

# Policing Northumbria

2009 – 2012

Joint Policing Plan of

*Northumbria*  
**Police Authority**



*Total Policing*

---

## Contents

	PAGE
Joint Foreword	3
Introduction	4
Our Vision and Values	6
Our Objectives	7
Managing our Performance	17
Managing our Finances and Resources	17
Appendix 1 – Policing Pledge	20
Appendix 2 – Summary of performance	21
Appendix 3 – Targets for next three years	23
How to Contact Us	Facing rear cover

---

## Joint Foreword

Welcome to the joint Northumbria Police and Northumbria Police Authority Policing Plan for 2009-12.

For many years Northumbria Police has been consistently one of the top performing police forces in the country, based on a firm foundation of listening to the people we serve and working closely with our partners in public service.

The close relationship of the force and Authority has meant we have been well placed to achieve our vision to 'Build trust and confidence in the community and reduce crime and disorder' – achieving an 18.3% reduction in crime from 2006/7 to 2008/09.

Despite the current economic downturn, we are determined to continue to achieve with the energy and confidence our communities deserve, providing one of the country's best policing services.

This plan sets out our priorities for the next three years, reflecting the main issues raised by communities, in order to offer you the best possible policing in your area.

We will focus more than ever on supporting the frontline officers and staff who serve you. We have already added 160 extra police officers to our neighbourhood policing teams and plan to increase our workforce by another 220 staff by April 2009, improving our service to you and providing career opportunities for local people during difficult times.

National developments over the last 12 months have included publication of the Government's vision for policing in the 21st century, allowing us to reduce bureaucracy, moving to a single Home Office target of improving public confidence and the introduction of a Policing Pledge.

This will help us to improve further the quality of our service to local people, using our neighbourhood officers to engage with and empower you to have a real say in how your police force works.

Our approach is already receiving public approval – a recent letter from a victim of crime commented that "every officer ... has been totally supportive and above all, caring. Without their help, we as a family, would either have to move away or would now be living in an unbearable environment".

This is the spirit of policing which will, more than anything else, shape our services for the coming 12 months.

Mike Craik  
Chief Constable, Northumbria Police

Mick Henry  
Chair, Northumbria Police Authority

---

## Northumbria Police Authority

Northumbria Police Authority is made up of 17 people - nine local councillors and eight independent members – whose role is to hold the police to account on behalf of local communities.

### The Authority does this by

- Listening to local people, finding out their concerns about crime and disorder and using these views when setting priorities
- Meeting regularly to carry out its business
- Setting and monitoring the police budget, consulting local people to ensure you get value for money
- Making sure that the service provided is efficient and effective
- Ensuring the Chief Constable delivers a high performing police service, balancing national priorities and the concerns of local people
- Appointing the Chief Constable and the chief officer team

### Plans for 2009/10

Over the next year, the Authority will focus on:

- Ensuring that local people are aware of the Authority's role and building trust and confidence through the 'Trust Us' campaign
- Talking and listening to local people about policing and working with local Crime and Disorder Reduction Partnerships
- Holding its meetings 'on the road' across Northumberland and Tyne and Wear
- Hosting a second Annual Conference to explore innovative ways of working in partnership across Northumbria
- Including young people in the work of the Authority with a Young Peoples' Police Authority and Policing Plan

Further information about the members and work of the Authority can be found on the website [www.northumbria-police-authority.org](http://www.northumbria-police-authority.org)



---

## Northumbria Police

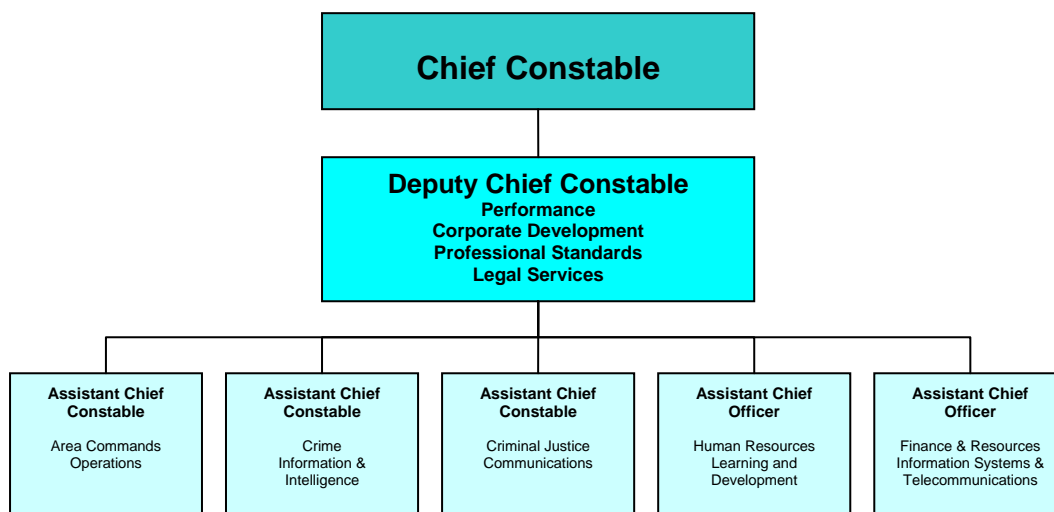
Northumbria Police is one of the largest forces in England and Wales. We serve over 1.4 million people within the 2,150 square miles of Northumberland and Tyne and Wear, including the cities of Newcastle and Sunderland, other heavily populated urban areas and large rural areas. The force has six area commands, supported by ten specialist departments.

The force has over 4,000 police officers - with an increase of 74 officers in the last 12 months - and over 2,500 members of police staff, including more than 200 Community Support Officers. We also benefit from the support of Special Constables. At present, 1.38% of our police officers are from minority ethnic communities and almost a quarter are women.

Northumbria Police's chief officer team is:

- Mike Craik - Chief Constable
- Sue Sim - Deputy Chief Constable
- Steve Culkin - Assistant Chief Officer - Finance and Resources
- Bernie McCardle - Assistant Chief Officer - Human Resources
- Jim Campbell - Temporary Assistant Chief Constable
- Paul Beasley - Temporary Assistant Chief Constable
- (Vacancy - Assistant Chief Constable)

The Chief Constable is responsible for all policing services. With his team, he manages the operational service, monitors performance, engages with local communities and partners and manages our budget to provide the best possible service.



Further information about the force, our work, staff and performance can be found on the website [www.northumbria.police.uk](http://www.northumbria.police.uk)



---

## Our Vision and Values

### Our Vision

*To build trust and confidence in the community and reduce crime and disorder*

### Our Values

*In all of our work, our officers and staff are attentive, responsive, reliable, skilled, polite and fair*

Effective leadership and communication at all levels ensure we deliver effective, efficient and professional service, taking pride in all we do, putting the needs of those we serve first so Northumbria Police will remain one of the highest-performing police forces in the UK.

