



CUMBRIA POLICE AUTHORITY  
AND CUMBRIA CONSTABULARY

**JOINT ANNUAL REPORT**

2008 - 09



CUMBRIA  
CONSTABULARY  
SAFER STRONGER CUMBRIA

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## Contact Details

<b>Police Authority</b>	<b>Cumbria Constabulary</b>
Carleton Hall FREEPOST NWW8377A Penrith Cumbria CA10 2BR	Carleton Hall Penrith Cumbria CA10 2AU
Email: <a href="mailto:policeauthority@cumbria.police.uk">policeauthority@cumbria.police.uk</a> Website: <a href="http://www.cumbriapoliceauthority.org.uk">www.cumbriapoliceauthority.org.uk</a>	Email: <a href="mailto:enquiries@cumbria.police.co.uk">enquiries@cumbria.police.co.uk</a> Website: <a href="http://www.cumbria.police.co.uk">www.cumbria.police.co.uk</a>

Should you require any additional information you can submit a request under the Freedom of Information Act. Send your request to:

Freedom of Information  
Professional Standards Department  
Carleton Hall  
Penrith  
Cumbria CA10 2AU  
or alternatively e-mail:  
[freedomofinformation@cumbria.police.uk](mailto:freedomofinformation@cumbria.police.uk)

## **Introduction by the Chair of Cumbria Police Authority**

Welcome to the joint Annual Report of Cumbria Police Authority and Cumbria Constabulary about how we did during the period from 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009. It is also an opportunity to get the Police Authority's independent view of how well the Constabulary is doing. 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 you receive a high quality, value for money policing service.

It is worth remembering that Cumbria is still one of the safest places to live in the country. Last year saw even fewer people becoming the victims of crime. The issues that most concern our local communities are being dealt with, such as anti-social behaviour, which has been significantly reduced. There have also been far fewer assaults which result in an injury, which was another issue we agreed the Constabulary should focus on.

The people who cause the crime that most concerns local people are also being dealt with, as the Constabulary and those agencies it works closely with have made great strides in reducing re-offending by the most active criminals. This achievement has been recognised nationally. Serious and organised crime groups are also being disrupted much more often now, following the major investment the Police Authority has authorised into this area.

Once again, we are impressed by the sheer professionalism shown by Constabulary officers and staff. We've seen the difference they are making locally in Neighbourhood Policing Teams, whether in helping to prevent crime and anti-social behaviour or detect it. We believe this is why more people surveyed say that the police in Cumbria understand and are dealing

with issues that matter in their community. We welcome the Constabulary's recent commitment to a clear statement of its service standards in the 'Policing Pledge' and will be watching closely how well it keeps to this promise. All of these developments give us confidence that the public in Cumbria get a good service from their police.

We are proud of how the Authority and Constabulary have worked together to keep their investments safe in an unstable economic climate. We know that the Constabulary needs to keep striving for better use of resources and have seen significant improvements being made through new IT systems and changed business processes. Some areas still have further to go, like reducing the level of sickness for officers and staff or reducing bureaucracy, neither of which met the targets we set for the Chief Constable last year. The Authority has seen the measures put in place over the past year having an effect but we will be monitoring these areas even more closely in the coming year.

In this report, you can read more about the hard work of the Police Authority. This has included running several successful recruitment campaigns, including appointing a new Deputy Chief Constable. Appointing the Constabulary's command team is one of the Authority's most significant responsibilities, as these officers make a crucial difference to the overall success or failure of your Constabulary. The year was also marked by a national debate around the role of police authorities and public awareness of what they do on everyone's behalf. In Cumbria, we made a valuable contribution to this debate by drawing government's attention to important constitutional issues underlying the proposals, which were eventually withdrawn.

Looking back, we are proud of how the Authority and the Constabulary work

together and the achievements we have made. We are determined to continue this into the future.

**Reg Watson OBE**  
**Chair of Cumbria Police Authority**  
**June 1989 – June 2009**

## **Introduction by the Chief Constable**

I am delighted to confirm that, yet again, we have continued to improve our performance during the last twelve months. We have had some impressive results and achieved significant reductions in crime.

This year in Cumbria there were 3,502 fewer victims of crime than in 2007-08, a drop of 14.7%.

We have done exceptionally well to reduce violent crime across the county by 10.6%. We wanted to reduce assault with injury offences by 5% and have achieved a magnificent reduction of 16.4%. This means that 595 fewer people were injured compared to the previous year.

We have further improved our crime detection rate and are now third in the country for detecting crime.

Cumbria has one of the highest levels of public confidence in the UK and we have been recognised nationally for the success of our neighbourhood policing teams who work closely with local people and partner agencies to tackle the issues that matter most to communities.

In our latest local survey 86.1% of you said you were very or fairly confident in the Constabulary. This compares with the British Crime National Survey in which 65% of people who were asked said that taking everything into account they strongly or tend to agree that they have confidence in their local police.

Our services are focused on meeting community needs and improving public confidence in what we do. We have implemented the Policing Pledge which sets out a series of commitments to you – letting you know the standards you can expect from us when you require our services.

Under the county Local Area Agreement we have been working with partners to further reduce re-offending across the county. Since April 2007 re-offending by the county's most prolific offenders has fallen by 81%, winning us a national award.

We invested in protective services and have deployed additional resources and improved our structures and systems.

As a result, in 2008-09 we have made excellent progress to reduce serious and organised crime.

We confiscated property and cash with a value of over £9m from convicted criminals last year making us the top performing force in the country.

The excellent results achieved over the last year are testament to the communities of Cumbria who continue to work with the police to help ensure that the county remains one of the safest places to live, work and visit. I want this to continue. Together we can drive crime down even further and continue to improve the quality of life in every neighbourhood.

**Craig Mackey**  
**Chief Constable**

## Your Police Authority

Cumbria Police Authority is an independent statutory body which has 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 2008-9:



Reg Watson, OBE (Chair)  
Elizabeth Barraclough  
Alan Barry  
Jim Bland  
Ray Cole (left August 2008)  
Christine Egan JP  
Patrick Everingham  
Beth Furneaux  
Pauline Halfpenny, MBE  
Kevin Hoban (left September 2008)  
Margaret Johnson  
Joke Maes  
Joseph Nicholson  
Lynda Shaw  
Lynne Slavin (left September 2008)  
Bill Smith  
John Woolley

After a major recruitment and advertising campaign, the following members joined the Authority during the year to replace members who had left:



Oliver Pearson,  
(September 2008)



Rob Huck, MBE  
(October 2008)



George Perkins  
(October 2008)

Sadly, George Perkins died suddenly in April 2009. In the short time that he was a member of the Authority, he had impressed all who met him with his quiet courtesy and inquiring mind. He was an articulate champion for disability and access issues throughout the Authority. We would like to express our sincere appreciation for the contribution he made during his time on the Authority and our condolences to his family.

The Authority's members have a range of experience and backgrounds. Of the 20 members on the Authority at different times during the year, there were:

Female: 8    Male: 12    British: 18    Belgian: 1    Irish: 1

Cumbria Police Authority is in law the owner of all police buildings and land and the employer of all police staff. However, in itself, the Authority is modestly resourced. It is supported administratively by 6 full-time and 1 part-time member of staff, plus 3 occasional staff who work with the Authority externally to involve and consult the public.

More information about the Authority's members can be found at <http://www.cumbriapoliceauthority.org.uk/whoweare.htm>.

## **About your Police Authority**

Cumbria Police Authority is one of 43 police authorities in England and Wales. It has a responsibility to ensure that the people of Cumbria receive an efficient and effective police service and to monitor the work of the Constabulary on behalf of local communities.

## **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 police services delivered in Cumbria to be sure they are effective and give value for money;
- Agreeing with the Chief Constable what the priorities for the police service in Cumbria should be and announcing these in an annual 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 annual 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 the Authority's land and buildings;
- Overseeing the health and safety arrangements 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>

## What the Authority has achieved in 2008-9

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

- Held **54 committee and working group meetings** to scrutinise Constabulary plans, policies, performance and processes.
- Worked hard to **find out more about how the Constabulary is performing**, including attending 16 different management boards inside the Constabulary and observing their internal performance reviews.
- **Met with the public** to listen to local issues and priorities, which helped us to decide what the Authority should focus its attention on. We held 22 public consultation meetings across the county and also talked to people in their own homes through 'Street Safe' events.

Some examples of where the Authority's involvement has made a difference to the police service in Cumbria are given below. We have:

- **Appointed a new Deputy Chief Constable** whose skills and style of policing will suit Cumbria and the organisation's needs.
- Tightened our lending criteria throughout the 'credit crunch' and made the top consideration in our investment decisions how safe our deposits are. This meant **no Police Authority assets or savings were lost in the collapse of financial institutions**.
- Maintained strong governance of how finances are managed by the Constabulary and made sure that risks to both organisations are being assessed and managed. (We were **awarded a grade of 3 ('good') in the Police Use of Resources Evaluation** by the Audit Commission).
- Set up a **Protective Services Scrutiny** Panel to monitor how recent investment by the Authority is improving how major crime incidents, serious and organised crime and terrorism are dealt with in Cumbria.
- Made sure that the investment agreed by the Authority in a **new area headquarters at Durrhill in Carlisle** delivered a high quality and accessible police station, to be the springboard for even more successful policing for the North Cumbria area.
- Ensured that decisions taken about **how police forces will collaborate** are subject to the same scrutiny as those made about Cumbria alone. (This includes motorway policing and sharing computer systems.) We created and have had a prominent role in the North-West Chief Constables' and Police

Authority Chairs' Group. We also drove forward the creation of a new joint committee of the North-West of England police authorities.

- Looked at how 48 different **complaints against the Constabulary**, selected at random over the year, were handled to be sure that police complaints 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 the different ethnic groups, through regular monitoring reports to Police Authority members on our Communities, Equality and Diversity Committee.
- Received regular reports on Constabulary activities and spoke to staff support groups to check the Constabulary is **promoting equality and eliminating discrimination** whilst treating officers and staff fairly.
- Used our **Custody Visiting 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. 208 visits were made and 267 detainees spoken to between April 2008 and March 2009.
- 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.
- **Lobbied government** to reconsider proposals for introducing direct elections to police authorities. The Authority felt that the proposals risked introducing extremists into policing and could draw authorities away from their strategic oversight role - a view supported by the Association of Police Authorities and the Local Government Association- which led to these proposals being withdrawn.

