

Getting in Touch

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, or for general information and advice
call 03456 043 043
text 07786 200 814
www.northumbria.police.uk

For the deaf and hard of hearing
minicom 01661 820 915
text 07786 200 815

**If you want to talk to the police about local problems, phone 03456 043 043
and ask to be put in touch with your Neighbourhood Policing Team.**

You can also write to us at:

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

You can also visit our website: www.northumbria.police.uk

Where you can

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

Contacting Northumbria Police Authority

Tel: (0191) 433 3000 and ask for the Police Authority.

Or Email us at: enquiries.npa@gateshead.gov.uk

**You can find further information about the Police Authority on our website
www.northumbria-police-authority.org**



Northumbria Police Authority & Northumbria Police
LOCAL POLICING PLAN 2008-2011



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JOINT FOREWORD

Welcome to the Policing Plan 2008-11, which sets out our priorities for delivering efficient and effective policing to the people of Northumberland and Tyne and Wear. The plan is jointly prepared by Northumbria Police and Northumbria Police Authority and reflects many of the issues raised during consultation with local people over the past 12 months.

During 2007-08, Northumbria Police delivered a significant reduction in recorded crime, with almost 20,000 (15.4%) fewer offences being recorded than in the previous year. The force continues to maintain its consistent trend of year-on-year crime reduction, now spanning the last 16 years. In the last 12 months alone the force has detected 42,000 crimes, providing an increase in the detection rate from 37.5% to 38.4%.

Through our “2020 Vision”, and through Total Policing, we continue to commit to constant improvement, building a force that is fit for 2020 with Neighbourhood Policing and Citizen Focus at the heart of all activity. Important values underpin this vision, including Leadership, Total Policing and the Ethical Principles. A set of strategic aims have also been formulated, which again support the vision but also allow current and planned force activity to be managed within a robust structure.

The force and authority face continuing challenges which we will address and tackle:

- In a climate of increasing risks and threats, we will strengthen our capacity to deal with serious and organised crime and terrorism;
- In line with rising public and government expectations, we will continue to provide the local service that communities want, delivered through Neighbourhood Policing;
- In order to deliver joined-up services, we will develop strong links with partners; and
- In light of reduced government funding, we will make more efficient use of current resources and invest in areas that will ultimately generate long-term savings.

The Plan describes how we will use intelligence and information to co-ordinate and focus our energies into supporting our frontline officers and staff, who deliver one of the country's best policing services. It outlines the work that Northumbria Police, in collaboration with its partners and the public, will carry out during 2008-11 in order to continue to provide an excellent service to local communities.



Mike Craik, QPM
Chief Constable

Mick Henry, CBE
Chair Police Authority

Northumbria Police Authority ● and Northumbria Police



Introduction to Northumbria Police Authority

Northumbria Police Authority (NPA) is an independent organisation made up of 17 people, nine local councillors and eight who are either magistrates or independent members from local communities. These 17 people hold the police to account on behalf of local communities.

How does Northumbria Police Authority do this?

To ensure that the police are held to account, Northumbria Police Authority:

- listens to local people, finding out their concerns about crime and disorder and using these views when setting their priorities;
- meets regularly to carry out its business and meets annually in a local area to improve accessibility to local people;
- sets and monitors the police budget and consults with local people before it sets police council tax to ensure they get value for money;
- makes sure that the service provided is efficient and effective;
- monitors performance to ensure that the Chief Constable delivers a high performing police service which balances both national strategic priorities and the concerns of local people;
- appoints the Chief Constable and Senior Command Team; and
- monitors complaints against the police.

Plans for 2008-09

In order to meet the changing demands upon the authority, work is currently underway to create a structure that assists members to focus on key areas of its work. This will mean that we have the best information and expertise to tackle any area of concern in your community.

We will continue to talk to people about policing in Northumberland and Tyne and Wear and work with local Crime and Disorder Reduction Partnerships.

An Annual Conference with partners and stakeholders will explore innovative ways of working in partnership across the Northumbria Area.

The Police Authority will continue to meet with young people and encourage them to take part in meetings giving them the opportunity to talk to the Chair and the Chief Constable about crime and policing.

Further information about the members and work of the authority can be found on the website www.northumbria-police-authority.org.

Introduction to Northumbria Police

Northumbria Police is responsible for policing a diverse region of 2,150 square miles, including large rural areas and smaller - but heavily populated - areas and thriving inner cities. The force is split into six geographical area commands, supported by ten specialist departments. With a resident population of 1.4 million, Northumbria Police is one of the largest forces in England and Wales.

As of February 2008, Northumbria Police employs 4,004 police officers and 2,376 members of police staff, including 259 Community Support Officers supported by 127 Special Constables. Currently 53 (1.3%) police officers are from minority ethnic communities and 933 (23.3%) are women.

