



**POLICING PLAN FOR A
SAFER AND STRONGER CUMBRIA
2009 - 2012**



**CUMBRIA
CONSTABULARY**
SAFER STRONGER CUMBRIA

If you require this document in Braille, audio or another language, please email: enquiries@cumbria.police.uk. You may use your own language if you prefer.

Bengali

GB WKz†g,UwU hw` Avcwb †eªBj ev AwWIÕ†Z A_ev Ab` †Kv†bv fvlvq †c†Z Pvb Z†e AbyMÖn K†i enquiries@cumbria.police.uk wVKvbvq B†gBj Ki“b| Avcwb PvB†j wbR fvlvl e`envi Ki†Z cv†ib|

Cantonese

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Lithuanian

Jeigu jums reikia dokumento Brailio šriftu, audio įrašo ar kita kalba, prašome atsiūsti elektroninį laišką adresu: enquiries@cumbria.police.uk. Jus galite rašyti savo kalba, jeigu jums taip patogiau.

Polish

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Portuguese

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Turkish

Soruşturmaya ihtiyaciğiz varsa, bu belyeyi bulabilirsiniz, Körler Alfabeti, Körler için Kabartma yazıye, ses dinleme kendi dilde, başka dilde, Elektronik posta ile araştırma yapa bilirsiniz enquiries@cumbria police.uk Istersen kendi dilinle konuşa bilirsiniz .

What this Plan Is and How to Use It

This plan sets out the police services I have agreed with the Police Authority to deliver. It makes best use of the resources the Police Authority has provided. The Police Authority will check our performance using this plan. Members of the public, our partners and the government can also use this plan to hold us to account.

Our managers will use this plan to decide their team's priorities and how they will achieve them. They will use it to set objectives for their staff. I will check that each team is helping to deliver this plan.

All of our staff can use this plan to set their own priorities and to understand how what they're doing fits into the big picture. They can ask their managers and me questions about what is important and why and how they can help make Cumbria safer and stronger. Staff can contact me at my "ask the chief" e-mail address or in one of the focus group meetings around the county.

The plan comes in two parts:

- This part focuses on what we will do and how.
- The Appendices provide useful background information.

Craig Mackey Chief Constable

The Police Authority is pleased to agree this Policing Plan and will monitor progress closely. This is a public document. Members of the public can use this plan to find out how the police use public money to provide excellent services for Cumbria. They can find more detail about services and performance in local policing summaries and our website. If they have any questions or comments they can contact the Police Authority:

Police Authority
Carleton Hall
FREEPOST NWW8377A
Penrith
Cumbria CA10 2BR

Telephone 01768 217734 Fax 01768 217738
email policeauthority@cumbria.police.uk
Website www.cumbriapoliceauthority.org.uk

We welcome your feedback and look forward to hearing from you.

Reg Watson Chair of Cumbria Police Authority

Our Priorities and Targets 2009-2012

We are one of the top performing police services in the country and continue to improve. Our services are focused on meeting people's needs and most crimes are at very low levels. Cumbria is one of the safest places to live in the country. We achieved this together, the whole constabulary, by hard work and being focused on results for our communities.

We will strive for excellence, continue to provide a high quality of service and keep crime levels down.

Our priorities set out what we need to improve to make Cumbria even safer and even stronger in future:

Priority Improvement	Desired Outcomes
To work with our partners to improve neighbourhood policing.	Improve public confidence by increasing the percentage of people who agree that the police and local councils are dealing with antisocial behaviour and crime that matter in their area.
To tackle serious and organised crime.	Organised crime groups are assessed and prioritised monthly and resources are allocated to disrupt or dismantle them.
To tackle dangerous offenders and the most serious kinds of violent crime.	<p>Reduce assaults causing physical injury.</p> <p>Reduce reoffending by dangerous offenders who we are managing with partners.</p> <p>Reduce repeated incidents of domestic abuse.</p>
To make effective use of front line resources and maximize productive time.	<p>Neighbourhood Policing Teams spend at least 80% of their time visibly working in their neighbourhoods, tackling priorities.</p> <p>Reduce police officer and police staff sickness.</p>
To build our strengths for the future.	<p>Deliver £3.5m budget savings over three years to boost front line policing resources.</p> <p>Become at least 3.1% more efficient every year.</p> <p>The percentage of black and ethnic minority officers and staff working in the Constabulary reflects the diversity of the working population of Cumbria.</p>

How We Will Deliver Our Priorities and Targets

Working with our partners to improve neighbourhood policing, we will:

1. Improve community engagement by understanding the needs and expectations of people in Cumbria through consultation, research and active involvement.
2. Focus, with our partners, on the problems which make communities feel they're not safe, like antisocial behaviour and criminal damage.
3. Continue the RESPECT campaign, which works with communities, schools and young people to promote respectful behaviour and order in our neighbourhoods.
4. Improve community intelligence processes, so that we can be more responsive to what members of the public tell us is going on in their area.
5. Pilot shared neighbourhood management with partners by 2010, working jointly to improve neighbourhoods.
6. Work effectively with the business community to understand the crime challenges they face on a regular basis.
7. Work effectively with the National Farmers Union and local farmers to provide an effective and quality service to farming communities.
8. Implement our annual equality standard, which will improve our services to everyone.
9. Implement new hate crime guidance so that we improve the quality of service provided to victims of hate crime incidents.
10. Continue our contribution and support to the Scafell Project which, with partners, is targeting a reduction in reoffending by the most prolific and highest priority offenders.
11. Actively engage with partners in providing a comprehensive approach in delivering services to young people.
12. Implement a contact management strategy by the end of 2010 to improve how we respond for requests for our services.
13. Give specialist training to the police officers and police community support officers who will work in neighbourhoods.
14. Continue to support CRASH partnerships to tackle dangerous driving, achieving national targets by 2010.
15. Develop community confidence information and performance products and set individual performance measures to drive improvement.
16. Implement a communications and marketing strategy, internal and external to improve the quality of service and information provided to the public.
17. Continuously strive to improve how we deliver services to the national Policing Pledge standards. This includes providing the public with detailed information about crime and policing issues in their local area.

The Policing Pledge sets out the standard of service you can expect from us:

CUMBRIA CONSTABULARY WILL SUPPORT LAW ABIDING CITIZENS AND PURSUE CRIMINALS RELENTLESSLY TO KEEP YOU AND YOUR NEIGHBOURHOODS SAFE FROM HARM. WE WILL:

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and:
 - If you are vulnerable or upset aim to be with you within 60 minutes.
 - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes.
 - Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
 - If agreed that attendance is not necessary we will give you advice, answer your questions and / or put you in touch with someone who can help.

7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
9. If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

We want to do our best for you but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and you deserve.