The Authority has also improved its own ways of working over the past year, including:

- Developing how it works with **other organisations**, locally, regionally and nationally. We created a 'Partnership Guide' to support our members in doing this.
- Introducing a **new system for monitoring Constabulary performance** against targets and performance measures so our scrutiny focuses more on key issues.
- Running successful **recruitment processes** for 3 independent members of the Authority, 2 independent members of the Standards Committee and 6 new Independent Custody Visitors. (These generated high levels of interest, with 114 applications being received for the independent member positions).
- Hosting a seconded police sergeant to help the Authority learn from the Constabulary about **new ways of consulting and involving local communities**.

- Introducing a new **Induction Programme and a Training Plan** so our Authority members have the skills and knowledge required to carry out their role effectively.
- Introducing a new concept of **experience visits** in autumn 2008. Members can now visit 14 different police departments across the county to get a clearer understanding of police roles and working environments.

## **What the Constabulary achieved in 2008-09**

### **What we planned to do - our priorities in 2008-09**

The annual policing plan set out what we planned to do in 2008-09. 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 during 2008-09.

In 2008-09, we also developed and implemented our own performance management framework in Cumbria. This framework includes:

- Local headline targets so that we could check how we were delivering against our priorities.
- Process measures to make sure that we were 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.

Appendix 1 shows the detail of Constabulary performance against our own performance management framework (local targets, process and exception measures for 2008-09). A comparison (where possible) is provided against 2007-08 performance.

Appendix 2 provides a table of performance showing the achievements of North, South and West Cumbria in 2008-09.

## What we have done to improve neighbourhood policing

In 2008-09, we have:

- Increased the number of police officers dedicated to working in neighbourhoods by 30.
- Given specialist training to the police officers and police community support officers who work in neighbourhoods.
- Worked with neighbourhoods and local partners to identify what you wanted us to deal with in your local community. We are currently working with communities to resolve 75 identified community problems.
- Worked with our partners to significantly reduce anti-social behaviour and criminal damage offences in 2008-09.
- Continued the *Respect* campaign, working with communities, schools and young people to promote respectful behaviour and order in our neighbourhoods.
- Improved community intelligence processes so that we can be more responsive to what members of the public tell us is going on in their area.
- Developed and agreed a set of 12 neighbourhood management principles with other agencies and local authorities in Cumbria.
- Piloted neighbourhood management projects in Longtown, Harraby Estate (Carlisle), South Whitehaven and South Workington, so that the police, local councils and other agencies work together to improve the quality of community life for people.
- Implemented our annual equality and diversity scheme action plans, which improve our services to everyone.
- Implemented a new IT system in November 2008 which helps us to make sure that we keep victims of crime informed about what is happening in their case.
- Continued our contribution and support to the Scafell Project which, with partners, has won a national award and is continuing to target the most prolific and highest priority offenders, making Cumbria a safer place to live and work.
- Developed and implemented a 3- year plan to help the Children's Trust improve services to young people in Cumbria.
- Continued to support road safety partnerships to reduce the number of people killed or seriously injured on our roads.

## How we have performed

In 2008-09, we wanted:

- More of you to agree that we understood the issues that affect you and that we dealt with antisocial behaviour and crime that mattered to you.
- More victims of crime to be satisfied with the overall service that they received from us.
- White victims and victims from black and minority ethnic groups to be equally satisfied with the overall service they received.

73.3% of you agree that we understand the issues that affect your communities, making us the top performer in our group of most similar forces. We have worked successfully with other agencies this year and have reduced the number of anti-social behaviour incidents by over 4,000 (9%). 59% of you agree that we are dealing with anti-social behaviour and crime that matters in your communities.

Last year our target was to ensure that at least 85% of victims of crime should be satisfied with the overall service they receive. Performance has fallen slightly since 2007-08 from 84.1% to 84%.

However, we significantly improved our services to victims of racist incidents. 83.3% of victims were satisfied with the overall service they received compared with 72.4% in 2007-08, an improvement of nearly 11%.

We also wanted to ensure that white victims and victims from black and minority ethnic groups should be equally satisfied with the overall service they receive from us. 83.9% of white victims were satisfied with the overall service received compared with 82.2% of black and minority ethnic victims, a difference of 1.7%. This is a significant improvement compared to 2007-08, when the gap was 10.5% and we are now ranked second best in our group of most similar forces.

We want more victims to be satisfied with the services they receive and making sure that we deal with crime and anti-social behavior that matters to people is a key target for next year. We continue to improve the services we provide to victims of crime:

- At the end of 2008, we implemented an IT system which helps us to improve the management of our contact with victims of crime. This means that we make sure that we keep people informed of what is happening with their case.
- We are implementing the Policing Pledge which sets out a series of commitments to you. This includes making sure that we keep victims and witnesses informed of what is happening throughout their case.

In our local public survey, 86.1% of people who were asked said they were very or fairly confident in Cumbria Constabulary. This compares with the national British Crime Survey in which 65% of people said they have confidence in their local police. Feelings of safety are particularly high during the day, when 95% of you feel safe out in your neighbourhood. More of you also said that you know your local officer. This figure has risen from 34% in 2006 to 53.6% in 2008.

Compared to last year there has been a gradual reduction in feelings of safety in neighbourhoods and town centres at night. Performance fell from 74% in 2007-08 to 70% in 2008-09. When we asked you why, the most common reasons you gave were youth disorder and alcohol related nuisance. These areas of concern continue

to be the focus of neighbourhood policing. Where these are identified by you as priorities, we will provide an enhanced service as part of our commitment in the Policing Pledge.

Neighbourhood Policing Teams are now working to address our primary target to improve public confidence and meet our Policing Pledge obligations. We are also currently developing a Contact Management Strategy to ensure that we meet public expectations. Our aim is to be accessible and responsive, and to provide the right quality of service, at the right time, to consistently high standards and in such a way that our communities feel safe and have trust and confidence in what we do. These activities will improve our performance in the next few years.

To find out more about the Policing Pledge visit [www.direct.gov.uk/policingpledge](http://www.direct.gov.uk/policingpledge).

### **Performance in reducing crime**

We have achieved all our crime reduction targets in 2008-09, continually reducing crime in Cumbria since 2005. This year in Cumbria there were 3,502 fewer victims of crime than in 2007-08.

We have performed particularly well in the areas that the people of Cumbria told us that they were most concerned about. The results at the end of the year show that we have reduced:

- Criminal damage by over 2,300 crimes (a 21% reduction).
- Incidents of anti-social behaviour by over 4,100 (a 9.4% reduction).
- The number of assaults causing injury by 595 (a 16.4% reduction).
- All violent crime by 893 (a 10.7% reduction).
- Thefts from a motor vehicle by 147 (a 9.4% reduction).
- Thefts of a motor vehicle by 45 (a 6.2% reduction).
- House burglaries by 25 (a 3% reduction).
- The number of people killed or seriously injured on our roads by 16 (a reduction of nearly 6%).

Burglaries of houses and other premises have continued to reduce year on year. Last year we had 30 fewer victims of burglary compared to the year before. It is worth noting that over the past 10 years, the number of burglaries of houses and other premises in the county has dropped by over 3,268 (56%).

When compared to other forces in England and Wales that are most similar to it, Cumbria remains the best performer in its group with the lowest aggregated number of dwelling burglaries, other burglaries, robbery and vehicle crime (a single category known as serious acquisitive crime).

We are also top performer in our group of 'most similar forces' with regard to sanction detections relating to:

- Violent crime including most serious violence, woundings, other violence against the person and assaults with less serious injury.
- Racially/religiously aggravated crimes.
- Robbery.
- Theft of motor vehicle.

Crime and Disorder Reduction Partnerships in the county have contributed significantly to reductions in crime and disorder in each local Authority. Our community safety teams continue to work in partnership at a local level to address local concerns through 'Street Safe' and other successful initiatives.

CRASH groups across the Constabulary have worked throughout the year to make our roads safer and deliver the reductions in road deaths and serious injury collisions.

### **Speed Awareness Courses launched to cut collision rate in Cumbria**

The scheme commenced in February 2009, and means that motorists who stray a few miles per hour over 30 mph speed limits in Cumbria will be given the option of receiving 4 hours of classroom education from driver training specialists, TTC, which already runs the county's successful drink drive rehabilitation course.

Department for Transport research shows that a mere 1 mile per hour reduction in average speeds can reduce injury collisions by 4.3 per cent and fatal and serious collisions by up to 10 per cent.

## **Areas for improvement**

This section of the report explains what we are doing to improve our performance where it has not met the standards we set out at the beginning of 2008 –0 9.

The areas that are in exception for neighbourhood policing are:

- Dealing with community priorities.
- Dealing with complaints against the police.
- Sanction detection rate for key acquisitive crimes.
- Key acquisitive crimes brought to justice.

## **Dealing with community priorities**

In 2008-09 we did not identify or address as many community priorities as we did in 2007-08, when the minimum standard was exceeded. This is because:

- Recruitment of existing officers into protective services and police community support officers becoming student police officers led to a temporary shortage of community officers.
- We rationalised the number of geographical areas of responsibility across the Constabulary from 101 to 84 to improve neighbourhood policing processes and supported officers to work in teams so that they could provide a more consistent and robust community presence for each of the areas. This meant that we could address identified community priorities more effectively, ensuring that all geographical areas of responsibility were covered.

Most local priorities are anti-social behaviour and criminal damage and there have been significant reductions in these crimes over the past year by adopting this approach and robustly managing the crime and incidents down.

We are committed to improving the quality and extent of community engagement and consultation with the public and stakeholders. We have developed a 3-year

Community Involvement and Consultation Strategy to make it easier for you to let us know what your concerns are and we can prioritise those concerns. This supports delivery of the Policing Pledge.

### **Dealing with complaints against the police**

We seek to complete 80% of locally resolved complaints within 40 days. In 2007-08 76% of complaints were locally resolved within 40 days. In 2008-09 our performance deteriorated and only 67% of complaints were locally resolved within the 40 day target.

The total number of complaints that we deal with is very small, so if we don't locally resolve 1 or 2 complaints it has a big impact on our percentage target. We have changed the process for dealing with locally resolved complaints which should improve our performance this year and provide a better service for the people of Cumbria.

The national target is to achieve more resolutions and focuses therefore on a quality of care rather than the speed of complete resolution. Cumbria is performing well above the national average in this category.