## Strategic Aims

The force's strategic aims will help to deliver the Vision and the more tactical Force Objectives.

**People:** creating a culture which promotes empowerment, innovation and personal development to ensure we maintain a diverse, responsive and flexible workforce.

**Communities:** working with individuals and communities to deliver accessible local policing services, which identify and respond to local policing priorities and provide support during major incidents.

**Information and Intelligence:** using intelligence to focus on the activities of criminals and develop our capacity and capability to deal with major incidents, serious and organised crime and terrorism.

**Justice:** working quickly and effectively to prevent and detect crime, bring offenders to justice and protect and support victims, witnesses and the public.

**Partnerships:** working with partners to ensure effective, joined-up service delivery and shared accountability.

**Innovation and Technology:** ensuring that the force can exploit opportunities in science and technology and perform as part of a modern and respected Criminal Justice System.

**Sustainable Development:** integrating environmental management and sustainable development into our strategic planning and day-to-day activities.

**Value for Money:** providing maximum value for money to the public.

---

## Our Objectives

These are the key areas we intend to address over 2009-12:

- **Improve performance in acquisitive and volume crime**
- **Address alcohol and youth related crime and disorder**
- **Provide effective local policing to address neighbourhood concerns and improve the quality of service delivery**
- **Reduce the harm caused by serious and organised crime**
- **Provide effective protective services**
- **Work in partnership to deliver a more effective, transparent and responsive Criminal justice system for victims and the public**
- **Make best use of resources to maintain operational performance whilst delivering the Value for Money Strategy.**

We decided on these areas after considering:

### Strategic Assessment

Our Strategic Assessment considers the threats and risks facing the community and the force and involves a review of national priorities, force performance and intelligence, alongside consideration of likely future trends and the views of local people.

### National Priorities

Public Service Agreements set out the Government's priorities and how they will measure success. The key 2008–11 PSAs for police forces are:

- Make communities safer (including reducing the most serious violence and sexual offences, tackling serious acquisitive crime, reducing re-offending and tackling the crime and anti-social behaviour issues of greatest importance locally, increasing public confidence in the agencies dealing with these issues) (PSA23)
- Deliver a more effective, transparent and responsive Criminal justice system for victims and the public (PSA24)
- Reduce the harm caused by alcohol and drugs (PSA25)
- Reduce the risk to the UK and its interests overseas from international terrorism. (PSA26)

In support of the PSA targets, the Home Secretary has provided four Strategic Policing Priorities, which are in essence:

1. Continue to increase public confidence in the police by tackling the PSAs
2. Work jointly with other forces and agencies to deliver effective protective services, including tackling serious and organised crime
3. Work with and through partners and local communities to tackle terrorism and
4. Ensure the best use of all resources.

The Force Objectives have been selected to reflect these priorities whilst also allowing the force to deliver local priorities.

---

## **The Policing Pledge**

To increase emphasis on 'customer focus', the Home Office has introduced a Policing Pledge. Within a national framework, the Pledge gives each force the opportunity to create a service based on local concerns. It sets out standards the public can expect, including monthly updates on progress in local crime and policing issues and improved services for witnesses and victims.

Our Policing Pledge can be found at Appendix 1.

## **Local Priorities**

By talking and listening to the people of our area, the force and Police Authority can focus on their needs and priorities. We have undertaken extensive consultation with the public and our partners, using a variety of methods including *Quality of Service Surveys*, *Neighbourhood Meetings* and *Residents' Surveys* (with responses from almost 14,000 people) and *Police and Community Forums* arranged by the Police Authority – open public meetings throughout the area giving people the chance to ask senior local police officers about the policing of their area and have their say on its effectiveness. Issues raised at these meetings have included how to access services, fear of retribution, response times and how incidents are prioritised, concerns or questions about sentencing in courts, accessibility and how to contact local officers including the role of Community Support Officers.

Public priorities are often issues we would tackle with our partners - such as the local councils - rather than alone.

The top public priority was, again, teenagers hanging around on the street. The next priorities were litter and rubbish, inconsiderate parking and motoring offences, followed by vandalism, graffiti and other deliberate damage to property or vehicles.

We will work closely with partners to tackle these issues.

## **Partnership Priorities**

Working together, partners have a greater impact on crime, disorder, drugs, alcohol and anti-social behaviour.

Each local authority area has a Local Strategic Partnership - who work together to tackle community safety issues and improve the quality of life for everyone. The Partnership encourages different parts of the public sector - as well as the business, voluntary and community sectors and government agencies - to work together and become involved in identifying issues and making strategic decisions affecting people within their area. It drives delivery of local services, to achieve more than one organisation could by itself. Through a Local Area Agreement it sets targets for key areas of performance.

Following this strategic direction, in each area a Crime and Disorder Reduction Partnership decides how partners will work together to reduce crime and disorder and achieve the Community Safety elements of the Local Area Agreement. We work with the Local Authority, the local Fire and Rescue Services, the NHS Primary Care Trust and other partners.

## **Northumbria Local Criminal Justice Board**

The Board is responsible for the local delivery of national criminal justice system targets and priorities. Northumbria Police, the Crown Prosecution Service, HM Courts Service, Probation, HM Prison Service, the Youth Justice Board, and Legal Services Commission work together with a representative from Government Office North East.

---

Priorities include further developing the service to victims and witnesses, focusing on offenders causing the most harm, improving the efficiency of the criminal justice system from arrest to sentence and crime reduction.

### **Inspection Findings**

The force is regularly inspected by a team within our Corporate Development Department and by organisations such as HMIC and the Audit Commission. Any areas for improvement are taken into account in deciding our priorities.

### **Collaboration with other Forces**

Northumbria Police, Durham Constabulary and Cleveland Police already work together in many areas and have identified further opportunities for collaboration which will increase resilience and provide better value for money.

### **Efficiency Plan**

The Home Office requires the police service to deliver 9.3% cashable increases in efficiency and productivity by the end of 2010/11. The Green Paper 'From the Neighbourhood to the National: Policing our Communities together' placed more emphasis on local accountability. Northumbria Police Authority has agreed a three-year target of £28.8m (or £9.6m a year) efficiencies for the period 2008-09 to 2010-11. We have achieved all previous targets and expect to exceed this target by £1.2m.

### **Consideration of these factors has resulted in our Objectives for 2009-12**

---

## Objective

### Improve performance in 'acquisitive' and 'volume' crime

#### Why is this important?

We are determined to improve the safety of people in Northumbria - despite economic pressures which may make crime more likely or illegal activity more prevalent.