To tackle serious and organised crime, we will:

1. Continue to enhance structures and processes for tackling organised crime groups, to meet national standards, by 2010.
2. Continue to enhance structures and processes for dealing with major crimes (like abductions and murders), to meet national standards, by 2010.
3. Identify the harm caused by serious and organised crime groups in Cumbria and take disruptive action to minimise their impact.
4. Review the structures and processes within the intelligence function to ensure compliance with the National Intelligence Model and strengthen the links between local, regional and national intelligence by 2010.
5. Use Automatic Number Plate Recognition to catch criminals when they travel.
6. Focus on reducing the harm caused in communities by Class A Drugs, by working with partners such as the Cumbria Drugs and Alcohol team.
7. Deliver professional investigative training to detectives to improve investigative skills and improve quality of investigations.
8. Develop the serious and organised crime performance management framework.

To tackle dangerous offenders and the most serious kinds of violent crime, we will:

1. Continue the progress made to enhance structures and processes for protecting the public by 2010, in line with independent consultancy recommendations.
2. Continue the progress made to enhance processes for protecting vulnerable adults, to meet national standards by 2010.
3. Continue the progress made to enhance processes for safeguarding children, to meet national standards by 2010.
4. Work with partners to encourage reporting of domestic abuse, provide a supportive service to victims and bring offenders to justice.
5. Focus, with partners, on tackling the problem of alcohol related violent crime.
6. Improve our services to victims of rape, incorporating national guidance on investigating and prosecuting such cases. This will be a partnership led approach.
7. Assess harm caused by dangerous offenders and develop measures for managing performance.
8. Assess and implement national guidance and advice on improving specialist police services for example standards for surveillance, managing sex offenders, missing persons etc.

To make better use of front line resources and maximise productive time, we will:

1. Continuously improve how we do things in order to reduce unnecessary bureaucracy.
2. Implement the SLEUTH system, to make essential operational information easier to collect, find and use, ongoing until 2010.
3. Pilot mobile data systems, so that police officers don't have to return to the station so much, by 2010.
4. Review the main shifts and patrol plans and make them work better in 2009.
5. Open a new headquarters for the North Cumbria area, develop options for improving our buildings in the South Cumbria area and review the rest of the estate to ensure it is fit for purpose.
6. Reduce sickness and review the way that police officers on restricted and recuperative duties are deployed by 2010.
7. Implement an enhanced staff appraisal system to improve the performance of officers and staff.
8. Implement a new IT system to support improvements in how we deploy and manage calls for service and incidents.

To build our strengths for the future we will:

1. Set targets for all Directors and Commanders to improve efficiency and productivity every year, so that the money and time saved can be invested in front line policing.
2. Look at all functions that sit above neighbourhood policing teams to ensure that they are efficient and effective to meet medium to long term strategic challenges.
3. Maximise the opportunities presented by new technology to support new ways of working and enable an efficient and effective police service.
4. Review our existing capital programme.
5. Reinforce the culture of continuous improvement ensuring we get better at what we do.
6. Look at opportunities presented by workforce modernization ensuring the workforce mix of police officers and staff is efficient and effective to meet the medium to long term strategic challenges.
7. Upgrade the personnel IT system, so that these teams can champion better resource management by 2009.

8. Continue collaborating with other forces, working jointly to tackle shared problems.
9. Explore opportunities to share support services with other organisations by 2011.
10. Implement IMPACT, so that we manage our police information to national standards by 2010.
11. Work in partnership with the University of Cumbria on better training and qualifications for police officers.
12. Implement the Leadership and Organisational Development strategy which will include developing talent management, to identify gifted police officers and staff and develop their abilities.
13. Continue to develop a quality of service culture which focuses on providing services that improve customer satisfaction.
14. Implement e-learning, to improve the efficiency and effectiveness of training.
15. Update our plans on how we will maintain services in the event of a large scale event or incident.
16. Implement IT, Estates and Procurement strategies to support the constabulary's strategic priorities.
17. By 2010 we will develop and begin implementing an energy efficiency and sustainability strategy.
18. Use guidance on effective partnership working to assess our current partnership working arrangements by 2009 and work with our partners to implement improvements by 2011.
19. Develop our skills and capacity to respond to major or unusual incidents including support to the 2012 Olympics.

How we will check whether we have delivered the plan successfully

The Police Authority monitors progress and performance on a continuous basis. We will drive and check performance by:

- Giving constabulary and authority staff access to daily information about our performance on the Performance Dashboard.
- Daily tasking and briefing meetings in Command Units and an improved IT system for tasking and briefings.
- Chief Officers setting performance contracts for Commanders and Directors.
- Monthly meetings between Chief Officers, Commanders and Directors to check actions taken and whether targets are on course.
- Regular Performance Development Conferences, involving Chief Officers and a range of other people interesting in improving our performance. There will be regular Performance Development Conferences in each Basic Command Unit and support department.
- Setting personal performance objectives for all staff, in support of this plan, against which they will be assessed (Performance Development Review).
- Setting individual performance measures for all operational police officers and staff.

Policing Plan 2009-2012
Appendices: Background Information

1. How Cumbria contributes to national police priorities.
2. How the police will contribute to partnership working in Cumbria.
3. How our plan meets public and staff expectations.
4. How this plan links with the National Intelligence Model.
5. Budget for the next three years.
6. How we're collaborating with other forces.
7. How we're improving protective services.
8. How we've responded to audits and inspections.
9. Our efficiency and productivity plan.
10. Process and Exception Measures 2009-2012.
11. Our Past Performance.

Appendix 1 - How Cumbria contributes to national police priorities

The Home Secretary sets national priorities for the police service. Our priorities focus on local needs, but take national issues into account too.

National priorities	How Cumbria contributes
<p>Continue to increase public confidence in the police through tackling local priorities. Also to reduce and prevent crime and anti-social behaviour and help tackle the problems caused by drug and alcohol misuse, in line with PSAs 23 and 25, and in a coordinated approach with other CJS partners deliver an effective criminal justice response in line with PSA24.</p>	<p>Neighbourhood policing, partnership working and local accountability is a priority in Cumbria. We have set ourselves targets to improve public confidence and satisfaction.</p> <p>Confidence and satisfaction are extremely high in Cumbria in comparison to other police services and we aim to maintain this high level of performance.</p>
<p>Work jointly with police forces and other agencies, such as SOCA and UKBA, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime.</p>	<p>Serious and organised crime is a priority in Cumbria. We have processes in place to disrupt organised crime groups and reduce the harm they cause. We are also focusing on managing dangerous offenders, which is another protective service theme. We are working with other forces, to join up our efforts where this will benefit communities in Cumbria.</p>
<p>Work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy.</p>	<p>We have improved our counter terrorism capability to a good standard. We will continue to protect communities in Cumbria and work in partnership with other forces to protect the region and country.</p>
<p>Work in all of the above, in line with the Efficiency and Productivity Strategy for the Police Service, to ensure the best use of resources to deliver significant cashable improvements, more effective deployment of the workforce and to realise benefits of new technology.</p>	<p>Productivity and efficiency is a priority in Cumbria, so that we can continue investing in local front line policing.</p> <p>The constabulary, chief officers and senior managers all have efficiency objectives and targets.</p>

Appendix 2 - How the police will contribute to partnership working in Cumbria

Cumbria works in partnership with local authorities, emergency services, health services, criminal justice agencies and others to make Cumbria safer and stronger. We jointly agree targets for those improvements which we can achieve best by working well together. This is achieved through a comprehensive local partnership structure. The Crime & Disorder and Reduction Partnerships (CDRPs) which is made up of the key local partners particularly are critical for success.