<b>Complaints</b>	<b>2007-08</b>	<b>2008-09</b>
No recorded	271	287
% resolved locally within 40 days	76%	67%

### **Letters of appreciation received**

<b>2007-08</b>	<b>2008-09</b>
188	173

### **Sanction detection rates for key acquisitive crimes**

The sanction detection rate for key acquisitive crimes has fallen from 21% in 2007-08 to 19% in 2008-09. Key acquisitive crimes include house burglaries, robbery and vehicle crime, all of which are lower than in 2007-08.

This slight decrease in detections is due to the fact that we performed exceptionally well last year and were able to attribute nearly 100 acquisitive crime detections to one particular offender.

Overall, our performance for sanctions detections is outstanding. We have increased the number of crimes detected by 1.4% and are now third in the country compared with fourth last year.

## Key acquisitive crimes brought to justice

In December 2008, 25 serious acquisitive offences were brought to justice compared to 35 in December 2007 which resulted in our offences brought to justice to crime ratio dropping from 18.25% to 17.8% against our baseline measure of 22.1%. Cumbria remains above its most similar group and the national average and is currently ranked 9<sup>th</sup> in the country for this tier of offence. The number of serious acquisitive offences remains small.

The percentage of theft from a vehicle crimes brought to justice is a key priority for performance improvement with over half of the serious acquisitive crimes being for this sub-group. It is also the only offence sub-group where we are currently below our most similar group average. We are managing this through our management processes to improve performance in 2009 onwards.

### The Scafell Project

The Butler Trust Award, a top national award, was presented to the project team by the Princess Royal after being recognised by the Prime Minister as adopting an innovative and creative approach to the supervision and support provided to some of the most prolific offenders in Cumbria.

The Scafell Project offers an innovative and creative approach to partnership working and has been making a real difference to local communities. Working with the probation service we have focussed on challenging the most prolific offenders in Cumbria and worked hard to assess their risks, challenge their behaviour and attitudes and divert them away from a life of crime.

**In the last 2 years the project has reduced re-offending by prolific and priority offenders in Cumbria by 81%, making a real impact on the levels of crime in Cumbria and making it a safer and stronger county in which to live.**

## **What we have done to deal with serious and organised crime**

In 2008-09 we:

- Increased our capacity and capability to deal with serious and organised crime by recruiting 27 more police officers and staff.
- Implemented effective structures and processes for dealing with serious and organised crime groups – putting in place the foundation we need to meet national standards, as planned, by 2010.
- Provided specialist training for staff engaged in major crime investigations.
- Implemented effective structures and processes for dealing with major crimes like abductions and murders, to meet national standards, as planned, by 2010.
- Identified the harm caused by serious and organised crime groups in Cumbria and developed ways of managing and reducing it.
- Implemented multi-agency intelligence sharing agreements, improving the way we use intelligence across the county, the region and with national agencies.
- Increased our Automatic Number Plate Recognition analytical capability and implemented improved tasking processes to catch criminals when they travel.
- Worked with partners to reduce the harm caused to communities by Class A drugs.

## **How we have performed**

We exceeded our target to disrupt or dismantle 25% of all identified organised crime groups, reducing their ability to be criminally active in the county. We have disrupted 67% of known organised high risk crime groups in the county.

In 2008, we issued over 90 confiscation orders – twice as many as forecasted and making us the top performing force in the country. Collectively, these confiscation orders represent convicted criminals' assets worth £9.4m, the highest value of confiscation orders made in the country. We also seized around £83,000 in cash - the proceeds of criminal activity in Cumbria. We are making sure that crime does not pay. The government returns a proportion of this money which we reinvest to improve our services to you.

We targeted the threats to our communities from the supply of illegal drugs. We are a member of the Cumbria Drug and Alcohol Action team and we have implemented Drugs Referral Schemes. We have detected 32 more class A drug supply crimes this year compared to 2007-08, resulting in an improvement to our sanction detection rate from 92% to 94%.

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

In 2008-09 we:

- Increased our capacity and capability to manage dangerous offenders and the most serious types of violent crime by recruiting 3 more staff.
- Completed an independent review of our structures and processes for protecting the public and implemented our action plan for improvement.
- Adopted national standards to improve processes for protecting vulnerable adults and work more closely with the NHS mental health team.
- Reviewed our policies and procedures for safeguarding children so that we can adopt national standards by 2010.
- Worked with partners through the Local Area Agreement to encourage more reporting of domestic violence, improve support services to victims and increase the number of domestic violence offenders brought to justice.
- Worked with partners to deal with the problem of alcohol related violent crime by implementing an Alcohol Action Plan.
- Improved our services to victims of rape by working in partnership with the Sexual Assault Referral Centre and implementing a new protocol with the Crown Prosecution Service.

## **How we have performed**

In 2008-09, we wanted to reduce the following types of serious violent crime:

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

We have continued to work hard with our partners under the county Local Area Agreement to reduce violent crime in Cumbria and have been able to show an overall reduction of over 10% in violent crime - that's 893 fewer victims of violent crime compared to last year.

Violent crime includes a range of different crimes:

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

Last year our target was to reduce the number of assaults where people were injured. We set a target of 5% fewer assaults and we have achieved a reduction of 16.4% - that's 595 people who have not been injured compared to the previous year.

Less than 30% of violent crime in the county involves physical contact with the victim.

### **Facts about violent crime in Cumbria**

Cumbria is top performer in its group of most similar forces in detecting:

- Violent crime including most serious violence, wounding, other violence against the person and assaults with less serious injury.
- Racially and religiously aggravated crimes.
- Robbery.

2008 was the first year that we have collected information about the re-offending rate of dangerous and serious offenders. We manage these offenders in a partnership called MAPPA (Multi-Agency Public Protection Arrangements) and have successfully prevented re-offending.

In 2008-09, we wanted to reduce the number of repeat victims of domestic violence. We targeted repeat offenders 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 person in the household.

As a result of implementing this process we reduced repeat victimisation by 1.1%, to 41.4%. We will continue to work hard with our partners to reduce the number of domestic violence repeat victims to meet the national target of 35.6% by 2010.

### **Specialist Domestic Violence Courts in Cumbria**

An extensive programme of rolling out Specialist Domestic Violence Courts ('SDVCs') has been completed in Cumbria this year. These innovative courts work by bringing together the constituent parts of the Cumbria Domestic Violence Partnership so that more offenders are brought to justice.

Results from the pilot scheme in Carlisle and Eden have demonstrated significant success, with higher levels of reporting of incidents, fewer retractions of support for the prosecution process and a higher level of convictions of perpetrators in court. These are all outcomes that are expected to be delivered now across the county and that will contribute to the growing public recognition that violence in a domestic setting, involving as it does a breach of trust and abuse of power, is not acceptable.

## **Areas for improvement**

This section of the report explains what we are doing to improve our performance where it has not met the standards we set out at the beginning of 2008 –09.

The areas that are in exception for dangerous and serious violent crime are:

- Increasing the sanction detection rate for rape processes.

- Some measures for domestic violence offences processes, including increasing the number of people who report it to us.
- Number of serious violent crimes.
- Percentage of serious sexual offences brought to justice.

### **Sanction detection for rape**

Our aim was to maintain the rate of sanction detections for rape offences. This has fallen significantly from 29.6% in 2007-08 to 18.4% in 2008-09. In Cumbria, the number of rape offences reported to us is very low (76 in 2008-09), so the failure to resolve 1 or 2 cases has a huge impact on our performance figures. We want victims of rape to report it to us and are committed to supporting the victim and detecting this very serious crime.

### **Domestic violence processes**

The domestic violence measures for 2008-09 were negotiated jointly by the Domestic Violence Strategic Management Board, County Council and Government Office North West under the county Local Area Agreement.

We wanted to encourage more domestic violence victims to have the confidence to report more incidents to us and to increase our arrest rates. The year end figures show a 5% reduction in the number of incidents of domestic violence reported to us. However, the numbers of incidents reported are still well above our Local Area Agreement target. Domestic violence crimes have reduced by 8%, so our arrest rate is slightly lower than last year but not statistically significant. We are maintaining our detection and conviction rates, but we had a slight increase (12) in the number of 'no further action' cases.

### **Serious Violent Crime**

Last year we recorded 219 serious violent crimes. The majority of these occurred during the last quarter of 2008-09, when South Cumbria recorded 40 serious violent crimes. In 6 cases, the victim suffered minor or no injury, however revised crime recording guidance issued by the Home Office in November 2008 required that such offences are recorded under this category.

Strategies to manage the night time economy in the violent crime hot spots in South Cumbria are in place and all cases are investigated by a detective. 24 of the crimes have been detected and 12 cases have named suspects. Rigorous investigation in all these cases is expected to produce a detection rate of 90% for these crimes.

It is important to remember that in Cumbria we still have the lowest levels of most serious violent crimes than any of our most similar forces and Cumbria is still one of the safest places to live in the country.

### **Percentage of serious sexual offences brought to justice**

In December 2008, 4 serious sexual offences were brought to justice compared to 11 in December 2007 which resulted in the rolling annual offences brought to justice to crime ratio dropping from 31.1% to 24.8% against our baseline target of 41%. We are now performing below our most similar group and the national averages.

However, it should also be remembered that in Cumbria we have very few undetected serious sexual offences.

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

In 2008-2009 we:

- Invested in 6 additional police staff detention officers.
- Implemented the SLEUTH crime and intelligence system, making essential operational information easier to collect, find and use.
- Implemented a reducing bureaucracy strategy to cut unnecessary red tape, and improve our services and processes.
- Reviewed the main shift pattern to make it work better.
- Started to develop a Contact Management Strategy for implementation by 2013, to improve our policing services by making it easier for you to talk to us.
- Completed implementation of an IT system, which helps manage the shifts and deployment of operational police officers and police staff.
- Built a new headquarters for the North Cumbria area, developed options for improving our buildings in the South Cumbria area and reviewed the rest of the estate to ensure it is fit for purpose.
- Reduced police officer sickness and reviewed the way that police officers on restricted and recuperative duties are deployed.

## **How we have performed**

Last year, we set ourselves targets to:

- Reduce police officer sickness.
- Increase the proportion of time local police officers spent on key activities in neighbourhoods.

### **Sickness**

There has been a strong downward trend in police officer sickness over the past five years and police officer sickness reduced from 70.75 hours per officer in 2007-08 to 64.9 hours per officer in 2008-09 against a national target of 61 hours per officer.