Although it is widely reported that the economic downturn is expected to lead to an increase in crime, the force has so far continued to reduce the crimes which cause the most concern to our communities, such as car crime and personal robbery.

- 'Acquisitive' crime occurs when items are stolen or acquired fraudulently
- 'Volume' crime includes street robbery, burglary, theft, vehicle crime, criminal damage and drug crime

We acknowledge the potential problems facing the region but remain determined to keep Northumbria a safe place to live, work, visit and invest.

#### What will the force do?

We will further develop our intelligence around acquisitive crime so that resources can be targeted more effectively by accurately understanding current and emerging trends.

We will target and manage offenders who have the worst impact on communities and are responsible for the most crimes. Working closely with partners, we will improve links to programmes targeting repeat offenders, many being drug dependent.

Much acquisitive crime is opportunist, based on weaknesses in security or lack of awareness. We will work with partners to prevent crimes against vulnerable groups such as the elderly and students.

#### This will mean:

- Less crime in your area – and more criminals caught
- Reduced alcohol and drug misuse and fewer crimes as a result
- Less criminal damage in your area, with more offenders brought to justice
- Increased public confidence and satisfaction
- Improved response to incidents

### Around 6000 fewer crimes by 2012

---

## Objective

### Alcohol and youth-related crime and disorder

#### Why is this important?

Much crime and disorder is fuelled by alcohol. The public are concerned by the minority of teenagers who act anti-socially - more than a quarter of our recorded incidents relate to anti-social behaviour.

We want fewer young people to become involved in crime and disorder. Tackling alcohol and youth related crime needs more than just police intervention.

#### What will the force do?

Working in partnership, we can further develop an education strategy (to deter youths from crime and disorder), and reinforce parents' responsibilities (through making use of parenting contracts) as well as youth service referrals and targeted diversionary work.

We will also address the problem of some people unfairly stereotyping all young people as anti-social, using the media to highlight successes and promote positive messages about the law-abiding majority.

Where enforcement is needed, we will make best use of our powers by targeting persistent problem premises and offenders.

#### This will mean:

- Less - and reduced public perception of - anti-social behaviour
- Better run pubs, clubs and off-licences
- More young people and children participating in diversionary activities
- A reduction in violent crime, including domestic violence, influenced by alcohol
- **Over 5000 fewer incidents of disorder and 1800 fewer violent crimes by 2012**

---

## Objective

### Provide effective local policing to address neighbourhood concerns and improve the quality of service delivery

#### Why is this important?

We want to improve your confidence that the police and our partners are dealing with the crime and anti-social behaviour issues that matter locally.

We want you to be able to see and feel the difference that we and our partners are making to your quality of life.

We want you to know your neighbourhood policing team, how to contact them and where you can get information on crime in your area.

#### What will the force do?

Neighbourhood policing teams *are* making a real difference, not just to individual victims but to whole communities. By talking and listening to you we can understand your needs better and work with others in your neighbourhood to provide joined-up local services.

Our website has up-to date contact information and a new crime mapping service where you can see crime levels by the place or postcode where you live or work.

We will deliver on our Policing Pledge, ensuring local concerns are prioritised by neighbourhood teams and that our service gives you what you need.

#### This will mean:

- Increased public confidence and satisfaction
- Better identification and resolution of local priorities
- Talking and listening more to the communities we serve
- Providing you with more useful information and feedback
- You will know your policing team and how to contact them
- **Public confidence up by 12% by 2012**

---

## Objective

### Reduce the harm caused by serious and organised crime

#### Why is this important?

Criminal networks harm communities through drugs, violence, fraud, people trafficking, money laundering, burglary, vehicle crime and prostitution.

We want to send a clear message to criminals – we will damage their activities and reputations, and seize assets acquired through crime.

#### What will the force do?

To do this, and reduce the harm to our communities, we will continue to work with our partners to collect and share information. We need the help of local people - who often have vital pieces of the picture. We will therefore build our relationships at all levels - from local communities to specialised international organisations.

This will help us to understand and disrupt organised crime and combat the harm caused, using the skills of our financial investigators in seizing criminal assets.

#### This will mean:

- Safer communities
- Disruption of organised criminal groups
- More assets seized from criminals
- Less drug dealing
- **£1.8 M criminal assets seized in 2009/10**

---

## Objective

### Provide effective Protective Services

#### Why is this important?

We need to protect the public from harm - whether or not they are aware of these threats. The term 'protective services' includes how we deal with 'civil contingencies' such as flooding, terrorism and extremism, critical and major incidents, public order, protecting vulnerable people and roads policing.

The Government has indicated that Counter Terrorism, Major Crime and Protecting Vulnerable People present the greatest harm (along with serious and organised crime) and our plans must focus on these issues.

There are significant demands facing the force in the near future, such as the 2012 Olympics and the effect of the economic downturn. We are working to ensure we are prepared through our collaborative efforts with other forces and partner organisations.

#### What will the force do?

We regularly review our plans to ensure they remain appropriate - threats and risks can change over time. The force will continue to develop and monitor its protective services capability further in accordance with the Association of Chief Police Officers (ACPO) standards.

We will work with partners to protect the public from harm and ensure that we have the capacity and capability to deal with any incidents.

Key improvements include better staff accreditation and training to national standards, making better use of intelligence, especially that from communities and increased contingency planning.

We will use targeted patrols and technology to combat high-risk drivers who should not be on the roads - including disqualified and uninsured drivers. We will focus education and enforcement activity on high-risk groups such as motorcyclists and inexperienced drivers.

#### This will mean:

- Increased capability and resilience to deal with major public emergencies and disorder, including greater collaboration with partner organisations and neighbouring forces
- Reduced vulnerability to terrorist attack and more engagement with vulnerable communities
- Better investigation of domestic abuse, vulnerable children and adults, 'honour-based violence' and hate crime
- **50 fewer people killed or seriously injured on the area's roads over the next three years**

---

## Objective

### **Work in partnership to deliver a more effective, transparent and responsive criminal justice system for victims and the public**

#### **Why is this important?**

We need to deliver effective services for victims, witnesses and the public whilst ensuring offenders receive appropriate justice.

We recognise that we need to build trust and confidence in the criminal justice system.

To do this we want our processes and paperwork to be as efficient as possible so that officers can spend more time on patrol, reassuring the public and preventing crime.

We know that our communities - and our officers and staff - want us to take a practical and proportionate approach, using discretion and professional judgement where appropriate rather than using a 'sledgehammer to crack a nut'.

#### **What will the force do?**

We and our partners will take a new approach to investigating and resolving crime, ensuring a proportional approach, and will promote a culture of informed and purposeful discretion amongst staff; taking into account the views of victims and maintaining ethical recording standards.