We took the partnership needs into account when we identified our strategic priorities and planned how to improve our services. The following key partners contributed towards the assessment of our policing priorities.

- Adult and cultural services.
- Adult social care.
- Barrow CDRP.
- Carlisle and Eden CDRP.
- Crown Prosecution Service.
- Cumbria Neighbourhood Watch.
- Cumbria Probation Service.
- Cumbria Primary Care Trust.
- Cumbria Safer and Stronger communities' thematic partnership.
- Government Office North West.
- Health and wellbeing scrutiny committee.
- Her Majesty's Courts Service.
- Maryport Partnership.
- South Lakes CDRP.
- South Lakeland Local Strategic Partnership.
- Trading Standards.
- Upper Eden Community Plan.
- West Cumbria CDRP.
- West Cumbria Strategic Partnership.
- Youth Offending Service.

The above partners who engaged in the priority consultation activity represent a proportion of the overall total number of partnerships in Cumbria.

Those priorities identified by partners and how we will respond to them can be observed in the following table:

Partnership priorities	How the police will contribute
Reducing antisocial behaviour.	Neighbourhood policing is one of our priorities and will include working with partners to reduce antisocial behaviour.
Reducing violent crime.	Reducing the most serious violent crime is one of our priorities and we have set a target to reduce the number of assaults.
Reducing the harm caused by alcohol and drugs.	<p>Neighbourhood policing teams will be working effectively with our local partners and communities to prevent and reduce the harm caused by alcohol and drug abuse.</p> <p>Targeting organised crime groups which supplies drugs is one of our priorities.</p>
Reduce road traffic collisions	We will continue to support CRASH partnerships to make our roads safer, achieving national targets by 2010.
Serious acquisitive crime	We will maintain the low levels of burglary, vehicle crime and robberies in Cumbria, which is one of the safest places to live in the country.
Tackling domestic abuse.	Reducing repeat incidents of domestic abuse is one of our targets.
Reducing criminal damage	Neighbourhood policing is one of our priorities and will include working with partners to reduce criminal damage.
Improving community perception of crime levels and safety in their neighbourhoods.	Neighbourhood policing, partnership and local accountability is a priority in Cumbria. We have set ourselves targets to improve public confidence.

Targeting prolific and priority offenders.	We will continue our contribution and support to the Scafell Project which is targeting prolific and priority offenders to reduce crime.
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The constabulary also contributes positively to the Safer Stronger Cumbria Thematic Partnership. This is the county wide partnership responsible for building communities that are reassured by low levels of crime and environmental nuisance. The success of the partnership is assessed by how well it does against national performance indicators and those indicators agreed in the local area agreement.

Cumbria Constabulary is the lead organisation for the following indicator that has been incorporated into the local area agreement:

1. National Indicator 20 – Assault with injury crime rate.

The constabulary will also contribute towards the following indicators within the local area agreement:

- Percentage of people who believe people from different backgrounds get on well together in their local area.
- Percentage of people who feel they can influence decisions in their locality.
- Overall / general satisfaction with local area.
- Environment for a thriving third sector.
- Reoffending rate of prolific and priority offenders.
- Repeat incidents of domestic violence.
- Perceptions of drunk or rowdy behaviour as a problem.

The following national indicators will also be monitored although they have not been incorporated into the agreement:

1. National Indicator 15 - Serious violent crime rate. (Number per 1000 residents)
2. National Indicator 16 – Serious acquisitive crime rate. (Number per 1000 population)
3. National Indicator 26 – Specialist support to victims of a serious sexual offence.
4. National Indicator 28 – Serious knife crime rate. (Number per 1000 population)
5. National Indicator 29 – Gun crime rate. (Number per 1000 population)
6. National Indicator 34 – Domestic violence-murder.
7. National Indicator 35 – Building resilience to violent extremism.
8. National Indicator 36 – Protection against a terrorist attack.

Appendix 3 - How our plan meets public and staff expectations

We find out what the public in Cumbria wants us to improve by local staff working with community members, key individual networks and through public surveys and meetings. We've responded to public priorities when we've developed our priorities.

Public priorities	How we'll respond
Anti social behaviour	We will address these community priorities by continuing to improve neighbourhood policing and move towards a neighbourhood management structure.
Dangerous driving	
Youth disorder	
Criminal damage	We will meet the standards set out in the Policing Pledge.
Under age drinking	These actions will ensure that local priorities identified will be proactively reduced.
Drug dealing	Targeting organised crime which supplies drugs is one of our priorities.

We've found out what our staff think we should improve through a survey and focus groups. We've taken this into account when developing priorities.

Staff priorities	How we'll respond
Increase police visibility and/or patrolling the streets.	Improving neighbourhood policing will ensure a visible presence within local communities.
Ensure neighbourhoods feel safe, through working with communities, local councils and other agencies.	Investment in neighbourhood policing resources is a priority. This is partly by new resources invested in 2008, partly by efficiency in other parts of the constabulary and partly by improved use of front line resources. This will enable us to manage local community concerns effectively.

Staff priorities	How we'll respond
Reducing paperwork and bureaucracy	Making effective use of front line resources and maximizing productive time is one of our priorities.
Reduce harm caused by alcohol and drugs	<p>We will continue to work effectively with our partners to ensure we reduce the harm caused by alcohol and drugs.</p> <p>We will support schemes such as the Scafell project aimed at reducing reoffending and will disrupt/dismantle serious and organised criminal activity linked to drugs dealing.</p>
Catch criminals and bring them to justice	<p>We will continue to monitor our performance for detecting crimes and bringing offenders to justice using the constabulary's performance management framework.</p> <p>Improvements to how we manage serious & organised crime and the most dangerous offenders will support bringing those serious & organised criminals to justice more effectively.</p>
Improving road safety	<p>The constabulary will continue to support CRASH partnerships to reduce dangerous driving, achieving national targets by 2010.</p> <p>The constabulary will continue to monitor the number of road traffic collisions.</p>

Appendix 4 - How this Plan links to the National Intelligence Model

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

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

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

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

NIM will continue to set day-to-day operational priorities at the front line. This Policing Plan sits above it, shaping improvement and development priorities.