We have seen an increase in police staff sickness from 64.3 hours per staff member in 2007-08 to 75.06 hours per staff member in 2008-09, which is of concern to us.

We are committed to providing all staff with a safe and healthy working environment. In 2008 the 'Wellbeing at Work' policy was developed and implemented to improve organisational performance through the creation of a safer working environment and positive health and safety culture.

Current initiatives to reduce sickness and improve wellbeing include proactive schemes to improve the health of the work force, a review of the attendance management policy and processes, a steering group which is tasked with identifying improvements from the recent HSE audit on workplace stress, and effective

monitoring, reporting and governance of health and safety issues. Reduced police staff sickness is now a headline target for 2009-10.

## **Neighbourhood Activities**

We only increased the proportion of time local officers spent on key activities in neighbourhoods by 0.36% in 2008-09, against a target of 5%. Some of the reasons for this were:

- We had to delay our plans to pilot mobile data systems in 2009 because the Constabulary's initial bid for funding was unsuccessful. We have now been granted funding and intend to pilot the systems in 2010.
- We reviewed the requirements of a new IT system to control the deployment of police officers and staff to incidents to ensure that it will help us to provide the best possible response services to our communities. We are aiming to implement the new system in April 2010.

## **Areas for improvement**

We implemented the SLEUTH crime and intelligence system, which is expected to result in a reduction of the amount of time our officers spend on completing paperwork by 3.9%. We have already reduced the amount of time spent on completing paperwork by 1.7%.

Overall, there has been a significant increase in neighbourhood policing team activity over the past year. The reduction in our crime and anti-social behaviour incident figures clearly demonstrate this.

We will ensure that more time is spent by officers in neighbourhoods by improving community engagement and intelligence processes, implementing neighbourhood management with our partners and by meeting the commitments set out in the Policing Pledge. These are explained in more detail in our Policing Plan for 2009-12.

The Constabulary has implemented streamlined contact management, performance development review and policy processes. It is expected that the benefits from these will take time to filter through to the front line. The Constabulary has a Reducing Bureaucracy Strategy which includes recommendations from the National Review of Policing.

## **Constabulary staffing**

Last year 46% of our police officer recruits were female. Currently, 32% of all our police officers employed are female, an increase of 4% over 2007-08, and Cumbria now has the highest female strength nationally. By the end of 2008-09 the Constabulary had 14 serving black and minority ethnic police officers.

We have implemented a number of initiatives including positive action days, 'buddying' schemes and specific development courses for both men and women to ensure that our workforce reflects the economically active population of the community we serve. We will continue to explore opportunities to actively encourage applications from black and minority ethnic groups.

A total of 40 police community support officers and 90 new police officer recruits were appointed in 2008-09, and 14 constables, 3 detective constables, 3 sergeants and 1 chief superintendent were appointed on transfer from other forces. Since the introduction of community volunteers in September 2008, we currently employ 16, 3 of whom are male and 13 females.

#### Staffing Gender and Ethnicity (Headcount)

Police officers	2007/08	% of Total Strength	2008/09	% of Total Strength
Male Police	855	69%	861	66%
Female Police	375	30%	421	32%
Total BME Police	13		14	1%
<b>TOTAL</b>	<b>1243</b>		<b>1296</b>	

Police staff	2007/08	% of Total Strength	2008/09	% of Total Strength
Male Police Staff	307	35%	343	36%
Female Police Staff	569	64%	604	63%
Total BME Police Staff	6	1%	5	0.5%
<b>TOTAL</b>	<b>882</b>		<b>952</b>	

Police Community Support Officers	2007/08	% of Total Strength	2008/09	% of Total Strength
Male PCSO	33	32%	45	41%
Female PCSO	68	67%	66	59%
Total BME PCSO	1	1%	0	0%
<b>TOTAL</b>	<b>102</b>		<b>111</b>	

Population of Cumbria	Number	%
White British	478,031	98
Black and Minority Ethnic Groups (BME)	9,576	2
<b>TOTAL</b>	<b>487,607</b>	<b>100</b>

**Number of households (Census 2001) 209,026**

## What we have done to build our strengths for the future

In 2008-09 we:

- Set efficiency and productivity improvement targets for all our commanders and directors and invested the money and time in front line policing.
- Increased our resources in our finance and personnel teams and implemented a new personnel IT system to improve management of our resources.
- Collaborated with other forces, particularly with North West colleagues, working jointly to tackle shared problems.
- Explored opportunities to share support services with other organisations or to outsource them.
- Reviewed and improved our performance processes and introduced a new performance management framework.
- Worked in partnership with the University of Cumbria to provide alternative training and qualification for police officers.
- Developed a leadership and talent management vision to ensure that we identify and develop the abilities of our police officers and staff.
- Developed a new IT strategy to align IT services to meet the future needs of the Constabulary.
- Implemented an action plan to improve our business continuity arrangements in the event of an emergency.
- Are on target to implement a national project (IMPACT) which will ensure that we manage our police information to national standards by 2010.
- Set up a project team which will develop an energy efficiency and sustainability strategy for implementation during 2009.
- Have worked hard with our partners to reduce bureaucracy and improve criminal justice processes so that our partnership working is more effective.

## How we have performed

We set ourselves targets to:

- Make £1.1m budget savings to boost front line policing resources and
- Become at least 3% more efficient over the year

In 2008-09 the Constabulary has delivered a total of 3.3% efficiencies against the 3 year target of 9.3%. This is over a third of the overall target, demonstrating that we are on track to deliver total savings that will meet it.

The efficiencies included £1.3 million budget savings which were fed into the 2008-09 budget. The detail is explained on page 30 of this report.

One of our major collaborative achievements is the contribution to the Regional Crime Unit. All North West regional forces have signed up and agreed to this venture, which will improve our capacity and capability to combat crime, keep Cumbria safer and stronger and increase public confidence in the services we provide.

We have also made significant progress working collaboratively to deal with serious and organised crime and counter terrorism.

The implementation of the national IMPACT programme was assessed by the National Police Improvement Agency in October 2008 and we rank 8<sup>th</sup> in the country for the progress we have made so far.

Unfortunately our plans to develop and implement an e-learning system as an alternative method of providing staff training have been delayed due to difficulty finding experienced staff. We now plan to set up the project and deliver it by the end of 2010.

#### **Triumph at prestigious national training award ceremony**

We received two National Training Awards recognising our achievement in investigative training for our officers. The regional and national awards were in respect of the design and delivery of the Professionalising Investigation Programme (PIP).

This is a 3-year training package designed by the training department specifically to help develop officers' investigative training to best serve the local community.

Since the introduction of the programme in 2004, we have significantly improved our crime detection rates. These awards recognise how successful training can make a difference to our communities.

## How efficient we were in 2008-09

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

The government, through the Police Service Efficiency Strategy, set us a target of 9.3% improvements in efficiency between 2008 and 2011. We were required to produce a rolling 3-year plan to show how we would meet our efficiency targets. The most up to date plan can be found at Appendix 9 of the 2009-12 Policing Plan ([http://www.cumbriapoliceAuthority.org.uk/related\\_docs/Policing-Plan2009-12\\_final.pdf](http://www.cumbriapoliceAuthority.org.uk/related_docs/Policing-Plan2009-12_final.pdf))

The table below shows our achievement in 2008-09:

2007-08 Gross Revenue Expenditure	£113.8m
New efficiency savings in 2008-09	£3.8m
Gains bought forward from 2007-08	£4.0m
<b>Total efficiency savings</b>	<b>£7.8m</b>
Less target (At least 3% new efficiencies)	£3.5m
Carry forward into 2009-10	4.3m

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 reinvested to sustain and improve service delivery to communities in Cumbria, by having a balanced budget.

We are committed to improving the efficiency and effectiveness of our policing services, and have ambitious plans to deliver over £5.2m in 2009-10.

During 2008-09 we have identified and made £1.3m recurrent budget savings – £0.2m above target – which we will deliver in 2009/10. Details can be found at [http://www.cumbriapoliceAuthority.org.uk/related\\_docs/Item\\_8\\_-\\_Budget\\_Proposals\(1\).pdf](http://www.cumbriapoliceAuthority.org.uk/related_docs/Item_8_-_Budget_Proposals(1).pdf) (page 11).

## How the Government's inspection agencies rated us

### What Her Majesty's Inspector of Constabulary said

Her Majesty's Inspectorate of Constabulary (HMIC) examines and improves police service efficiency. During 2008, the HMIC completed 3 thematic inspections relating to major crime, delivery of citizen focus and neighbourhood policing. The following table summarises the overall assessment performance:

HMIC Inspection Theme	HMIC Inspection Grade
Major Crime	Fails to meet the standard
Serious and Organised Crime	Not published – protected data
Delivery of Citizen Focus	Meets the standard
Neighbourhood Policing	Meets the standard

The Constabulary has implemented an action plan to address the areas for improvement identified during the HMIC major crime inspection. Significant progress has been made during 2008-09 and HMIC have already acknowledged the improvements we have made. When HMIC review our arrangements in 2009 we are confident that we will meet the required standard.

The HMIC Serious and Organised Crime inspection acknowledged the progress made by the Constabulary to increase our capability and capacity to deal with serious and organised crime and we have achieved some notable successes. There is more to do and we have an action plan to ensure that we will meet national standards by 2010.

The HMIC has also completed a re- inspection of our public protection improvement plan. Previously we had achieved a 'poor' rating. However, following increased investment in public protection resources during the last 3 years, the HMIC has re-graded our public protection arrangements as 'fair' and is confident that the Constabulary will continue to build upon this progress. This is a notable achievement.

HMIC have reviewed our arrangements for handling public order, civil contingencies and emergency planning and the prevention of terrorism and violent extremism. We are waiting for the official result and the final report and expect to meet the standards in each area of activity.

HMIC also engages in joint inspections of criminal justice activity with the inspectorates for the Crown Prosecution Service, Court Administration and Probation and Prisons. A joint thematic inspection of our Priority and Prolific Offender arrangements was conducted in September 2008. Cumbria was one of 5 areas visited by HMIC to help them to produce a single report that will be useful in the development of good practice nationally.

### What the Audit Commission said

The Audit Commission checks how we use our resources and whether we are giving value for money.

For 2007-08 (latest available data), we improved performance compared with 2006-07. Following the implementation of our improvement action plan we have consistently delivered above minimum requirements as shown in the following table.