Northumbria Police Chief Officer team is made up of the following people:

Chief Constable – Mike Craik

Deputy Chief Constable – Corporate and Strategic Services – Susan Sim

Temporary Assistant Chief Constable – Local Policing and Operations – Jim Campbell

Assistant Chief Constable – Major Crime and Intelligence – Greg Vant

Acting Assistant Chief Constable – Criminal Justice and Communications – Keith Mavin

Assistant Chief Officer – Finances and Resources – Steve Culkin

Assistant Chief Officer – Human Resources – Bernie McCardle

The Chief Constable is ultimately responsible for the delivery of all day to day policing services. He manages the operational requirements, monitors performance, consults with the public and our partners, decides who works where within the force and manages our budget to ensure you get the best service for your money.

The responsibilities of the Chief Officer Team can be seen in Figure 1.

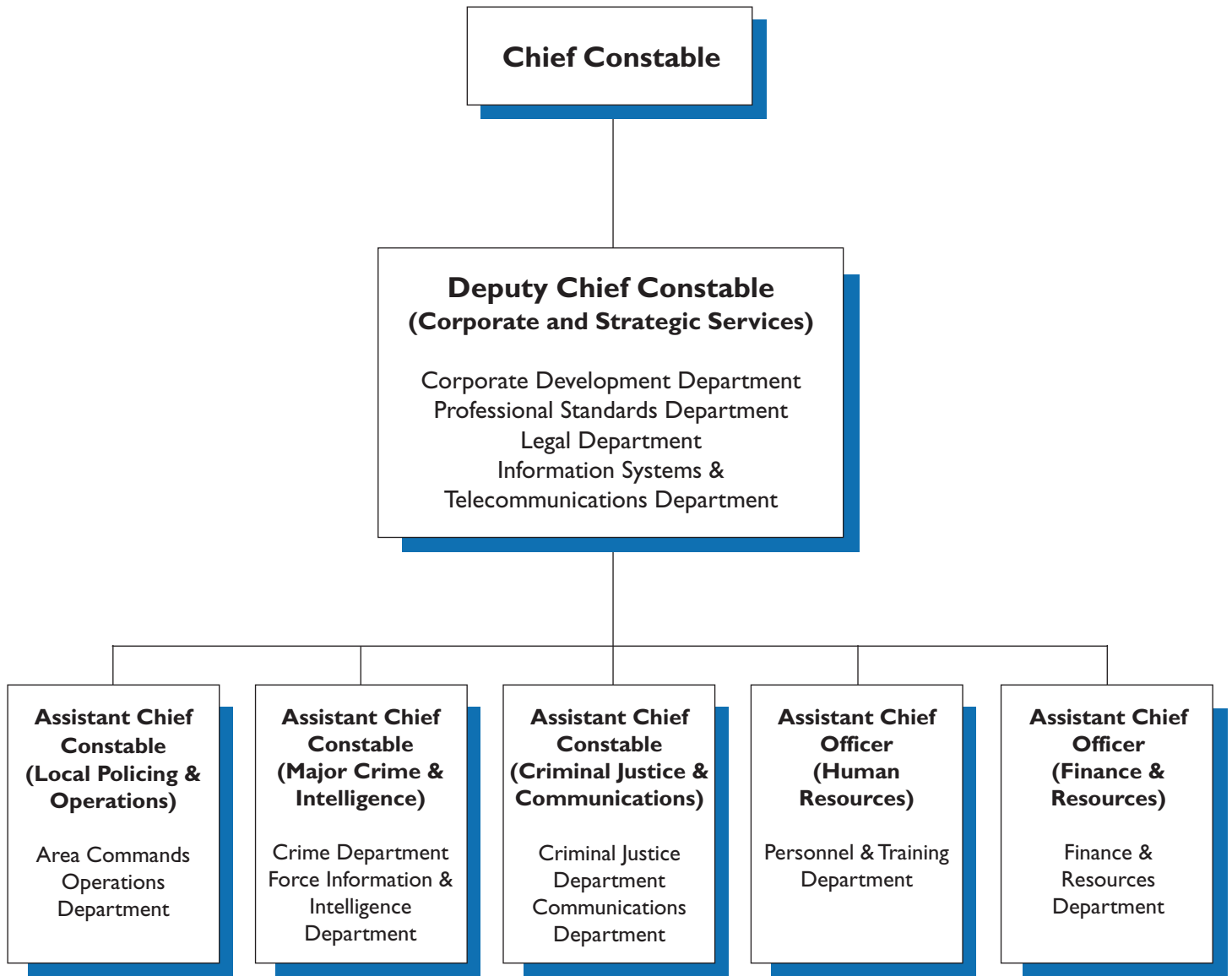


Figure I. Chief Officer Roles and Responsibilities

2. *Our Vision, Strategic Aims and Objectives*



Total Policing

Through Total Policing we will ensure that the force remains one of the best in the country and Northumbria one of the safest regions. We aim to deliver the high standards of service that you rightly expect from us, while continually increasing the numbers of crimes detected and offenders brought to justice. This will be achieved by building more effective leadership and support for frontline policing.