We will develop our Witness Care Unit and Victim Bureau to improve our service to witnesses and victims of crime.

We will work with the Crown Prosecution Service, Courts and defence solicitors on a 'streamlined process' reducing the burden of paperwork, ensuring maximum efficiency.

We will introduce Evidence Review Officers to free up officer and lawyer time to be used more productively.

#### **This will mean:**

- A more practical, commonsense approach to investigating and resolving crime
- Improved service to victims
- Reduced bureaucracy and improved efficiency
- **More convictions of prolific and other priority offenders**

---

## Objective

### **Make best use of resources to maintain operational performance whilst delivering the Value for Money Strategy**

We will focus on making efficient use of resources to deliver the objectives in the current climate of tight public spending and increasing expectations.

#### **Why is this important?**

Value for Money is at the centre of our aims. To deliver better services we need to invest in efficiencies and increase capacity - 'spending to save'.

We are committed to spending £8.3m less as part of our efficiency plan for 2009/12.

High quality, highly motivated people are essential to achieve high standards across the organisation and deliver an effective service.

#### **What will the force do?**

We will implement our People Strategy ensuring that we employ, develop and train a diverse, skilled and healthy workforce, able to respond effectively to the unique challenges of policing.

We will empower people at all levels to meet their full potential to improve our services and build public confidence and satisfaction.

We will develop our staff to ensure they have the knowledge and skills to deliver high quality services and to ensure our ethical and equality principles are reflected in the services we provide.

We will review business activity to achieve efficient processes.

We will reinvest projected cash-releasing efficiency savings of £2m in 2009/10.

#### **This will mean:**

- We can balance the budget and serve you better without a major rise in precept
- A well led, highly motivated workforce reflecting the communities we serve
- More capacity to serve you
- High quality, efficient service
- **Policing will cost each person in our area less than 60p a day - of which 7p comes from your council tax payment**

---

## Managing Our Performance

*A summary of key areas of our previous performance and current targets for each objective can be found in Appendices 2 & 3. Where appropriate, reference is made to performance indicators – either Statutory Performance Indicators (SPIs) - key measures of performance, Local Management Indicators (LMIs) - chosen by the force to monitor performance against objectives, or Policing Pledge Indicators (PPIs). Complete performance information is available on our website or on request (see 'How to Contact Us' inside rear cover)*

### **Planned Inspections for 2009**

In the coming year HMIC will inspect areas of our performance around the Comprehensive Area Assessment and the Policing Pledge, Internal inspections will focus on Custody and the Crime Recording Bureau.

### **Performance Monitoring**

Police Authorities are required to set targets and monitor performance. The Government intends to monitor a single target of improving local confidence. This directly supports our 2020 Vision.

### **Partnership Performance**

Our performance targets will be aligned with the single confidence measure, including our continuing commitment to community safety targets within Local Area Agreements.

Comprehensive Area Assessments by the Audit Commission (starting in 2009) will examine the performance of organisations responsible for the delivery of local public services in partnership, including Northumbria Police. They will ensure we are accountable for the quality and impact of our services and make independent information available, helping you to make informed choices and influence decisions.

## Managing our Finances and Resources

### **The Medium Term Financial Strategy**

This is a key part of the Authority's planning process which links operational planning with financial and resource planning, to ensure that all resources are directed towards policing priorities. The Strategy describes the financial direction of the Authority and outlines the financial pressures over a three year period.

From this, specific proposals are developed for consultation with stakeholders and reviewed in January before the Authority agrees its revenue and capital budgets in February of each year.

### **Revenue and capital budgets 2009/10**

In preparing the budgets for 2009/10 the Authority considers:

- The key principles of the Medium Term Financial Strategy
- The Local Government Finance settlement
- Revenue and Capital outturn for 2008/09
- Budget pressures facing the Authority in 2009/10
- Delivery of the Chief Constable's 2020 Vision
- Efficiencies
- Reserves and risk assessment
- The Prudential Code for Capital Finance in Local Authorities.

### Implementing the 2020 Vision

To achieve the Vision of building trust and confidence in the community and reducing crime and disorder, we have increased operational capacity by 340 police officers and staff, including 35 officers in specialist units and 160 police officers in neighbourhood teams. 140 police staff have been recruited to specialist roles and to release police officers for operational duties.

This increase in operational capacity requires growth of £5.3m and accounts for almost half of the increase in spending in the 2009/10 revenue budget.

### What it costs to police Northumberland and Tyne and Wear

#### *Revenue Expenditure*

For 2009/10, Northumbria Police Authority set a revenue budget of £285.1m comprising net expenditure of £300.3m offset by transfers from reserves of £15.2m. Last year the net revenue budget was set at £277.8m.

The 2009/10 budget will enable continued development of policing and support us in delivering the objectives outlined in this plan. The procurement processes we use ensure goods and services from contractors and suppliers represent the best value for money and promote sustainable development.

Revenue Expenditure Budget	2008/09 £m	2009/10 £m
Employee Expenses	266.1	282.6
Other Running Costs	57.7	53.3
Capital charges	3.5	4.9
<b>Gross revenue spending</b>	<b>327.3</b>	<b>340.8</b>
Income	39.7	40.5
<b>Net revenue spending</b>	<b>287.6</b>	<b>300.3</b>
Less appropriation from reserves	9.8	15.2
<b>Budget requirement</b>	<b>277.8</b>	<b>285.1</b>

Financed By	£m	£m
Government grant	243.8	249.9
Local precept	34.0	35.2
<b>Total Finance</b>	<b>277.8</b>	<b>285.1</b>

Summary of cashable Efficiency & Productivity gains for 2008/09 – 2010/11

	Expected outturn 2008/09	2009/10 £m	2010/11 £m	Total £m (rounded)
Brought forward cashable efficiencies from 2007/08	4.7	-	-	4.7
Savings identified in the budget / MTFS	1.4	2.0	2.8	6.2
Other planned cashable efficiencies	4.6	7.5	6.7	18.9
<b>TOTAL</b>	<b>10.7</b>	<b>9.5</b>	<b>9.5</b>	<b>29.8</b>

---

*Capital Programme*

The Police Authority has a capital programme for 2009/10 amounting to £36.0m, with a further £49.5m budgeted in 2010/11 and £48.2m in 2011/12.