PURE Theme	PURE Score
Overall PURE Assessment	3
Financial Reporting	2
Financial Management	3
Financial Standing	3
Internal Control	3
Value for Money	3

- 1: Below minimum standards – inadequate performance.  
2: Only at minimum requirements – adequate performance.  
3: Consistently above minimum requirements – performing well.  
4: Well above minimum requirements – performing strongly.

We aim to maintain an overall ‘performing well’ performance rating in our next assessment in 2009.

### Internal Audit Results

Management Audit Unit is a department of Cumbria County Council commissioned by the Police Authority to develop and conduct an annual internal audit programme in consultation with the Audit Commission.

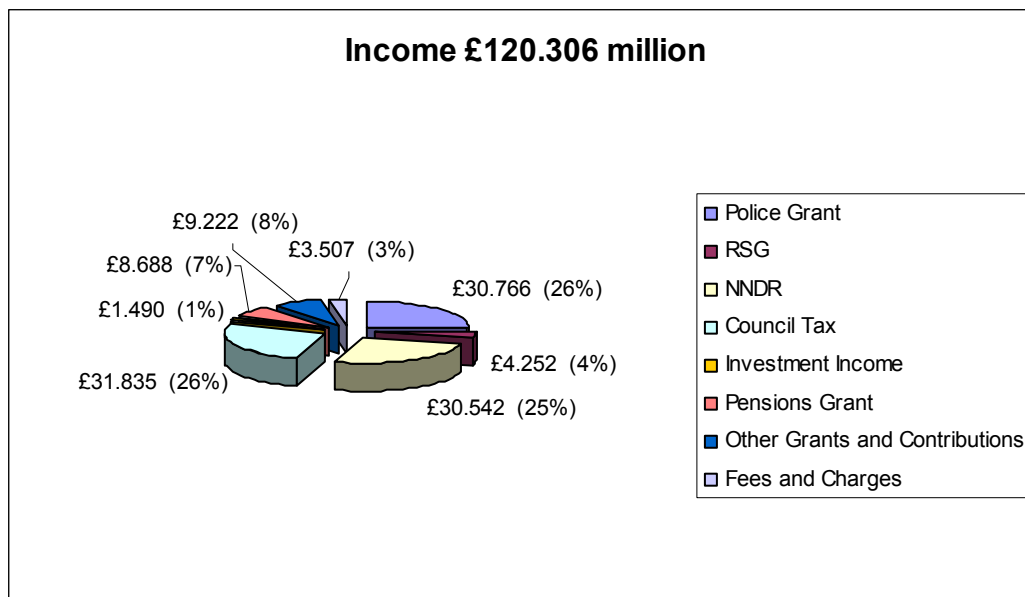
This year the unit has completed 68% of its planned audit activity with the remainder being completed in 2009. The internal audit results are shown in the following table:

Assignment	Assessment
Treasury Management	Good
Capital Programme	Good
Credit Cards	Good
Payroll	Good
Pensions	Good
Risk Management	Satisfactory
Creditor Payments	Good
Debtor’s Income	Good
Main Accounting System	Good
Budgetary Control	Good
Petty Cash	Good

## How much it cost

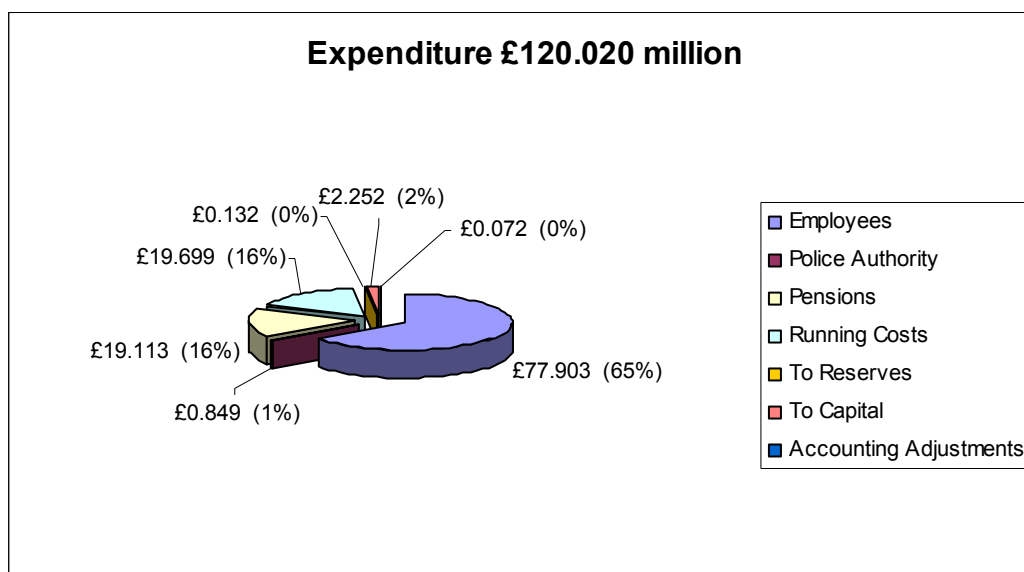
Cumbria Police Authority set a budget for 2008-09 of £94.395m, which included a planned contribution of £0.2m to general fund balances. The majority of the Authority's income came from central government funds, with only about 26% from local Council Tax payers. The Council Tax for a standard band D property was £179.46 and for a band B property, the most prevalent single band in Cumbria, amounted to £139.59. Actual final spending including transfers to and from reserves amounted to £97.1m, 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, 55% came from Government, based on a complex formula, which sets out to allocate funds on the basis of relative need. 26% of total income came from Council Taxes, which the Authority is responsible for setting every year. The balance (19%) 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** – The area of the budget, amounting to 65% of total spending, supported an average of 1,295 police officers, 824 police staff and 114 Police Community Support Officers who provided the full range of policing services and organisation support.

**Pensions** – This area of the budget, representing 16% 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 cost of premises, which comprised 54 operational buildings, the costs of transport, including running a fleet of 408 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 2008-09

The table below sets out the revised budgeted and actual costs of policing in Cumbria for the 2008-09 financial year with the 2007-08 figures shown for comparison, together with an analysis of the sources of finance.

	<b>2008-09 Revised Budget £000</b>	<b>2008-09 Net Expenditure £000</b>	<b>2007-08 Net Expenditure £000</b>
Pay and Allowances	77,486	75,844	73,796
Police Pensions	12,823	13,490	18,850
Other employees costs	1,584	2,059	1,131
Premises costs	4,548	4,711	3,559
Transport costs	2,277	2,566	2,355
Supplies and Services	11,551	11,884	10,058
Other	738	538	556
Statutory Pensions and other charges (i)	47,666	47,445	42,249
Police Authority costs	862	849	796
<b>Gross Operating Expenditure</b>	<b>159,535</b>	<b>159,386</b>	<b>153,350</b>
Income	(11,816)	(14,219)	(15,258)
Other adjustments	23	23	715
<b>Net Operating Expenditure</b>	<b>147,742</b>	<b>145,190</b>	<b>138,807</b>
Statutory Pensions and other adjustments (i)	(50,465)	(50,465)	(51,508)
Reserve Movements and revenue Contributions to Capital	(62)	2,384	6,551
<b>Net Expenditure to be financed by Government Grant and Council Tax</b>	<b>97,215</b>	<b>97,109</b>	<b>93,850</b>
Government Grants	(35,018)	(35,018)	(34,943)
National Non Domestic Rates	(30,542)	(30,542)	(29,047)
Council Tax Income	(31,835)	(31,835)	(30,040)
General Balances brought forward	4,682	4,682	4,502
Contribution to General Balances	(180)	(286)	(180)
<b>General Balances carried forward</b>	<b>4,862</b>	<b>4,968</b>	<b>4,682</b>

(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 2009 and accessible on the Authority's website [www.cumbriapoliceauthority.org.uk](http://www.cumbriapoliceauthority.org.uk).

### Consolidated Balance sheet as at 31 March 2009

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.

	<b>31 March 2009 £'000</b>	<b>31 March 2008 £'000</b>
Buildings, Land and Major Equipment	67,463	54,536
Stock	272	249
Debtors	8,242	7,774
Long Term Investments	4,000	0
Short term Investments	11,000	22,000
Cash in Bank	1,733	3,259
Current Liabilities	(14,895)	(16,107)
External Loans	(340)	(545)
Provisions	(457)	(415)
Deferred Grants	(8,008)	(5,453)
	<b>69,010</b>	<b>65,298</b>
<b>Represented by:</b>		
Distributable Reserves	19,859	19,441
Non Distributable Reserves (i)	49,151	45,857
	<b>69,010</b>	<b>65,298</b>

- (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.

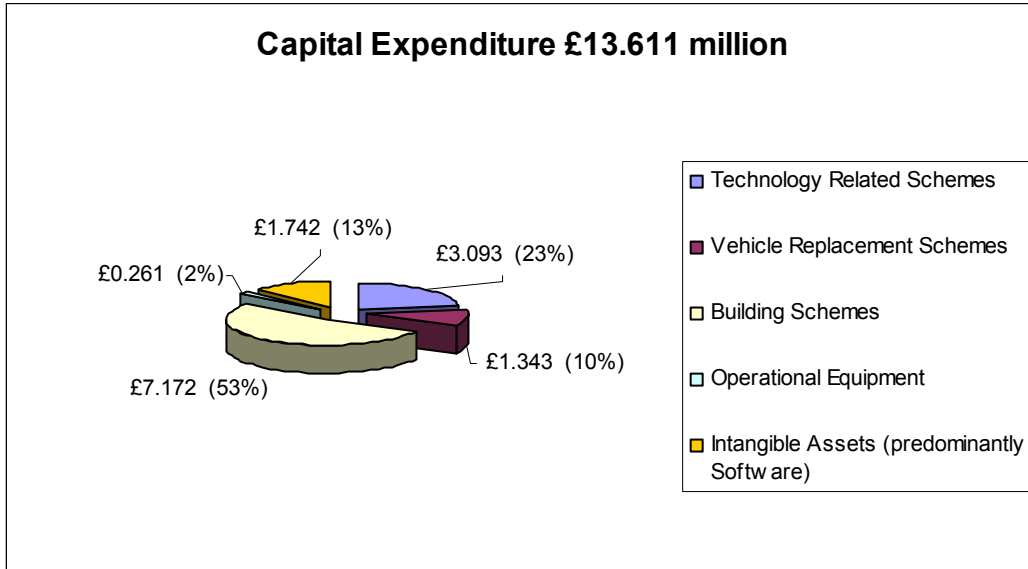
### Cash Flow Statement

	<b>£000</b>
Cash in bank, in hand or in transit 31 March 2008	3,259
Add: Cash Inflows	132,456
Less: Cash Outflows	(133,982)
Cash in bank, in hand or in transit 31 March 2009	1,733