NIM Priority (October 2008)	How this Plan Links to NIM
Serious organised crime and criminality	We have set a target to manage how we disrupt and dismantle organised crime groups. We will improve our capacity and capability to do so.
Public protection	We will improve our arrangements to manage dangerous offenders, protect vulnerable adults and safeguard children.
Community priorities <input type="checkbox"/> Burglary <input type="checkbox"/> Violent crime <input type="checkbox"/> Anti- social behaviour <input type="checkbox"/> Criminal damage <input type="checkbox"/> Vehicle crime	We have set a target to reduce the most serious kinds of violent crime. We will work to keep other crimes at their current low levels. We will focus, with our partners, on the problems which make communities feel they're not safe, like antisocial behaviour and criminal damage.
Terrorism/extremism	We will continue our work to prevent terrorism and domestic extremism.
Roads policing	We will continue to support CRASH partnerships to make roads safer and reduce dangerous driving, achieving national targets by 2010.

Appendix 5 - Budget for the next three years

Revenue Budget Prospects for the Next Three Years

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

Budget Projections 2009-10 and Beyond			
	2009/10	2010/11	2011/12
	£m	£m	£m
Forecast External Funding	100.3	103.6	106.8
Budget to Continue Working as we do now	101.9	105.3	107.3
Savings and Efficiencies	-1.9	-1.7	-0.5
Additional Support from Reserves	-1.6	0.0	0.0
New Investment in Strategic Priorities			
Neighbourhood Policing	0.7	0.0	0.0
Serious and Organised Crime	0.5	0.0	0.0
Building Our Strengths	0.7	0.0	0.0
Forecast Budget	100.3	103.6	106.8

Key Features

- A council tax increase of 4.9% to £188.25 for a band D property has been agreed for 2009-10. (A 4.9% increase is assumed for the following years). The increase adds 17p per week for the average band D Council Tax bill and 13p per week for a band B property, which is the most represented band in Cumbria.
- Increasing budgetary pressures have emerged in the last year, through higher than anticipated pay increases, energy price rises and reduced investment income.
- Savings and efficiencies totaling £2.0m have been found for 2009-10.
- The budget for 2009-10 is supported by a one off use of £1.6m of reserves, which is not sustainable for future years. The Chief Constable has put in place the 'Beyond 2012 Achieving Excellence and Sustainability' programme to address this issue.
- Further significant savings and efficiencies will be identified for 2010-11 and beyond. The current best estimate is that £2.2m of savings will be needed by 2011-12 of which £1.7m will be needed in 2010-11.
- Prospects for Government funding beyond 2010-11 are uncertain in the current economic climate. The Constabulary will continue to review its financial prospects through its Medium Term Financial Planning process.

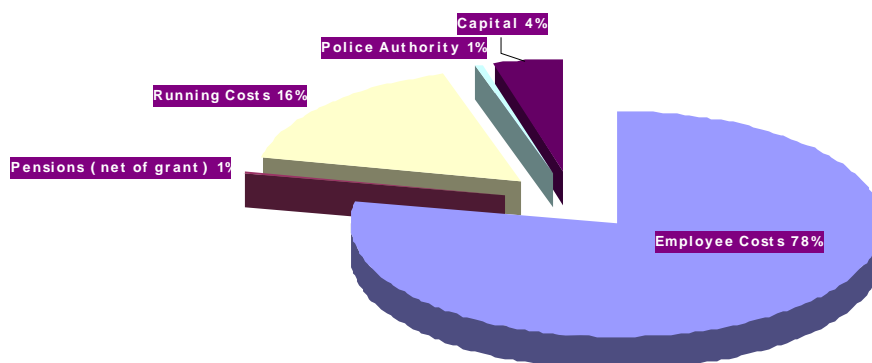
New Investments

- Against the background of current budget forecasts the scope for new investment is limited.
- Where developments have been agreed, they are focused on front line policing and have been afforded through efficiency and productivity gains.
- The full cost of 21 extra police officers and 9 extra police community support officers for Neighbourhood Policing recruited in 2008-09 impacts on the 2009-10 budget. Future planned increases have been deferred in the current economic climate.
- The previously agreed investment in new officer and support staff posts to counter serious and organised crime and manage dangerous offenders will be implemented.
- To build our strengths for the future we are developing the Constabulary's internet site, strengthening professional standards and maintaining a city centre presence in Carlisle once the move to new North Cumbria Basic Command Unit (BCU) headquarters in Durranshill is completed.
- A one off investment is being made to help deliver the Chief Constable's 'Beyond 2012 Achieving Excellence and Sustainability' programme.
- No new revenue developments are planned beyond 2009-10.

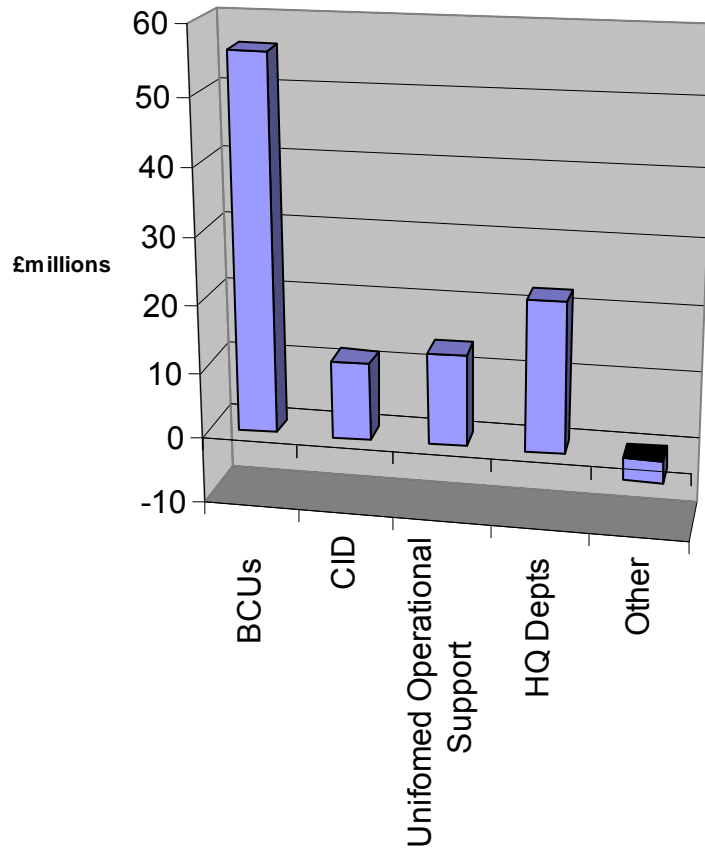
The 2009-10 Budget

Over three quarters of the budget is spent on police officers and staff. Most of this is delegated to the five operational command units.