The funding for 2009/10 comes from the Home Office in the form of a capital grant, prudent borrowing and from the Authority's own resources in the form of capital receipts and reserves to meet the revenue costs of borrowing. The capital programme is to achieve:

	2009-10 £m	2010-11 £m	2011-12 £m
Major building schemes	24.3	36.0	41.5
Minor building schemes	1.9	0.9	0.4
Computers and Communications	5.4	7.7	2.4
Vehicles and Equipment	4.4	4.9	3.9
<b>Total</b>	<b>36.0</b>	<b>49.5</b>	<b>48.2</b>

The 2009/10 capital programme will enable the Authority to

- Ensure its buildings remain fit for purpose, including new replacement police stations at North Tyneside and Newcastle
- Maintain and develop the existing computers and communications
- Purchase additional vehicles to support its policing strategies and replacement programme
- Provide significant support to the local economy during the current recession.

---

## Appendix 1 - The Policing Pledge

The police service in England and Wales 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 are, 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:
  - a. If you are vulnerable or upset aim to be with you within 60 minutes
  - b. 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
  - c. Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours
  - d. 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.
8. Provide monthly updates on progress, 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 will do this within the parameters of this Policing Plan.**

**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.**

Appendix 2. Summary of Performance in 2008/09

Indicator	2007/08 Comparative		2008/09 Performance		Target
	Period	Data	Period	Data	
<b>Force Objective : PEOPLE AND RESOURCES</b>					
To create an effective workforce which seeks to continually develop its knowledge and skills to better respond to the needs of local communities					
Percentage of police officer recruits from minority ethnic groups compared to the percentage of people from minority ethnic groups in the economically active population.	Full year 2007-08	2.5%	Full year 2008-09	3.6%	3.3%
Percentage of female police officers compared to the overall force strength.	Full year 2007-08	22.5%	Full year 2008-09	24.8%	24.0%
Percentage of working hours lost due to sickness for police officers.	Full year 2007-08	4.3%	Full year 2008-09	3.7%	4.1%
Percentage of working hours lost due to sickness for police staff.	Full year 2007-08	4.1%	Full year 2008-09	3.8%	4.0%
Delivery of net cashable, efficiency and productivity gains.	New Indicator		Full year 2008-09	3.4%	3.1%
Percentage of minority ethnic officers in the Force.	Full year 2007-08	1.36%	Full year 2008-09	1.52%	1.45%
Percentage of new appointments to the police strength which is female.	Full year 2007-08	39.5%	Full year 2008-09	43.8%	45.0%
<b>Force Objective : HARM REDUCTION</b>					
To identify and recognise the activities that can cause harm to individuals, localities and communities and take action to minimise or eliminate that harm					
Number of people killed or seriously injured in road traffic collisions.	Full year 2007-08	600	Full year 2008-09	548	To reduce by 3.0%
Number of people killed or seriously injured in road traffic collisions per 100 million kilometres travelled.	Full year 2007-08	5.6	Full year 2008-09	5.1	To reduce by 3.0%
Number of 'Assaults with less serious injury' (including racially and religiously aggravated) offences per 1000 population as a proxy for alcohol related violent offences.	New indicator		Full year 2008-09	6.95	None set
Sanction detection rate for racially and religiously aggravated crimes.	Full year 2007-08	51.9%	Full year 2008-09	55.2%	To increase by 0.5%
Number of most serious violent crimes per 1,000 population.	New indicator		Full year 2008-09	0.56	None set
Number of serious violent knife crime offences per 1,000 population	Full year 2007-08	0.59	Full year 2008-09	0.56	None set
Number of domestic homicide offences per 1,000 population.	Full year 2007-08	0.004	Full year 2008-09	0.004	None set
Percentage of most serious violent offences brought to justice.	Full year 2007-08	NA	Feb. 08 - Jan. 09	51.0%	None set
Percentage of serious sexual offences brought to justice.	Full year 2007-08	36.6%	Feb. 08 - Jan. 09	36.5%	None set
Proportion of domestic violence (DV) related incidents that result in an arrest.	Full year 2007-08	34.0%	Full year 2008-09	31.0%	None set

Percentage of victims of domestic violence managed by a Multi-Agency Risk Assessment Conference (MARAC) who are subject to a repeat incident of domestic violence, where violence has occurred within 12 months of a case coming to the MARAC.	Full year 2007-08	NA	Full year 2008-09	28.6%	None set
Re-offending rate of Multi-Agency Public Protection Arrangements (MAPPA) Category 1 Offenders (Registered Sexual Offenders - RSOs) who are being managed at Levels 2 and 3.	Full year 2007-08	0.0%	Full year 2008-09	0.0%	None set
Other wounding offences/1000 population.	Full year 2007-08	7.6	Full year 2008-09	7.2	To reduce by 3.0%
Most serious violence against the person offences/1000 population.	Full year 2007-08	0.268	Full year 2008-09	0.286	To reduce by 3.0%
Percentage of road traffic collisions involving death or personal injury in which at least one driver tested positive for alcohol.	Full year 2007-08	3.0%	Full year 2008-09	3.0%	To reduce
No. of road traffic collisions involving death or serious injury to pedestrians.	Full year 2007-08	191	Full year 2008-09	155	To reduce
Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim: Minority ethnic persons.	Full year 2007-08	Gap = 7.5%	Full year 2008-09	Gap = 9.0%	To reduce the gap by 2.0%
Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim: White persons.					
Violent crimes per 1,000 population (excluding Harassment FPN's).	Full year 2007-08	15.3	Full year 2008-09	14.5	To reduce by 3.0%
Percentage of all violent crime influenced by alcohol.	Full year 2007-08	42.3%	Full year 2008-09	42.2%	None set
Percentage of racist incidents finalised.	Full year 2007-08	88.9%	Full year 2008-09	96.6%	To increase by 1%
Of the racist incidents finalised, the percentage concluded with a positive result	Full year 2007-08	60.2%	Full year 2008-09	65.5%	To increase by 1%
Percentage of victims of domestic abuse that suffer a further incident of domestic abuse within 12 months.	NA		Full year 2008-09	12.3%	None set

**Force Objective : ANTI-SOCIAL BEHAVIOUR (ASB)**

To improve the quality of life in the region by reducing the instances of groups and individuals, particularly youths, engaging in anti-social behaviour.