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

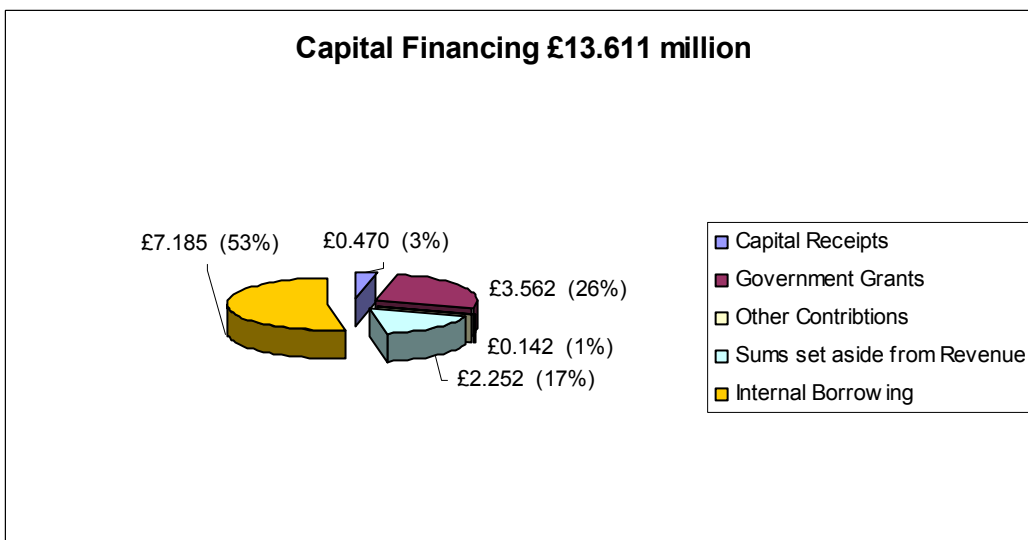
## Capital Expenditure

Capital expenditure generally represents money spent acquiring, upgrading and improving assets and major operational equipment. The Authority and Constabulary receives the benefit from capital expenditure over a longer period of time. The chart below sets out the capital investment made during 2008-09. It amounted in total to £13.611m. The largest single element of capital expenditure in 2008-09 amounting to £6.8m related to the construction of the new North BCU HQ at Durranshill in Carlisle.



## Capital Financing

The Authority's capital programme in 2008-09 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 2008-09 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 number 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 sets 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](http://www.cumbriapoliceauthority.org.uk). The document can also be obtained from: -

The Director of Finance and Resources  
Cumbria Constabulary  
Police Headquarters  
Penrith, Cumbria  
CA11 9NA

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

## Appendix 1 – Cumbria Performance Management Framework Performance 2008-09

### Section 1 Neighbourhood Policing Local Targets

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Percentage of people who agree the police understand the issues that affect their community.	Percentage answering “strongly agree” or “tend to agree” that the police understand the issues that affect their community.	Increase the percentage of people who agree the police understand the issues that affect their community	National target	69.1%	73.3%	<b>Yes</b>
Percentage of people who agree that the police are dealing with anti social behaviour and crime that matter in their area.	Percentage answering “strongly agree” or “tend to agree” that the police are dealing with anti social behaviour and crime that matter in their area.	Increase the percentage of people who agree that the police are dealing with anti social behaviour and crime that matter in their area.	National target	57.1%	59%	<b>Yes</b>
Percentage of white and BME victims who are satisfied with the overall service provided by the police.	Covers victims of the following: <ul style="list-style-type: none"> <li>• Violent crime.</li> <li>• Domestic burglary.</li> <li>• Vehicle crime.</li> <li>• Road traffic collisions.</li> </ul> Percentage of victims who are completely, very or fairly satisfied with the overall service provided by the police.	Increase the percentage of victims who are satisfied with the overall service provided by the police  White and BME victims equally satisfied with the overall service we provide  Target:85%	National target	84.3% White 73.8% BME	83.9% White 82.2% BME	<b>No</b> <b>Yes</b>

## Section 2 Neighbourhood Policing Process Measures

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Measures of neighbourhood policing activity	Number of geographical areas of responsibility (GARS) currently engaged with.	Meet benchmark	Local measure	82 (81%) 101 GARS	77 (91.6%) 84 GARS	No See page 16 for explanation
	Percentage of community priorities identified			117%	89%	No See page 16 for explanation
	Number of priorities identified			118	75	No See page 16 for explanation
	Percentage of community priorities addressed			114%	91%	No See page 16 for explanation
	Number of priorities addressed			115	70	No See page 16 for explanation
Anti social behaviour trends.	Number of incidents which meet the national definition. This includes: Abandoned vehicles Animal problems Nuisance noise Malicious/nuisance communications Prostitution related activity Street drinking Substance misuse Trespass Vehicle nuisance	Reduce	Local measure	44326	40168	Yes
Customer satisfaction.  Covers victims of the following: <ul style="list-style-type: none"> <li>Violent crime.</li> <li>Domestic burglary.</li> <li>Vehicle crime.</li> <li>Road traffic collisions</li> </ul>	Percentage of victims who are completely, very or fairly satisfied with:  Making contact	Increase	National measure	94.7%	93.7%	No See page 15 for explanation

<b>Neighbourhood Policing, Partnerships and Local Accountability Measures</b>	<b>Definition</b>	<b>Performance Aim</b>	<b>Type of Target or Measure</b>	<b>Performance 2007-08</b>	<b>Performance 2008-09</b>	<b>Year end achieved</b>
Customer satisfaction. Covers victims of the following: <ul style="list-style-type: none"> <li>• Violent crime.</li> <li>• Domestic burglary.</li> <li>• Vehicle crime.</li> <li>• Road traffic collisions</li> </ul>	Action taken			82.7%	81.5%	<b>No See page 15 for explanation</b>
	Progress updates			67.1%	75.4%	<b>Yes</b>
	Treatment by staff.			92.7%	93.6%	<b>Yes</b>
Keeping victims informed.	Percentage of victims kept informed: <ul style="list-style-type: none"> <li>• Without asking*</li> <li>• After asking</li> </ul>	Increase*	Local measure	Data not collected	81%  19%	<b>N/A Baseline year</b>
Road traffic casualties. Target to 2010 agreed with Department of Transport.	Number of people who die within 30 days of or are seriously injured in road traffic collisions.	Reduce	Local measure to support national target	282	266	<b>Yes</b>
Number of convictions recorded against prolific and other priority offenders.	Listed offenders and recorded convictions on the Police National Computer.	Reduce	National measure	Baseline 803	220	<b>Yes</b>

### Section 3 Neighbourhood Policing Exception Measures

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Percentage of victims of racist incidents who are satisfied with the overall service provided by the police.	<p>Victims of racist incidents includes all victims of racist incidents including those which have subsequently been recorded as crimes whether or not they are for those crimes which can be classified as racially aggravated offences. A racist incident is defined as any incident which is perceived to be racist by the victim(s) or any other person.</p> <p>Percentage of victims who are completely, very or fairly satisfied with the overall service provided by the police.</p>	No statistically significant decline in performance at basic command unit or Constabulary level.	National measure	72.4%	83.3%	<b>Yes</b>
Low level volume crime trends:	Number of criminal damage crimes, including criminal damage to vehicles.	No statistically significant decline in performance at basic command unit or Constabulary level or where performance drops below most similar force average.	Local measure	11361	8977	<b>Yes</b>
	Number of violent crimes without physical contact e.g. threats or harassment			1807	1927	<b>Yes</b>
	Number of theft of vehicle crimes			721	676	<b>Yes</b>
	Number of theft from vehicle crimes.			1569	1422	<b>Yes</b>
Number of key acquisitive crimes per 1,000 population	<p>Includes:</p> <ul style="list-style-type: none"> <li>Burglary and aggravated burglary in a dwelling</li> <li>Robbery business and personal</li> <li>Vehicle crime</li> </ul>	No statistically significant decline in performance at basic command unit or Constabulary level or where performance drops below most similar force average.	National measure	3167 6.37 per 1,000 population	2948 5.93 per 1,000 population	<b>Yes</b>

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Call answering times.	Percentage of 999 emergency calls answered in 10 seconds.	90% or above	Local measure	89.9%	90.5%	Yes
	Percentage of non-emergency calls answered in 40 seconds.	90% or above		94.9%	95.8%	Yes
	Calls abandoned	Reduce		40,685	25,615	Yes
Complaints	Number of complaints received that have been dealt with within legal timeframes	90% or above	Local measure to ensure compliance with legal timeframes	98.1%	99.4%	Yes
	Acknowledge receipt of complaints within 10 days					
	Locally resolve complaints within 40 days	80% or above		76.4%	67.2%	No See page 18 for explanation
	Conduct investigations into complaints within 120 days	90% or above		95.9%	98.2%	Yes
	Respond to Independent Police Complaints Commission appeals within 10 days	90% or above		90%	97%	Yes
Child road traffic casualties	Number of people who die within 30 days of or are seriously injured in road traffic collisions	No statistically significant decline in performance against 2010 national target.	National and Local measure	17	22	Yes
Sanction detection rates for key acquisitive crimes	Includes: Burglary and aggravated burglary in a dwelling	No statistically significant decline in performance at basic command unit or Constabulary level or where performance drops below most similar force average.	National measure	26%	18%	No See page 18 for explanation
	Robbery business and personal			42%	66%	Yes
	Vehicle crime			19%	18%	Yes

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Sanctioned detection rates for other neighbourhood crimes.	Criminal damage.	No statistically significant decline in performance at basic command unit or Constabulary level or where performance drops below most similar force average.	National measure	19%	18%	Yes
	Theft of or from vehicles.			34%	35%	Yes
	Violent crime where there is no physical contact.			54%	58%	Yes
Sanction detection rates for hate crimes	Includes all offences recorded as hate crimes.	No statistically significant decline in performance at basic command unit or Constabulary level or where performance drops below most similar force average.	National measure	49%	54%	Yes
Percentage of key acquisitive crimes brought to justice.	Key acquisitive crimes include: <ul style="list-style-type: none"> <li>Burglary and aggravated burglary in a dwelling</li> <li>Robbery business and personal</li> <li>Vehicle crime</li> </ul>	No statistically significant decline in performance at basic command unit or Constabulary level or where performance drops below most similar force average.	National measure	Baseline 22.06%	17.83%	No See page 19 For explanation
Re-offending rates.	The percentage of offenders on probation proven to have reoffended within 3 months compared with the predicted reconviction rate. <ul style="list-style-type: none"> <li>Adults</li> <li>Young People 10-17</li> </ul>	No statistically significant decline in performance at basic command unit or Constabulary level	National measure	2007 Baseline 39% Published May 2009  2007 Baseline 37.5% Published May 2009	Data not yet available. Time lag is currently 18 months	TBA