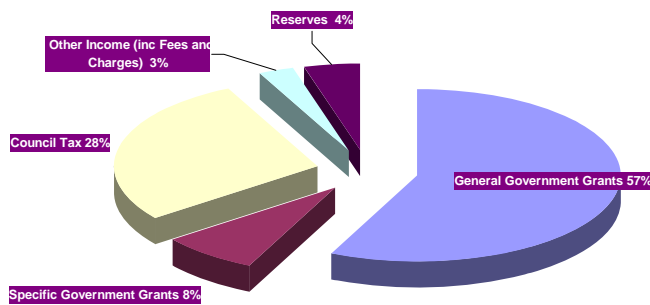
What the Money Will be Spent On



Where the money will be spent



Where the Money Comes From



Most of the budget is funded from Government Grants (65%) and the Council Tax (28%).

The Capital Programme 2009-10 and Beyond

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

Capital Budget Projections 2009-10 and Beyond			
	2009/10	2010/11	2011/12
	£m	£m	£m
Existing Schemes			
Sleuth	1.1	0.7	0.1
Command & Control	2.5	0.1	0.0
Other Existing Schemes	1.3	0.3	0.0
Proposed New Schemes commencing 2009-10			
Fleet Rolling Programme	0.8	0.8	0.9
IT Rolling Programme and Infrastructure	0.9	2.1	1.8
Wide Area Network	1.2	1.3	0.0
Mobile Data	0.6	0.3	0.0
South Estate (Kendal & Windermere)	2.5	0.3	0.0
Total Approved Programme	10.9	5.9	2.8
Potential Schemes beyond 2009-10 (unfunded at this stage)			
South Cumbria BCU HQ	0.0	0.0	1.5
IT Projects	0.0	0.3	1.1

Key Features

- This is an ambitious programme, totaling almost £20 million over the next 3 years.
- We are making significant investment in IT systems, which will aid operational effectiveness, and in upgrading buildings in South Cumbria.
- The capital programme is funded from specific government grants, earmarked capital reserves, contributions from the revenue account and borrowing.
- The approved programme is prudent, affordable and sustainable and has been demonstrated as such.
- The replacement of the South Cumbria BCU headquarters has been deferred for two years and along with all potential schemes highlighted, will be scrutinised by the Police Authority before they go ahead.
- If new major schemes (including the potential schemes identified above) go ahead in future we will need to borrow to finance them. This will result in additional revenue costs, which are, as yet, not included in the budget forecast.

Appendix 6 - How we're collaborating with other forces

We are working with other forces to explore how we can join-up operational policing to improve the capacity and capability of policing in Cumbria. We are also working with other forces and organisations to explore whether it would be efficient to share support services. The current initiatives are listed below.

Underwater search team with North West forces.

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

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

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

Public order capacity and training with North East forces.

Mounted order capacity with a North East force.

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

Driving school specialist training with two adjacent forces.

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

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

Shared intelligence from North West motorway policing.

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

Contingency arrangements for 999 calls with another North West force.

Regional Intelligence Group with North West and other forces.

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

Regional Intelligence Unit with North West forces.

Regional Counter Terrorism Unit with North West forces.

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

North West casualty bureau with a North West force.

Witness protection capacity with other forces.

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

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

North West Chief Constables and Police Authority Chairman's Collaboration Group.

Collaboration on forensics procurement with north west forces.

Association of Chief Police Officers North West Shared Services Group.

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

Appendix 7 - How we're improving protective services (CID)

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

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

The government has a particular priority to improve police services in these areas and has asked all forces to set out clear plans how they will do so. As such the constabulary has developed plans to improve in these services which are monitored on a regular basis. These plans are proportionate to the assessment of levels of community threats in Cumbria.

In summary during 2007 and 2008, we have invested in improving these services. We moved posts from other parts of the constabulary, to improve our capacity to:

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

Last year, we checked what we had done against national standards, intelligence about local risks and advice from Her Majesty's Inspector of Constabulary.

This found that by April 2009 we needed to invest new posts in our capacity to:

- Carry out operations to disrupt organised crime groups.
- Investigate serious crimes.
- Protect witnesses.
- Manage dangerous offenders.
- Carry out surveillance and covert activity.
- Collect and use intelligence about protective services issues.

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

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

Based on recent HMIC reports and advice we expect that we will need to invest additional posts by 2010, but will review progress again before a final decision is made.

The constabulary also positively contributes towards regional and national initiatives. The nature of these crimes is that criminals often carry out their

activity beyond county boundaries. As such it is essential that the constabulary works effectively with other police forces both within the North West region and outside the region. The constabulary also provides essential support to national initiatives. Specific examples of collaborative arrangements can be observed in detail at appendix 6.

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

- At a national level progress against national standards of service are assessed by Her Majesty's Inspectorate of Constabulary. See appendix 8 for details of progress made.
- The Police Authority monitors the efficiency and effectiveness of protective services by its Protective Services Scrutiny Panel. The panel monitors improvement in a particular specialist area at each meeting.
- The Chief Officer Group monitors performance via the constabulary's performance management framework. The department responsible for protective services is required to deliver a performance contract that highlights what they are aiming to achieve, how they will deliver it and the outcomes expected. Progress against the performance contracts are assessed at both the Force and department performance development conference on a quarterly basis.
- The Assistant Chief Constable (Crime) is the strategic lead for successful delivery of the plans.
- Finally progress against strategies, policies and procedures are monitored by the Operations Board on a monthly basis.

Appendix 8 – How we've responded to audits and inspections

The Audit Commission checks how effectively the constabulary uses its resources and whether the Police Authority is giving value for money.

For 2007-2008, the constabulary has performed well, consistently delivering above minimum requirements. The following table summarises constabulary performance against the Police Use of Resources Evaluation (PURE). The assessment scores represent the auditor judgements on three of the five themes.

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.

Her Majesty's Inspectorate of Constabulary (HMIC) examines and improves police service efficiency. During 2008, the HMIC completed three thematic inspections on the subject of 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
Delivery of Citizen Focus	Meets the standard
Neighbourhood Policing	Meets the standard

The constabulary is now in the process of implementing an agreed action plan to improve major crime.

The HMIC has also completed a revised inspection of our Public Protection improvement plan. Previously the HMIC had graded the constabulary with a poor rating. However, following increased investment in public protection and the implementation of a three year change programme, the HMIC has accordingly re-graded public protection as fair and is confident that the constabulary will continue to build upon this progress. This is a notable achievement for the constabulary.

The following table shows the key HMIC recommendations which will help us to achieve our priorities. Detailed action plans have been developed to oversee progress.

