls answered in 10 seconds Average call answering time Number and % of abandoned calls % of emergency responses (grade 1) within 15 minutes for urban areas % of emergency responses (grade 1) within 20 minutes for rural areas	89.7% 4 seconds 694, 1.2% 98.1% 90.8%	Monitor only (To avoid perverse incentive and unsafe practices)	80% 9 seconds 1426, 3% 97% 91%
Non emergency calls & response: % calls answered in 30 seconds % calls answered in 40 seconds Average call answering time Number and % of abandoned calls	92.7% 95.0% 6 seconds 20,229, 6.8%	Monitor only (To avoid perverse incentive and unsafe practices)	83% 86% 18 seconds 21114, 9%

Protect, Prevent and Prosecute Measures	Performance Achieved 2009/10	Target 2010/2011	Forecasted Performance Achieved 2010/11
% of grade 2 within 1 hour % of grade 3 within 1 hour % of grade 4 no deployments	90.8% 83.4% 96.4%	Monitor only (To avoid perverse incentive and unsafe practices)	88% 81% 96%
% victims of crime who are completely, very or fairly satisfied with: <ul style="list-style-type: none"> • Making contact • Actions taken • Progress updates • Treatment by staff • Whole experience % victims who are completely, very or fairly satisfied with the whole experience for: <ul style="list-style-type: none"> • Violent crime • Domestic burglary • Vehicle crime • Road traffic casualties 	94% 85.2% 78.2% 93.7% 87.1% 86.6% 93.3% 85.4% 86.6%	Increase	97% 85% 76% 94% 87% 84.5% 90.0% 86.1% 88.1%