<b>Neighbourhood Policing, Partnerships and Local Accountability Measures</b>	<b>Definition</b>	<b>Performance Aim</b>	<b>Type of Target or Measure</b>	<b>Performance 2007-08</b>	<b>Performance 2008-09</b>	<b>Year end achieved</b>
First time entrants to the youth justice system.	Young people aged 10-17 receiving an out of court disposal or receiving a conviction at court for the first time.	No statistically significant decline in performance at basic command unit or Constabulary level	National measure	957	854	<b>Yes</b>
Perceptions of anti social behaviour as a problem.	Percentage of people perceiving anti social behaviour as a very or fairly big problem, including: <ul style="list-style-type: none"> <li>Noisy neighbours and loud parties.</li> <li>Teenagers hanging around.</li> <li>Rubbish and litter.</li> <li>Vandalism and graffiti.</li> <li>People using or dealing drugs.</li> <li>People being drunk or rowdy in public places.</li> <li>Abandoned or burnt out cars.</li> </ul>	No statistically significant change at Constabulary level from previous British Crime Survey data	National measure	11.9%	11%	<b>Yes</b>
Perceptions of drunk or rowdy as a problem	Percentage of people perceiving people being drunk or rowdy in public places as a very or fairly big problem.	No statistically significant change at Constabulary level from previous British Crime Survey data.	National measure	20.4%	19%	<b>Yes</b>
Percentage of people who agree that the police and local councils seek their views on antisocial behaviour and crime in their area and are dealing with them.	Percentage of people who “strongly agree” or “tend to agree” that: <ul style="list-style-type: none"> <li>the police and local councils seek their views on antisocial behaviour and crime</li> </ul>	No statistically significant variation from headline measures or between basic command units	National measure	Data not collected by British Crime Survey.	48%	<b>N/A Baseline Year</b>
	<ul style="list-style-type: none"> <li>the police and local councils are dealing with the crime and anti social behaviour that matter in their area</li> </ul>		National measure	Data not collected by British Crime Survey.	55%	<b>N/A Baseline Year</b>
Overall satisfaction with the	Percentage of victims who are	No statistically significant	National	Baseline	<b>Data not yet</b>	<b>TBA</b>

<b>Neighbourhood Policing, Partnerships and Local Accountability Measures</b>	<b>Definition</b>	<b>Performance Aim</b>	<b>Type of Target or Measure</b>	<b>Performance 2007-08</b>	<b>Performance 2008-09</b>	<b>Year end achieved</b>
contact with the criminal justice system.	completely, very or fairly satisfied with the overall contact.  Includes victims and witnesses whose cases reached the point of an offender being charged.	movement or variation from headline measures.	measure	82%	<b>available. Time lag is currently 9 months</b>	
Victim satisfaction with the overall service provided by police, local agencies and local councils in dealing with anti social behaviour.	Percentage of antisocial behaviour victims who are completely, very or fairly satisfied with the overall service.	No statistically significant movement or variation from headline measures.	National and local measure	Data not collected	<b>Survey data is currently being moderated</b>	<b>N/A Baseline year</b>
Satisfaction gap between white and BME victims when comparing victim satisfaction with the overall service provided by local agencies.	The formula is the difference between levels of satisfaction of white and BME victims of antisocial behaviour	No statistically significant movement or variation from headline measures.	National and local measure	Data not collected	<b>Minimum data set will be available in September 2009</b>	<b>N/A Baseline year</b>
Percentage of the public who are confident that the criminal justice system as a whole is effective.  <b>Constabulary level only.</b>	Percentage of people who are very or fairly confident that the criminal justice system is effective.  Including the question – <ul style="list-style-type: none"> <li>How confident are you that the police are effective at catching criminals.</li> </ul>	No statistically significant variance from previous British Crime Survey data on confidence in the criminal justice system.	National measure	Comparable data not available	40%	<b>Yes</b>
Percentage of the public who are confident that the criminal justice system as a whole is fair.  <b>Constabulary level only.</b>	Percentage of people who are very or fairly confident that the criminal justice system meets a list of criteria.	No statistically significant variance from previous British Crime Survey data on confidence in the criminal justice system.	National measure	Comparable data not available	62%	<b>Yes</b>
Race disproportionality at key stages of the criminal justice process.	Uses 16+1 classification to identify disproportionality including: <ul style="list-style-type: none"> <li>Stop and Search</li> </ul>	No statistically significant disproportionality at police owned stages of the criminal	National measure	Data not collected	<b>Minimum data set will be available</b>	<b>N/A Baseline year</b>

Neighbourhood Policing, Partnerships and Local Accountability Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
	<ul style="list-style-type: none"> <li>Charging decisions</li> </ul>	justice process			<b>in September 2009</b>	
Number of deliberate primary fires and secondary deliberate fires per 10,000 population.	<p>Deliberate fire is any primary fire where the cause of the fire is suspected non-accidental.</p> <p>Secondary fires are reportable fires not involving property, casualties or rescues attended by 4 or fewer appliances, derelict building and derelict vehicle fires.</p>	Any statistically significant difference above national average (2007-08 national averages 9.6 primary and 26.6 secondary)	National measure	6.5 primary 31.4 secondary	5.9 primary 22.7 secondary	<b>Yes</b>

#### Section 4 Serious and Organised Crime Local Target

Serious and Organised Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Disruption of organised crime groups.	Disruption means that the groups are unable to operate at their usual level of activity for a significant amount of time.	25% of known and assessed high risk groups disrupted or dismantled each year.	Local target	Data not collected	67% disrupted	<b>Yes</b>

#### Section 5 Serious and Organised Crime Process Measures

Serious and Organised Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Tackling organised crime groups.	Based on the total number of known organised crime groups in Cumbria in 2007/2008:	Increase	Local measure	Data not collected	21	<b>N/A Baseline year</b>
	Percentage of groups subject to intelligence				100%	

	Percentage of groups disrupted - the groups are unable to operate at their usual level of activity for a significant amount of time.				67%	
	Percentage of groups dismantled - the groups cease to exist.				Data not collected	
Class A Drugs offences sanction detections.	The number of Class A drug crimes successfully detected	Increase	Local measure	542	574	Yes
Automatic Number Plate Recognition (ANPR) activity.	ANPR arrest numbers:	Increase	Local measure	Data not collected	46	N/A Baseline year
	Percentage of arrests relating to crimes.				54%	
	Percentage of arrests relating to drug seizures.				30%	

## Section 6 Serious and Organised Crime Exception Measures

Serious and Organised Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Ratio of assets recovered per 1,000 population.	Cash forfeitures (number and value)	No statistically significant variation from trajectory towards national target at Constabulary level	National measure	12  £194,348  0.02 per 1,000	22 (11 months May 08-March 09)  £82,963.86  0.04 per 1,000	Yes
	Confiscation orders made under POCA (2002) (number and value)			72  £1,300.313  0.14 per 1,000	92 (estimate)  £9,412,493.99  0.19 per 1,000	Yes
Perceptions of drug use or drug dealing as a problem.	Percentage of people perceiving drug use or drug dealing as a very	No statistically significant change at Constabulary level	National measure	23.1%	25%	Yes

	or fairly big problem.	from previous British Crime Survey data				
The rate of offending by those identified as Class A Drug misusers in the course of their contact with the criminal justice system.	Proven offences per offender in the 12 months since they were identified within the criminal justice system.	No statistically significant variance from most similar forces	National measure	Data not collected	Data not collected New for 2009-2010	<b>N/A</b>

## Section 7 Dangerous and Serious Violent Crime Local Targets

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
'Assault with injury' crimes per 1,000 population	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 to 15%.	National target	3639 7.3 per 1,000	3044 6.1 per 1,000	Yes
Re-offending rate of Multi-Agency Public Protection Arrangements (MAPPA) registered sexual offenders	MAPPA are the statutory arrangements for managing sexual and violent offenders under the Criminal Justice Act 2003.	Year on year reduction.	National target	Data not collected	0%	Yes
Percentage reduction in repeat victimisation for domestic violence cases being managed by the Multi-Agency Risk Assessment Conference. (MARAC).		Reduce	National target	Data not collected	Baseline 30.2%	N/A Baseline year

## Section 8 Dangerous and Serious Violent Crime Process Measures

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Performance against of Multi-Agency Public Protection Arrangements (MAPPA) Standards	Number of wanted or missing offenders.*	Reduce* Meet benchmark**	Local measure	Data not collected.	1	N/A Baseline year
	Agency attendance at MAPPA meetings.**				92%	
	Consideration of disclosure.**				22	
	Civil orders considered.**				64	

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
	Breaches of SOPO and action taken.*				2 offenders returned to custody	
	Breaches of license by MAPPA offenders.*				14	
	Review of level 3 cases within 6 weeks.**				100%	
	Review of level 2 cases within 12 weeks.**				100%	
	Review of level 1 cases within 16 weeks.**				No level 1 cases	
Rape processes	Number of rape offences reported per 1000 of the population*	Increase* Reduce**	Local measures from national rape group	71 0.01 per 1,000	76 0.01 per 1,000	Yes
	Percentage of rape offences that are 'no crimed'***			21.1%	15.6%	Yes
	Sanction detection rate			29.6%	18.4%	No See page 23 for explanation
Domestic violence processes.	Percentage of domestic violence offences reported that result in A crime being recorded*	Increase* Reduce**	Local measure	1782 35.8%	1458 31%	No See page 23 for explanation
	Arrest*			34.6%	32.1%	No See page 23 for explanation
	Sanction detection *			64%	64%	No See page 23 for explanation
	Conviction*			77.7%	Data not yet	TBA

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
					available	
	Disposal by either a caution or offence taken into consideration**			477	292	Yes
	No further action.			270	282	No See page 23 for explanation
Incidents of domestic violence reported to the police per 1,000 population	Number of domestic violence incidents reported to the police / total population x 1000	Reduce	National measure	4975 10 per 1,000	4718 9.5 per 1,000	No See page 23 for explanation