Priority Improvement	Actions	Progress Update
To work with our partners to improve neighbourhood policing.	Develop a contact management strategy to improve our services to members of the public.	<p>We are in the process of completing an effective contact management review. This mainly focuses on improving the quality of communications.</p> <p>We are also developing a contact management strategy which will be completed during 2009 and implemented by 2010.</p>
	Work effectively with our partners, improve public consultation on key issues and improve community intelligence processes.	<p>We have enhanced our public consultation processes especially in providing better information on confidence and satisfaction.</p> <p>We have also enhanced our analytical capability in order to improve our community intelligence processes.</p>
To tackle serious and organised crime.	Develop policies and plans to ensure the most effective possible response to major incidents in Cumbria.	A Force Major Incident Team has been set up. Further staff are being recruited to enhance the capability and meet national standards.
	Provide specialist training to staff engaged in major crime investigations.	We have provided multiple investigative training courses as part of the professional investigation programme.

Priority Improvement	Actions	Progress Update
	Increase resources to tackle serious and organised crime.	We have developed an action plan and have increased our capability and capacity to tackle serious and organised crime in order to meet national standards.
To tackle dangerous offenders and the most serious kinds of violent crime.	<p>Review how we manage dangerous offenders and develop fit for purpose protective services.</p> <p>Increase the level of protection afforded to vulnerable people.</p>	<p>We have developed an action plan to improve how we manage dangerous offenders. We have also increased our capability and capacity to develop fit for purpose protective services.</p> <p>A comprehensive review of monitoring dangerous offenders, domestic violence and child protection is in progress prior to implementation of the protecting vulnerable persons IT system. (Sleuth)</p>
To make effective use of front line resources and maximize productive time.	Implement the SLEUTH intelligence system to make essential operational information easier to collect access and analyse.	We have implemented the intelligence section of SLEUTH throughout the constabulary. We are now implementing stage 2 of the programme capturing crime, victim management.
To build our strengths for the future.	Consider a risk-based audit programme.	We have reviewed our audit and inspection programme as part of the reducing bureaucracy thematic. We are now developing a continuous improvement

Priority Improvement	Actions	Progress Update
		programme where risk based audits will be included.
	Link training and development to strategic objectives.	The Policing Plan and Training Plan have been realigned. The Training Department has been actively involved in the development of the plan.
	Develop business continuity plans to ensure that we can maintain services in the event of an emergency.	Business continuity plans are currently in the process of being developed and tested for our key risks.
	Develop our IT strategy.	We have developed our IT strategy. We will now implement the strategy over the next three years.

Appendix 9 – Our efficiency and productivity plan

The Home Secretary set the Strategic Policing Priorities for 2009/10 on the 8 December 2008. In relation to Efficiency and Productivity, the Strategic Policing Priority is:

“[To deliver all of the national policing priorities] in line with the Efficiency and Productivity Strategy for the Police Service, to ensure the best use of resources to deliver significant cashable improvements, more effective deployment of the workforce and to realise benefits of new technology”.¹

To underpin this, the Home Office have issued a national Efficiency and Productivity Strategy, with supporting technical note and Policing Plan guidance. Cumbria Constabulary will use this as the basis of our approach to Efficiency and Productivity over the next three years.

The principal change to the national strategy is that the responsibility for Efficiency and Productivity has passed from the Home Office to Police Authorities. On 22 January 2009, the Minister of State set this out in writing that:

“Police Authorities are responsible both for setting local targets for forces to increase efficiency and productivity and for holding forces to account for delivery.”²

The strategy advocated an “ambitious” local target. The Home Office state that successful implementation of the Efficiency and Productivity strategy locally will be the achievement of ambitious Police Authority targets. Nationally, it will be the attainment of 9.3% of new efficiencies.

One of the main purposes of the national Efficiency and Productivity Strategy is to contribute to the proposals and priorities for reform set out in the Green Paper “From the Neighbourhood to the National: Policing Our Communities Together”, published in July 2008. There are a number of themes and projects on a national level which support the strategy and the Green paper. As a force we are already pursuing these key projects on a local level. We aim to develop

¹ Written Ministerial Statement ‘Home Department – Strategic Policing Priorities’, 8 December 2008.

these and similar projects going forward. We will achieve this by building on best practice and successes from local and national initiatives through sharing experiences and knowledge with our peers.

Cumbria Constabulary's key initiative for meeting these national themes is the "Beyond 2012 – Achieving Excellence and Sustainability" programme. This encompasses 5 main work streams: Review of IT and Project Management; Workforce Mix; Structure Review; Shared Services; and Procurement. This initiative will see planned changes to the size, composition and strategic deployment of our workforce (including the pursuit of co-location working). Incidental to this will be a reduction in bureaucracy. At present Cumbria Constabulary is reviewing its current processes and resources. This means we are unable to outline what the changes will be at this time. However, it is anticipated that the changes will improve the efficiency and productivity of the Constabulary as we will have the right people, doing the right things, at the right times with the best economical fit. A summary of the changes and their effect will be incorporated into next year's plan. The table below (Table 1) sets out the national themes and projects along with Cumbria Constabulary's approach.

Table 1

National Theme	National Project	Cumbria Constabulary's approach
Systems and Bureaucracy	Process Improvements (inc QUEST) 10 processes project	Beyond 2012 - Continuous Improvement Strategy (including System Reviews, and reduced bureaucracy communication strategy).
	Information Systems Implementation Strategy	National IT convergence (including IMPACT and MOPI).
	Corporate Services	HR and Finance Shared Services working group; Beyond 2012 (Shared services work stream).
Collaboration	Protective services collaboration programme	Collaborative working arrangements with North West Forces (see appendix 2 and 6 for further details).
	Procurement	ACPO North West Strategic Procurement Group; and Beyond 2012 (procurement work stream).

² Letter from Vernon Coaker MP, Mister of State, 22 January 2009.

Inspection	Pre & Post Inspection support	Improved internal and external evaluations (including Audit Manual; HMIC inspections, recommendations and action plans; and Audit Commission Inspections).
	'Working for the Public' 2010 inspection	
	Police Authority Inspections	
	Force VfM Inspections	Police Use of Resources Evaluation working Group; Beyond 2012; Continuous Improvement Strategy; and, Performance Framework.
Performance	Developing VfM profiles	
Leadership	Embedding Business Management Skills	Leadership and Organisational Development Strategy (including Talent Management and training tools such as Spring Forward, Spring Board and Navigator).
	Develop the role of Sgt	
Workforce	Workforce Mix (inc Workforce Modernisation)	Beyond 2012 (especially workforce mix, structure review, and IT & Project management work streams).
	Effective deployment & use of overtime	

The plan below (Table 2) shows how, as a Constabulary, we plan to meet the Efficiency and Productivity targets as set by the Police Authority. There are a number of individual actions to be taken which are the result of adopting a delegated approach. We have grouped these actions together thematically in order to best describe how we will deliver savings. Furthermore, for 2009/10 we have categorised the savings into "Budget" and "Productivity", to distinguish between the removal of money from the 'bottom line' and the improvement of the quality and / or quantity of our services.