Percentage of people who perceive a high level of anti-social behaviour (ASB) in their local area.	Full year 2007-08	17.0% +/- 4.2%	Jan. 08 - Dec. 08	18.8% +/- 5.1%	To reduce by 1.5%
Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area.	Full year 2007-08	29.4% +/- 5.3%	Jan. 08 - Dec. 08	31.1% +/- 5.7%	None set
ASB - Youth	Full year 2007-08	63,155	Full year 2008-09	47,234	To reduce by 4%
ASB - Non-youth	Full year 2007-08	108,189	Full year 2008-09	95,777	To reduce by 4%
ASB Total	Full year 2007-08	171,344	Full year 2008-09	143,011	To reduce by 4%

<b>Force Objective: CRIMINAL DAMAGE</b>					
To reduce signal crimes of clear public concern, perceptions of Anti-Social Behaviour, and contribute to overall crime reduction.					
Criminal damage offences per 1,000 population	Full year 2007-08	21.3	Full year 2008-09	19.4	To reduce by 4%
Sanction detection rate for criminal damage	Full year 2007-08	19.4%	Full year 2008-09	21.0%	To increase by 0.5%
<b>Force Objective : TARGETING NAMED OFFENDERS</b>					
To identify and pursue the most serious and prolific offenders and, through effective engagement with Criminal Justice Partners, reduce their re-offending.					
The change in convictions for Prolific and other Priority Offenders (PPOs) over a 12 month period.	Full year 2007-08	460	Full year 2008-09	-25.0%*	None set
Rate of proven re-offending by adults under Probation supervision.	Predicted Rate	15.6%	Jan. 08 - Dec. 08	15.3%*	None set
Rate of proven re-offending by young offenders aged 10-17.	Apr. 05 - Sep. 05 (2005 Baseline year)	78 offences per 100 young offenders*	Apr. 08 - Sep. 08	67 offences per 100 young offenders*	None set
<b>Force Objective : POLICING COMMUNITIES</b>					
To provide communities with effective policing services, working with partners to reduce crime and the fear of crime and improving public satisfaction, communication and engagement.					
Percentage of people who perceive drug use or drug dealing to be a problem in their local area	Full year 2007-08	25.7% +/- 5.6%	Jan. 08 - Dec. 08	30.8% +/- 5.9%	To reduce by 1%
Percentage of people who agree that the police and local councils seek their views on anti social behaviour and crime in their area	New indicator		Jan. 08 - Dec. 08	46.9% +/- 3.6%	None set
Percentage of people who agree that the police and local councils are dealing with anti social behaviour and crime that matter in their area	New indicator		Jan. 08 - Dec. 08	49.8% +/- 4.4%	None set
Percentage of the public who think the police in their area are doing a good job	Full year 2007-08	58.4% +/- 4.4%	Jan. 08 - Dec. 08	56.0% +/- 4.4%	To improve by 0.3%
Percentage of users who are satisfied with the overall service provided by the police	Full year 2007-08	87.3% +/- 1.1%	Full year 2008-09	86.9% +/- 1.0%	To increase by 0.3%
Comparison of satisfaction between white users and users from Minority Ethnic groups with the overall service provided by the police	Full year 2007-08	Gap = 3.8%	Full year 2008-09	Gap = 7.5%	No change
Satisfaction of victims of racist incidents with the overall service provided by the police	Full year 2007-08	82.6% +/- 5.6%	Full year 2008-09	81.7% +/- 5.7%	To increase by 0.3%
Victim satisfaction with the overall service provided by police in dealing with anti-social behaviour	Full year 2007-08	78.5% +/- 3.1%	Full year 2008-09	75.5% +/- 2.6%	To increase by 0.3%
Satisfaction gap between white and Black and Minority Ethnic victims when comparing victim satisfaction with the overall service provided by police (ASB)	Full year 2007-08	Gap = 14.6%	Full year 2008-09	Gap = 8.6%	None set
Percentage of people who 'agree that the police in your area understand the issues that affect this community?'	Full year 2007-08	70.3% +/- 3.8%	Jan. 08 - Dec. 08	70.0% +/- 3.2%	To improve by 0.3%
Using the British Crime Survey, the risk of personal crime	Full year 2007-08	8.1% +/- 2.3%	Jan. 08 - Dec. 08	7.3% +/- 2.1%	To reduce by 1.1%
Using the British Crime Survey, the risk of household crime	Full year 2007-08	19.4% +/- 3.3%	Jan. 08 - Dec. 08	21.3% +/- 3.8%	To reduce by 0.9%
Percentage of 999 calls answered within 10 seconds (including lost calls)	Full year 2007-08	91.7%	Full year 2008-09	95.1%	90%
a) Percentage of non-emergency calls (including all lost calls), between 0800 and 0000, answered by the switchboard (telephony) within 30 seconds	Full year 2007-08	85.8%	Full year 2008-09	92.0%	90%

b) Percentage of non-emergency calls (including lost calls) into NCC/SCC, between 0000 and 0800, answered within 40 seconds	Full year 2007-08	95.3%	Full year 2008-09	96.6%	90%
Percentage of incidents subject to delay for a resource	Full year 2007-08	15.5%	Full year 2008-09	12.0%	To improve
Average duration of delays for a resource (in minutes)	New indicator		Full year 2008-09	106.9	None set
a) Respond to percentage of incidents requiring immediate response within 10 minutes in an urban area	Full year 2007-08	90.2%	Full year 2008-09	89.4%	95%
b) Respond to percentage of incidents requiring immediate response within 20 minutes in a rural area	Full year 2007-08	94.6%	Full year 2008-09	94.0%	95%
Frontline Policing	Full year 2007-08	71.19%	Full year 2008-09	72.20%	None set
Using the British Crime Survey, the fear of crime: (i) Percentage with high levels of worry about burglary	Full year 2007-08	10.5% +/- 2.8%	As these indicators are no longer SPIs the BCS questions are now asked for a smaller sample of people. This means it is no longer possible for the BCS to provide this data at police force level.	To reduce by 0.3%	
(ii) Percentage with high levels of worry about car crime	Full year 2007-08	12.3% +/- 4.0%		To reduce by 0.3%	
(iii) Percentage with high levels of worry about violent crime	Full year 2007-08	15.8% +/- 4.2%		To reduce by 0.3%	
Percentage of notifiable offences resulting in a sanction detection	Full year 2007-08	38.4%	Full year 2008-09	39.3%	To increase by 0.5%
Total recorded crimes per 1000 population	Full year 2007-08	78.2	Full year 2008-09	75.3	To reduce by 2.0%
<b>Force Objective : SERIOUS AND ORGANISED CRIME</b>					
To disrupt and dismantle criminal networks, reducing the harm caused to our communities through the large scale trafficking of people and drugs and associated illegal activities.					
Number of gun crimes per 1,000 population	Full year 2007-08	0.075	Full year 2008-09	0.061	To reduce by 2.0%
Value of cash forfeiture orders and confiscation orders per 1,000 population	Full year 2007-08	£1,243.82	Full year 2008-09	£1,365.95	£2,294.18
The number of Level 2 organised criminal groups - as identified in the 2007/08 ACPO mapping exercise - operating in a police force area which the force has disrupted	New indicator		Full year 2008-09	22	None set