### Section 9 Dangerous and Serious Violent Crime Exception Measures

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Percentage 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"> <li>• Rape.</li> <li>• Sexual activity involving children.</li> <li>• Sexual assaults on males and females.</li> <li>• Sexual activity with someone with a mental disorder.</li> <li>• Abuse of children through prostitution and pornography.</li> <li>• Trafficking for sexual exploitation.</li> </ul>	No statistically significant movement at Constabulary level or in relation to most similar force average	National measure	Baseline 41%	24.8%	No See page 23 for explanation

<b>Dangerous Offenders and Serious Violent Crime Measures</b>	<b>Definition</b>	<b>Performance Aim</b>	<b>Type of Target or Measure</b>	<b>Performance 2007-08</b>	<b>Performance 2008-09</b>	<b>Year end achieved</b>
Percentage of serious sexual offences going to court that result in a conviction.	See list of serious sexual offences above.	No statistically significant movement at Constabulary level or in relation to most similar force average	National measure	Data not collected	Data not collected	<b>N/A</b>
Percentage of serious violent offences brought to justice	OBTJ percentage = $A/B \times 100$ A = The number of convictions, cautions, or offences taken into consideration for the most serious sexual offences in the previous 12 months B = The number of serious violent crimes recorded by the police in the same period	No statistically significant movement at Constabulary level or in relation to most similar force average	National measure	Comparable data not available	38.8%	<b>N/A Baseline year</b>
Number of most serious violent crimes per 1,000 population.	Most serious violent crimes include: <ul style="list-style-type: none"> <li>• Homicide and child destruction</li> <li>• Attempted Murder</li> <li>• Wounding or other act endangering life and grievous bodily harm without intent.</li> <li>• Death by dangerous driving, careless driving under the influence, careless and inconsiderate driving, aggravated vehicle taking.</li> </ul>	No statistically significant movement at Constabulary level or in relation to most similar force average		Comparable data not available	219 0.44 per 1,000	<b>No See page 23 for explanation</b>
Number of recorded serious violent knife crime offences per 1,000 population	Serious violent knife crimes include: <ul style="list-style-type: none"> <li>• Attempted murder</li> <li>• Wounding with intent</li> <li>• Wounding or inflicting grievous bodily harm</li> <li>• Racially aggravated wounding or inflicting grievous bodily harm</li> </ul>	No statistically significant movement at Constabulary level or in relation to most similar force average	National measure	Comparable data not available	89 0.18 per 1,000	<b>Yes</b>

Dangerous Offenders and Serious Violent Crime Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
	• Robbery -business and personal					
Number of recorded life threatening or gun crime per 1, 000 population	Life threatening crime is defined as homicide, attempted murder, and wounding or other act endangering life	No statistically significant movement at Constabulary level or in relation to most similar force average	National measure	Comparable data not available	43 0.08 per 1,000	Yes
Number of domestic violence homicide offences per 1,000 population		No statistically significant movement at Constabulary level or in relation to most similar force average	National measure	2 0.004 per 1,000	2 0.004 per 1,000	Yes
Support from a specialist sexual violence and abuse service	The proportion of victims of a serious sexual offence aged 16 and above who receive support from a specialist sexual violence and abuse service.	No statistically significantly variance from 100%	National measure	Data not collected	Data not collected. 2009-2010 will be a baseline year for collecting this data	N/A

## Section 10 Organisational Local Targets

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Delivery of cashable efficiency targets	The value of cashable gains achieved (£) as a percentage of the net revenue expenditure (£) 2007-08 (gross revenue expenditure 2008-09)	At least 3% annually	National target	2.9%	3.3%	Yes
Delivery of budget savings for investment into front line policing	Total budget savings as identified in the budget setting process to enable investment in neighbourhood policing and protective services	£1.1m	Local target	£1.26m	£1.3m	Yes
Percentage of working hours	The total number of working hours	Achieve 61 hours per annum	National	70.75 hours	64.9 hours per	No

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
lost due to sickness for police officers	lost through sickness for all police officers as a percentage of the total number of contracted hours for police officers in the financial year.		target	per officer	officer	See page 25 for explanation
Reduced bureaucracy - increased activity in neighbourhoods.	Proportion of police officer and police community support officer time spent on:	Increase by 5% annually.	Local target	27.49%	27.85%	No See page 26 for explanation
	Accident prevention campaigns, meetings & actions.			0.15%	0.14%	
	Public reassurance.			0.50%	0.56%	
	Visible patrol foot and mobile.			24.29%	23.86%	
	Processing community intelligence.			0.52%	1.08%	
	Community involvement.			1.76%	1.88%	
	Crime prevention activity.			0.27%	0.32%	

## Section 11 Organisational Process Measures

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Reduced bureaucracy.	Proportion of time spent by beat officers carrying out incident related paperwork	Reduce	National measure	9.73%	9.78%	<b>No</b> <b>See page 26</b> <b>for</b> <b>explanation</b>
	Proportion of time spent by beat officers carrying out non-incident related paperwork			10.14%	8.37%	<b>Yes</b>
Police Use of Resources Evaluation.	Audit Commission provides a set of overall scores indicating value for money provided.	Increase	National measure	3	<b>Grades not available from Audit Commission until November 2009.</b>	<b>TBA</b>
	Overall PURE Assessment					
	Financial Reporting			2		
	Financial Management			3		
	Financial Standing			3		
	Internal Control			3		
Value for Money	3					
Vacancy and turnover measures.	Against planned staffing numbers: Number of vacancies – police officers (No of police officer posts advertised less no. of police officer posts filled during financial year)	Reduce	Local measure	42	19	<b>Yes</b>
	Number of vacancies – police staff (No of police staff posts advertised less no. of police staff posts filled during financial year)			12	11	<b>Yes</b>
	Percentage turnover in year to date – police officers			7%	5%	<b>Yes</b>
	Percentage turnover in year to date – police staff			10%	8%	<b>Yes</b>

Organisational Measures	Definition	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Sickness, recuperative and restricted duties measures.	Against actual staffing numbers: <ul style="list-style-type: none"> <li>• Full time equivalent staff numbers lost to sickness (From ADR Returns –Total hours lost to sickness as a percentage of total contracted hours for both police officers and staff applied to end of year FTE figure)</li> <li>• Full time equivalent staff on recuperative duties at year end.(From ADR returns)</li> <li>• Full time equivalent staff on restricted duties at year end (From ADR returns)</li> </ul>	Reduce	Local measure	93	104.8	<b>No</b>
				14	2	<b>See page 25 for explanation</b>
				69	5	<b>Yes</b>
						<b>Yes</b>

## Section 11 Organisational Exception Measures

Organisational Measures	Performance Aim	Type of Target or Measure	Performance 2007-08	Performance 2008-09	Year end achieved
Proportion of police officer recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	No statistically significant disproportionality at Constabulary level	National measure	1%:2%	1%:2%	<b>Yes</b>
Proportion of police staff recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	No statistically significant disproportionality at Constabulary level	Local measure	0.5%:2%	0.5%:2%	<b>Yes</b>
Percentage of female police officers compared to the overall Constabulary strength	No statistically significant disproportionality at Constabulary level	National measure	28%	32%	<b>Yes</b>
Percentage of female police staff compared to the overall Constabulary strength	No statistically significant disproportionality at Constabulary level	Local measure	64%	63%	<b>Yes</b>
Percentage of working hours lost due to sickness for police staff	No statistically significant variance from 54 hours per annum at basic command unit, departmental or Constabulary level	National measure	64.3 hours per staff member	75.06 hours per staff member	<b>No See page 25 for explanation</b>

## Appendix 2 – Basic Command Unit Performance Tables

### North Cumbria – covers Carlisle City and Eden District Council

Achievements	Actual Performance 2008-09	Performance Improvement compared to 2007-08	Target 2008-09	Target Achieved Yes/No
Theft from a vehicle	447	-27.8%	618	Yes
Theft of a vehicle	266	-4.3%	277	Yes
House burglaries	251	-14.3%	292	Yes
Criminal damage	2791	-24.3%	3687	Yes
Violent crime	2520	-14%	2930	Yes
Anti-social behaviour	13825	-6.5%	14792	Yes
Number of people killed or seriously injured on our roads	73	-16.1%	84	Yes
Domestic violence	1211	-14.5%	1010	No
Domestic violence arrest rate	32%	-1.4%	31%	Yes
Detected crimes	42%	+4.9%	36.9% or 37.1%??	Yes
Assault with injury	863	-16.1%	1028	Yes

### South Cumbria – covers Barrow and South Lakeland District Council

Achievements	Actual Performance 2008-09	Performance Improvement compared to 2007-08	Target 2008-09	Target Achieved Yes/No
Theft from a vehicle	425	+8.4%	391	No
Theft of a vehicle	153	-15.5%	180	Yes
House burglaries	244	+12.4%	216	No
Criminal damage	2978	-16.3%	3555	Yes
Violent crime	2483	-7.3%	2678	Yes
Anti-social behaviour	13346	-6.9%	14337	Yes
Number of people killed or seriously injured on our roads	100	-1%	102	Yes
Domestic violence	1530	+2.3%	1405	No
Domestic violence arrest rate	32.7%	-1.8%	31%	Yes
Detected crimes	37.3%	-0.2%	37.1%	Yes
Assault with injury	1125	-11.2%	1266	Yes

**West Cumbria – covers Allerdale and Copeland District Councils**

<b>Achievements</b>	<b>Actual Performance 2008-09</b>	<b>Performance Improvement compared to 2007-08</b>	<b>Target 2008-09</b>	<b>Target Achieved Yes/No</b>
Theft from a vehicle	550	-1.4%	557	Yes
Theft of a vehicle	257	-1.9%	261	Yes
House burglaries	305	-3.2%	314	Yes
Criminal damage	3208	-22.1%	4116	Yes
Violent crime	2477	-10.4%	2762	Yes
Anti-social behaviour	12997	-14.5%	15194	Yes
Number of people killed or seriously injured on our roads	93	-1.1%	96	Yes
Domestic violence	1977	-4.2%	1875	No
Domestic violence arrest rate	30.6%	-4.8%	31%	No
Detected crimes	37.9%	-1.4%	39.3%	No
Assault with injury	1056	-21.4%	1342	Yes