2009/12 Efficiency and Productivity Plan

Ref	How we'll improve efficiency and productivity	How we will use this saving for front line policing	Value in 2009/2010 (£000's)			Value in 2010/2011 (£000's)	Value in 2011/2012 (£000's)	How we'll check that that the savings haven't caused problems
			Budget saving	Productivity saving	Total efficiency saving			
1	Procure more effectively so that we achieve better value for money.	Invest the money saved in achieving our neighbourhood policing targets.	100		100	100	100	The Procurement Working Group includes Police Federation and Unison.
2	Implement a new personnel system which requires less input time by personnel staff.	Use the time saved in personnel to help manage front line resources to increase time spent on activities in neighbourhoods.		80	80			We will monitor personnel's performance against a performance contract.
3	Re-engineer Cumbria Constabulary to deliver operational policing more efficiently.	The saving will allow us to deliver the current or an improved standard of front line policing.	240	1,635	1,875			We will use PIs (including APACS) to check that performance is maintained or improved.
4	Make changes to current processes to be more efficient and effective.	Reinvest saved time into our priorities.		1,713	1,713			We will use PIs (including APACS) to check that performance is maintained or improved.

5	Reduce spending across the force leading to a reduction in the base budget	Use the money saved to create a balanced budget for the force	481		481			We will use PIs (including APACS) to check that performance is maintained or improved.
6	Increase productivity of departments to achieve "more for the same"	Helps us to realise our strategic priorities without additional costs		74	74			We will use PIs (including APACS) to check that performance is maintained or improved.
7	Improve value for money and avoid unnecessary costs	Use the money saved to create a balanced budget for the force	324	392	716			We will use PIs (including APACS) to check that performance is maintained or improved.
8	Utilise "Invest to save initiatives" to better deliver the Constabulary's priorities	Use the net saving to create a balanced budget for the force	170		170			We will use PIs (including APACS) to check that performance is maintained or improved.
9	Delivery of savings from the "Beyond 2012" programme					1,500	1,500	We will use PIs (including APACS) to check that performance is maintained or improved.

10	Implement e-learning so that front line staff can learn new information quickly at their place of work.	Use the time saved to help achieve our neighbourhood policing targets.							80	We will use e-learning systems to check the results of each training exercise.	
11	Efficiencies to be delivered by each department / BCU within Cumbria Constabulary in order to promote an efficiency culture	Use the time saved to help achieve our neighbourhood policing targets.							1,490	1,570	We will use PIs (including APACS) to check that performance is maintained or improved
Annual Total			1,315	3,452	5,209	3,170	3,170				
Surplus brought forward					3,500	5,209	4,879				
Total					8,709	8,379	8,049				
Less Target*					3,500	3,500	3,500				
Surplus carry forward					5,209	4,879	4,549				

* Of which the following must be budget savings: 2009/10 (£1.3m), 2010/11 (£1.7m) and 2011/12 (£0.5m)

Appendix 10 – Our process and exception measures

In this Plan we have targets which show the things we want to improve in Cumbria by 2012.

We need to understand what is causing improvements to be on track or off track, so we also monitor key processes. The following measures will be monitored during the next year to assess impact on the delivery of the targets.

Process Measures	Aim
Working with our partners to improve neighbourhood policing	
Customer satisfaction - % of victims who are satisfied with the overall service provided (covers victims of Violent Crime; Domestic Burglary; Vehicle Crime and Road Traffic Collisions.	Increase
Customer satisfaction with the overall service provided by police/local agencies/ local councils in dealing with anti social behavior.	Increase
Keeping victims informed.	Increase
Complaints about incivility.	Reduce
Complaints: <ul style="list-style-type: none"> Number of complaints received about dissatisfaction with service that are acknowledged within 24 hours of reporting it to us. 	Baseline year
Call answering times: <ul style="list-style-type: none"> % of 999 calls answered in 10 seconds. % of non 999 calls in 30 seconds. % of non 999 calls in 40 seconds. 	Monitor
Response times: <ul style="list-style-type: none"> % of emergency responses (grade 1) within 15 minutes for urban areas and 20 minutes rural. % of non emergency responses within one hour for grade two and three hours for grade three. % of no deployment for grade four. 	Monitor
Neighbourhood policing activities: <ul style="list-style-type: none"> % of community priorities identified. % of NPT's holding at least one public meeting per month in their area. % of NPT's meeting their abstraction targets. 	Increase

Process Measures	Aim
Information Provided – Status of crime mapping <ul style="list-style-type: none"> • Quality of information. • Timeliness of updates. • Accuracy of information. • Relevance of information. 	Baseline year
Serious and Organised Crime	
Tackling organised crime groups. <ul style="list-style-type: none"> • Total number of organised crime groups. • % subject to intelligence. • % disrupted. • % dismantled. 	Maintain
ANPR targeted activity. ANPR arrest numbers: <ul style="list-style-type: none"> • As a % of all arrests. • % relating to crimes. • % relating to drug seizures. 	Baseline year
Class A drug offences sanction detections.	Increase
Cold case reviews <ul style="list-style-type: none"> • Numbers identified, assessed, allocated and completed. 	Increase
Major Crime Incidents <ul style="list-style-type: none"> • Number of BCU staff utilized in major crime cases <ul style="list-style-type: none"> • By incident/crime • By rank • By source location • By number of days 	Reduce
Review of rape cases: <ul style="list-style-type: none"> • % of rape cases screened. • % of those compliant with national standards. 	Ensure compliance with national standards
Processes for tackling rape. <ul style="list-style-type: none"> • Rate of rape offences per 1000 of the population*. • Rate of no-criming (incidents treated as a crime when first reported which are later concluded to not be a crime)** • Rate of sanction detections 	* Increase ** Reduce

Process Measures	Aim
Tackling dangerous offenders and the most serious kinds of violent crime	
Assault with injury crimes with intent.	Reduce
Performance against MAPPA Standards.	Meet benchmark
Domestic violence processes: <ul style="list-style-type: none"> • % of domestic violence offences reported that result in recorded crime, arrest, sanction detection, conviction. • % of domestic violence offences reported that result in caution or taken into consideration. • % of domestic violence offences reported that result in no further action. 	Increase Meet benchmark Reduce
Incidents of domestic violence reported to the police per 1000 population.	Increase
Make effective use of front line resources and maximize productive time	
Vacancy and turnover measures.	Reduce
Sickness, recuperative and restricted duty measures.	Baseline year
Build our strengths for the future	
Police Use of Resources Evaluation.	Maintain
Percentage of female police officers compared to the overall force strength.	Increase
Percentage of females in specialist police officer posts.	Increase
Percentage of females by rank and grade.	Increase
Percentage of minority groups in specialist police officer posts and by rank.	Increase
Percentage of minority groups by rank and grade.	Increase

Exception measures

Our targets and process measures will help us focus on improving where we need to. We are committed to maintaining the very low levels of crime and the high quality of services in Cumbria. We will therefore monitor a set of exception measures. If our performance in any of the following areas deviates from planned standards, this will be highlighted and we will investigate and take appropriate action.