**SUPPLEMENTARY INDICATORS**

Number of deliberate primary fires per 10,000 population	Full year 2007-08	14.4	Full year 2008-09	11.4	None set
Number of deliberate secondary fires per 10,000 population	Full year 2007-08	64.4	Full year 2008-09	45.0	None set
Number of serious acquisitive crimes per 1,000 population	Full year 2007-08	12.2	Full year 2008-09	11.4	None set
Percentage of serious acquisitive crimes brought to justice rate	Full year 2007-08	22.5%	Feb. 08 - Jan. 09	17.4%	None set
Number of First-time entrants to the youth justice system aged 10-17	Apr. 07 - Dec. 07	3072	Apr. 08 - Dec. 08	2479*	None set
Overall satisfaction with the contact had with the criminal justice system by victims and witnesses of crime whose cases reach the point of an offender being charged	New indicator		Oct. 07 - Apr. 08	85%*	None set
Percentage of the public who are confident that the Criminal Justice System as a whole is effective	New Indicator		Jan. 08 - Dec. 08	38.9% +/- 5.0%	None set
Percentage of the public who are confident that the Criminal Justice System as a whole is fair	New Indicator		Jan. 08 - Dec. 08	59.7% +/- 4.8%	None set
Volume of confiscation orders per 1,000 population	Full year 2007-08	0.045	Full year 2008-09	0.058	0.077
Volume of cash forfeitures per 1,000 population	Full year 2007-08	0.026	Full year 2008-09	0.052	0.038
Number of restraint orders per 1,000 population	Full year 2007-08	0.015	Full year 2008-09	0.021	0.013
Number of cash seizures per 1,000 population	Full year 2007-08	0.094	Full year 2008-09	0.094	None set
Sanction detection rate for serious acquisitive crimes	Full year 2007-08	23.1%	Full year 2008-09	18.2%	None set
Percentage of domestic burglaries where the property has been burgled in the previous 12 months	Full year 2007-08	4.2%	Full year 2008-09	2.5%	None set
a) Number of PACE stops (encounters) per 1,000 population (minority ethnic)	Full year 2007-08	55.5	Full year 2008-09	49.2	None set
b) Number of PACE stops (encounters) per 1,000 population (white)	Full year 2007-08	84.9	Full year 2008-09	75.9	None set

^ For similar force comparisons, there are 8 forces within an MSG. 1 = the best performer, 8 = the worst performer. The MSG position is the most recent available from iQuanta and may differ from the reported data period. In the national group, there are 43 forces.

\* These indicators are subject to confirmation by the Home Office.

Status Key:

G (Green): Annual target is being met/exceeded.

A (Amber): Annual target is being missed; however, performance has improved on the previous year.

R (Red): Annual target is being missed and performance has not improved on the previous year.

Appendix 3. Targets for the next 3 years

Improve performance in acquisitive and volume crime [collectively supporting SPP 1]	Current Performance 2008/09	Targets				Indicator Number	Public Service Agreement
		2008/09	2009/10	2010/11	2011/12		
Serious acquisitive crimes per 1,000 population	11.8 Projection 2008/09	N/A	-2%	-2%	-2%	SPI 5.2 (NI 16)	PSA 23
Serious violent knife offences per 1,000 population	0.47 Apr 08-Jan 09	N/A	Monitor			SPI 5.6 (NI 28)	PSA 23
Estimated risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences)	7.9% +/-2.4% 12m to Sept 08	-1.1%	-1.1%*	-1.0%	-1.0%	-	PSA 23
Estimated risk of a household being victim of a household crime once or more in the previous 12 months	20.6% +/-4.0% 12m to Sept 08	-0.9%	-1.4%*	-1.4%	-1.3%	-	PSA 23
Total recorded crimes per 1,000 population	75.6 Projection 2008/09	-2%	-2%	-2%	-2%	-	PSA 23
Criminal damage offences per 1,000 population	19.3 Projection 2008/09	-4%	-4%	-2%	-2%	-	PSA 23
Burglary dwelling offences per 1,000 households	8.3 Projection 2008/09	N/A	-2%	-2%	-2%	-	PSA 23
Sanction detection rate for total recorded crime	39.3% Projection 2008/09	+0.5%	+0.5%	+0.5%	+0.5%	-	PSA 23
Sanction detection rate for criminal damage	21.0% Projection 2008/09	+0.5%	+0.5%	+0.5%	+0.5%	-	PSA 23
Sanction detection rate for serious acquisitive crime	18.7% Projection 2008/09	N/A	+0.5%	+0.5%	+0.5%	-	PSA 23

\* Dependent on availability from BCS

Address alcohol and youth related crime and disorder [collectively supporting SPP 1]	Current Performance 2008/09	Targets				Indicator Number	Public Service Agreement
		2008/09	2009/10	2010/11	2011/12		
Number of 'Assaults with less serious injury' (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences	6.93 Projection 2008/09	-3% (for proxy)	-3%	-3%	-3%	SPI 5.3 (NI 20)	PSA 25
Sanction detection rate for assaults with less serious injury	56.5% Projection 2008/09	N/A	+0.5%	+0.5%	+0.5%	-	PSA 23
Anti social behaviour and public safety/welfare incidents per 1,000 population	200.6 Apr 08-Jan 09		-2%	-2%	-2%	-	PSA 23

Provide effective local policing to address neighbourhood concerns and improve the quality of service delivery [collectively supporting SPP 1]	Current Performance 2008/09	Targets				Indicator Number	Public Service Agreement
		2008/09	2009/10	2010/11	2011/12		
Percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area	48.8% (+/- 4.0%) 12m to Sept 08	N/A	+4% (52.8%)	+4% (56.8%)	+4% (60.8%)	SPI 2.2 (NI 21)	PSA 23
Percentage of people who agree that the police and local councils seek their views on anti-social behaviour and crime issues in their area	48.6% (+/- 3.5%) 12m to Sept 08	N/A	+0.3%	+0.3%	+0.3%	SPI 2.1 (NI 27)	PSA 23
Percentage of people who perceive a high level of anti-social behaviour in their local area	17.1% (+/- 5.3%) 12m to Sept 08	-1.5%	-1.5%	-1.5%	-1.5%	SPI 4.1 (NI 17)	PSA 23
Percentage of people who perceive drug use or drug dealing to be a problem in their local area	28.5% (+/- 6.4%) 12m to Sept 08	-1.0%	-1.0%	-1.0%	-1.0%	SPI 4.3 (NI 42)	PSA 25
Percentage of the public who think the police in their area are doing a good job	56.1% (+/- 4.8%) 12m to Sept 08	+0.3%	+0.3%	+0.3%	+0.3%	SPI 2.3	PSA 23
Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area	32.2% (+/- 5.7%) 12m to Sept 08	N/A	-2.5%	-2.5%	-2.5%	SPI 4.2 (NI 41)	PSA 25
Percentage of users that are satisfied with the overall service provided by the police	86.9% (+/- 1.1%) Apr - Dec 08	+0.3%	+0.3%	+0.3%	+0.3%	SPI 1.1	PSA 23
Comparison of satisfaction between white users and users from minority ethnic groups with the overall service provided by the police	Gap = 5.7% Apr - Dec 08	No change	Reduce gap to less than 5%	Monitor		SPI 1.2	PSA 23
Satisfaction of victims of racist incidents with the overall service provided by the police	80.4% (+/- 7.1%) Apr - Dec 08	+0.3%	+0.3%	+0.3%	+0.3%	SPI 1.3	PSA 23
(i) Number of deliberate primary fires per 10,000 population	8.38 Apr - Dec 08	N/A	Monitor			SPI 7.1 (NI 33)	PSA 23
(ii) Number of deliberate secondary fires per 10,000 population	33.45 Apr - Dec 08	N/A	Monitor				
Sanction detection rate for racially and religiously aggravated crimes	59.1% Apr 08 – Jan 09	+0.5%	+0.5%	+0.5%	+0.5%	SPI 6.3	PSA 23
Percentage of people who agree that the police in your area understand the issues that affect their community	70.6% (+/- 3.8%) 12m to Sept 2008	+0.3%	+0.3%	+0.3%	+0.3%	-	PSA 23
Percentage of abstractions from Neighbourhood Policing Teams	N/A	N/A	< 20%			-	PSA 23
Respond to percentage of incidents requiring immediate response within 20 minutes in a rural area	94.1% Apr 08 - Jan 09	95%	95%			-	PSA 23

Respond to percentage of incidents requiring immediate response within 10 minutes in an urban area	89.5% Apr 08 - Jan 09	95%	95%			-	PSA 23
Percentage of people who agree that taking everything into account they have confidence in the police in their area	69.9% (+/- 4.2%) 12m to Sept 2008	N/A	+0.3%	+0.3%	+0.3%	-	PSA 23

Reduce the harm caused by Serious and Organised Crime [collectively supporting SPP 2]	Current Performance 2008/09	Targets				Indicator Number	Public Service Agreement
		2008/09	2009/10	2010/11	2011/12		
Number of gun crimes per 1,000 population	0.050 Apr - Dec 08	-2%	Monitor			SPI 5.5 (NI 29)	PSA 23
Value of cash forfeitures and confiscation orders per 1,000 population	£1,244.59 Apr - Dec 08	£2,294.18	Not yet available			SPI 8.1	PSA 23

Provide effective Protective Services*	Current Performance 2008/09	Targets				Indicator Number	Public Service Agreement
		2008/09	2009/10	2010/11	2011/12		
Number of most serious violent crimes per 1,000 population	0.419 Apr - Dec 08	-3% (for proxy)	-3%	-3%	-3%	SPI 5.1 (NI 15)	PSA 23
Number of domestic homicides per 1,000 population	0.004 Apr - Dec 08	N/A	Monitor			SPI 5.4 (NI 34)	PSA 23
(i) Number of people killed or seriously injured in road traffic collisions	355 Apr - Nov 08						
(ii) Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled	5.0 Apr - Nov 08	-3%	-3%	-3%		SPI 9.1 (NI 47)	PSA 23

\*countering terrorism and domestic extremism is an aspect of protective services that directly supports SPP 3 and PSA 26 however the indicators do not form part of the statutory indicator set

Work in partnership to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public [collectively supporting SPP 1]	Current Performance 2008/09	Targets				Indicator Number	Public Service Agreement
		2008/09	2009/10	2010/11	2011/12		
The change in convictions for Prolific and other Priority offenders (PPOs) over a 12 month period	-13.3% Apr - Dec 08	N/A	Monitor			SPI 10.1 (NI 30)	PSA 24
Rate of proven re-offending by adults under Probation supervision	14.8% Dec 07 Cohort	N/A	Monitor			SPI 11.1 (NI 18)	PSA 24
Rate of proven re-offending by young offenders aged 10 - 17	33 offences per 100 young offenders (based on Jan - Mar 08 Cohort)	N/A	Monitor			SPI 11.2 (NI 19)	PSA 24
Number of first time entrants to the Youth Justice System aged 10 - 17	1746 Apr - Sept 08	N/A	Monitor			SPI 11.3 (NI 111)	PSA 24
Compliance with Victims Code of Practice	84% Apr - Oct 08	N/A	Monitor			-	PSA 24

Make best use of resources to maintain operational performance whilst delivering the Value for Money Strategy [collectively supporting SPP 4]	Current Performance 2008/09	Targets				Indicator Number	Public Service Agreement
		2008/09	2009/10	2010/11	2011/12		
Percentage of police officer recruits from minority ethnic groups compared to the percentage of people from minority ethnic groups in the economically active population	1.4% Apr - Dec 08	3.3%	3.4%	3.5%	3.6%	SPI 3.1	-
Percentage of female police officers compared to the overall force strength	24.1% Apr - Dec 08	24.0%	25.5%	27.0%	28.5%	SPI 3.2	-
Percentage of working hours lost due to sickness for police officers	3.9% Apr - Dec 08	4.1%	3.8%	3.6%	3.4%	SPI 13.1	-
Percentage of working hours lost due to sickness for police staff	3.7% Apr - Dec 08	4.0%	3.8%	3.6%	3.4%	SPI 13.2	-
Delivery of net cashable, efficiency and productivity gains	3.3% Apr - Dec 08	N/A	9.3% by 2010/11			SPI 12.1	-

---

## Contacting Northumbria Police

By phone:

**In an emergency, if somebody's life is in danger or a crime is taking place,  
Call 999**

**To report all other crimes or incidents,  
Call 03456 043 043**

This is also the number to call if you want to talk to us about local problems - ask to be put in touch with the neighbourhood policing team for your area.

For the deaf and hard of hearing: Minicom 01661 820915 or Text 07786 200 815

### Writing to us:

Chief Constable's Office  
Northumbria Police  
Force Headquarters  
Ponteland  
Newcastle upon Tyne  
NE20 0BL

### Finding us online:

You can visit our website: [www.northumbria.police.uk](http://www.northumbria.police.uk)

Here you can

- find the addresses and opening hours of police stations
- find out what is happening in your area
- leave feedback about our services
- report anti-social behaviour and community safety problems on-line
- record details of your valuables in a secure database.

## Contacting Northumbria Police Authority

By phone: **0191 433 3000** (ask for the Police Authority).

By email: [enquiries.npa@gateshead.gov.uk](mailto:enquiries.npa@gateshead.gov.uk)

You can find further information about the Police Authority online at:  
[www.northumbria-police-authority.org](http://www.northumbria-police-authority.org)

If you would like additional copies, translations or alternative formats please let us know.