The following table shows the exception measures.

Working with our partners to improve neighbourhood policing
Road traffic casualties
Number of convictions recorded against prolific and other priority offenders
Anti Social Behaviour trends
Number of key acquisitive crimes: Burglary, robbery and vehicle related crime
Low level volume crime trends: criminal damage, violent crimes without physical contact, theft of/from vehicle crimes
Call answering times
Complaints
Child road traffic casualties
Sanction detection rates for key acquisitive crimes
Sanctioned detection rates for other neighbourhood crimes
Sanction detection rates for hate crimes
Reoffending rates
First time entrants to the youth justice system
Tackling serious and organised crime
Ratio of assets recovered per 1,000 population – cash forfeitures, confiscation orders
The rate of offending by those identified as Class A Drug miss-users in the course of their contact with the criminal justice system
Tackling dangerous offenders and the most serious kinds of violent crime
Percentage of serious sexual offences brought to justice
Percentage of serious sexual offences going to court that result in a conviction
Percentage of serious violent offences brought to justice
Reoffending rate of Mental Health offenders
Number of 'mental health' homicide offences per 1,000 population
Number of most serious violent crimes per 1,000 population
Number of recorded serious violent knife crime offences per 1,000 population
Number of recorded life threatening or gun crime per 1, 000 population
Number of domestic violence homicide offences per 1,000 population

Appendix 11 – Performance Assessment against 2008/09 Policing Plan headline targets and process measures

In working with our partners to improve neighbourhood policing we will aim to:	Performance Achieved 2007/2008	Target 2008/2009	Estimated actual performance 2008/2009
Increase the % of people who agree that we understand the issues that affect their community	New measure introduced 2008/09	Not Applicable	42.6%
Increase the % of people who agree that the police are dealing with anti social behaviour and crime that matter in their area	New measure introduced 2008/09	Not Applicable	50.9%
More victims being satisfied with the overall service we provide	84.7%	85.0%	83.9%
White victims and victims from black and minority ethnic groups equally satisfied with the overall service we provide	82.8% White v 74.5% BME	No Significant Difference to Exist	85.3% White v 82.3% BME

In tackling serious and organised crime we will aim to:	Performance Achieved 2007/2008	Target 2008/2009	Estimated actual performance 2008/2009
Disrupt or dismantle a quarter of high risk organised crime groups each year	New measure introduced 2008/09	25.0%	40.0%

In tackling dangerous offenders and the most serious kinds of violent crime we will aim to:	Performance Achieved 2007/2008	Target 2008/2009	Estimated actual performance 2008/2009
Reduce assault causing physical injury	3580	3401	3156
Reduce reoffending by dangerous offenders who we are managing with partners	New measure introduced 2008/09	Baseline year	Data available end April 2009
Reduce repeated incidents of domestic violence	42.4%	33.8%	41.5%

In making effective use of front line resources and maximising productive time we will aim to:	Performance Achieved 2007/2008	Target 2008/2009	Estimated actual performance 2008/2009
Reduce police officer sickness	88508 hrs (70.75 per officer)	Reduce	63 per officer
Increase the proportion of time local police officers spend on key activities in neighbourhoods	62.3%	Increase	Data available end April 2009
To build our strengths for the future we will aim to:	Performance Achieved 2007/2008	Target 2008/2009	Estimated actual performance 2008/2009
Make £1.1m, budget savings to boost front line policing resources	£1.26m	£1.1m	£1.6m
Become at least 3% more efficient every year	£13.7m (£5.4m cashable) (14.7% - 5.% cash)	£4.2m (3.7%)	£4.2m (3.7%)

Constabulary performance against process measures:

In working with our partners to improve neighbourhood policing	Performance Achieved 2007/2008	Aim in 2008/2009	Estimated actual performance 2008/2009
Engagement activity	164	Increase	150
Community intelligence reports	New measure introduced 2008/09	Increase	Data available end April 2009
Community priorities identified and addressed	115	Increase	187
Antisocial behaviour trends	44481	Reduce	43791
Customer satisfaction	84.1%	Increase	83.9%
Victims kept informed	67.1%	Increase	67.8%
Road traffic casualties	282	Reduce	288
Number of convictions recorded against prolific and priority offenders	1149	Reduce	212

In tackling serious and organised crime	Performance Achieved 2007/2008	Aim in 2008/2009	Estimated actual performance 2008/2009
Total organised crime groups tackled	New measures introduced 2008/09	Increase	15
Percentage of organised crime groups disrupted		Increase	27.0%
Percentage of organised crime groups dismantled		Increase	13.0%
Class A Drug offences sanction detections	92.2%	Increase	95.0%
ANPR targeted activity	New measure introduced 2008/09	Increase	31

In tackling dangerous offenders and the most serious kinds of violent crime	Performance Achieved 2007/2008	Aim in 2008/2009	Estimated actual performance 2008/2009
Performance against MAPPA standards	Data available end April 2009	Increase	Data available end April 2009
Incidents of domestic violence reported to the police	5053	Increase	5085
Improve effectiveness of domestic violence processes for:			
~ Recorded Crime	1783	Increase	1582
~ Percentage of people Arrested	34.3%	Increase	31.2%
~ Sanction detection	63.0%	Increase	62.1%
~ Percentage of those recorded convicted	77.7%	Increase	80.1%
~ Number of people given a caution or offence taken into consideration for other future cases.	477	Reduce	297
~ No further action	270	Reduce	235
Improve effectiveness of processes for tackling rape:			
~ Rape offences reported to the Police	81	Increase	68
~ Rate of no-criming (incidents treated as a crime when first reported which are later concluded to not be a crime)	11.1%	Reduce	23.5%
~ Rate of sanction detections	24.7%	Increase	17.6%

In making effective use of front line resources and maximising productive time	Performance Achieved 2007/2008	Aim in 2008/2009	Estimated actual performance 2008/2009
Proportion of time spent by beat officers carrying out incident and non-incident related paperwork	19.45%	Reduce	Data available end April 2009
Turnover – Police Officer	83	Reduce	
Turnover – Police Staff	100	Reduce	
Number of working hours lost due to sickness by police officers	71.1	Reduce	
Number of working hours lost due to sickness by police staff	64.3	Reduce	
Recuperative duties – Hours lost	1850	Reduce	
Restricted duties – Hours lost	2449	Reduce	

To build our strengths for the future	Performance Achieved 2007/2008	Aim in 2008/2009	Estimated actual performance 2008/2009
Basket of joint measures which rely on effective partnership	Data available end April 2009	Increase	Data available end April 2009