Delivering the Vision - Our Strategic Aims

Northumbria Police has a long term 2020 Vision to build trust and confidence in the community and reduce crime and disorder. We will make sure that we have the right focus and capacity to deliver the vision clearly through the management of eight strategic aims:

People

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

Communities

By 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

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

Partnerships

By promoting opportunities for effective partnerships, ensuring alignment of service delivery and shared accountability.

Innovation and technology

By ensuring Northumbria Police is equipped to exploit the opportunities in science and technology and deliver effective policing as part of a modern and respected criminal justice system.

Sustainable development

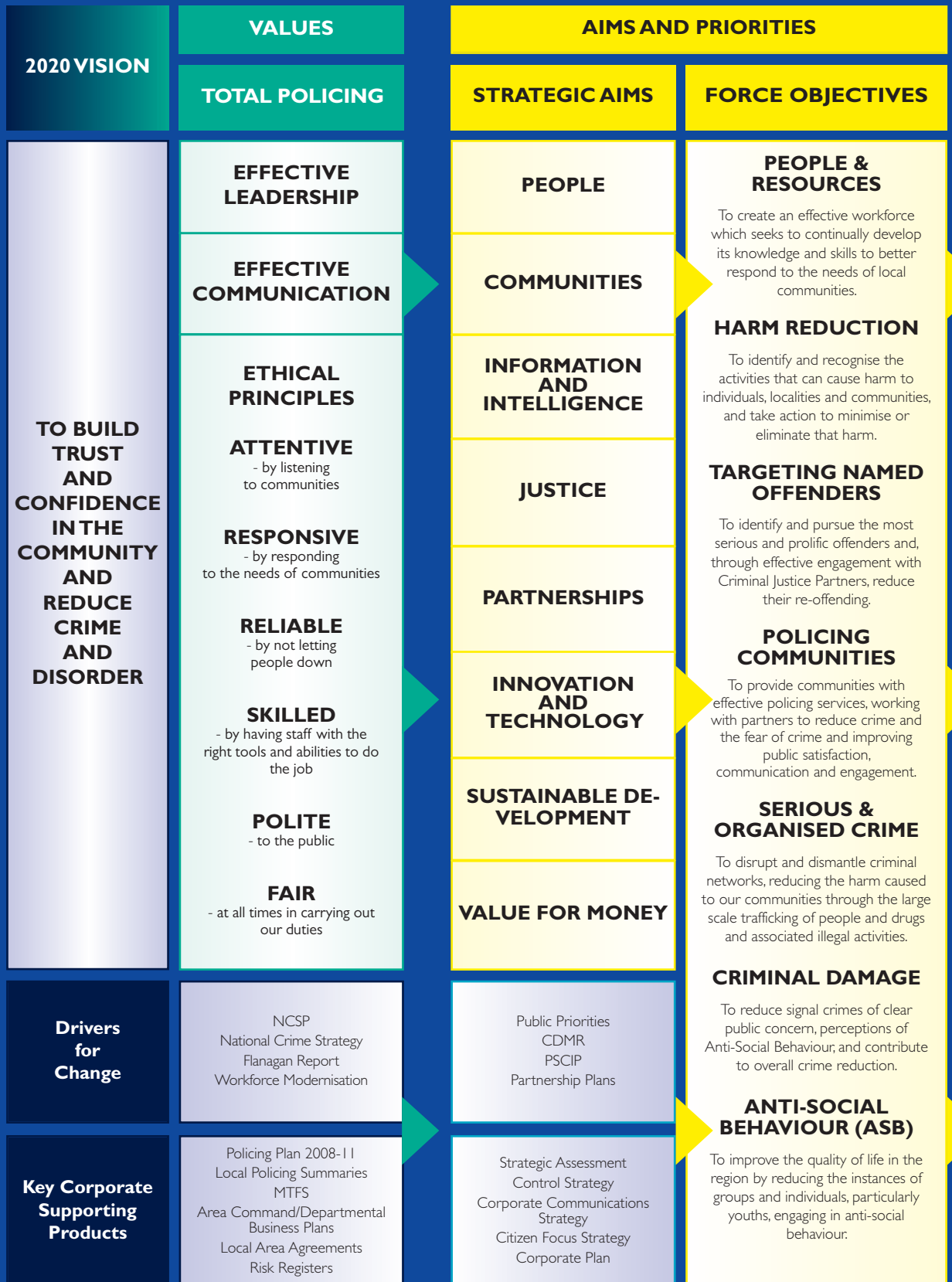
By integrating the principles of responsible environmental management and sustainable development into our strategic planning and day to day activities.

Value for money

By providing services that deliver maximum value for money to the public.

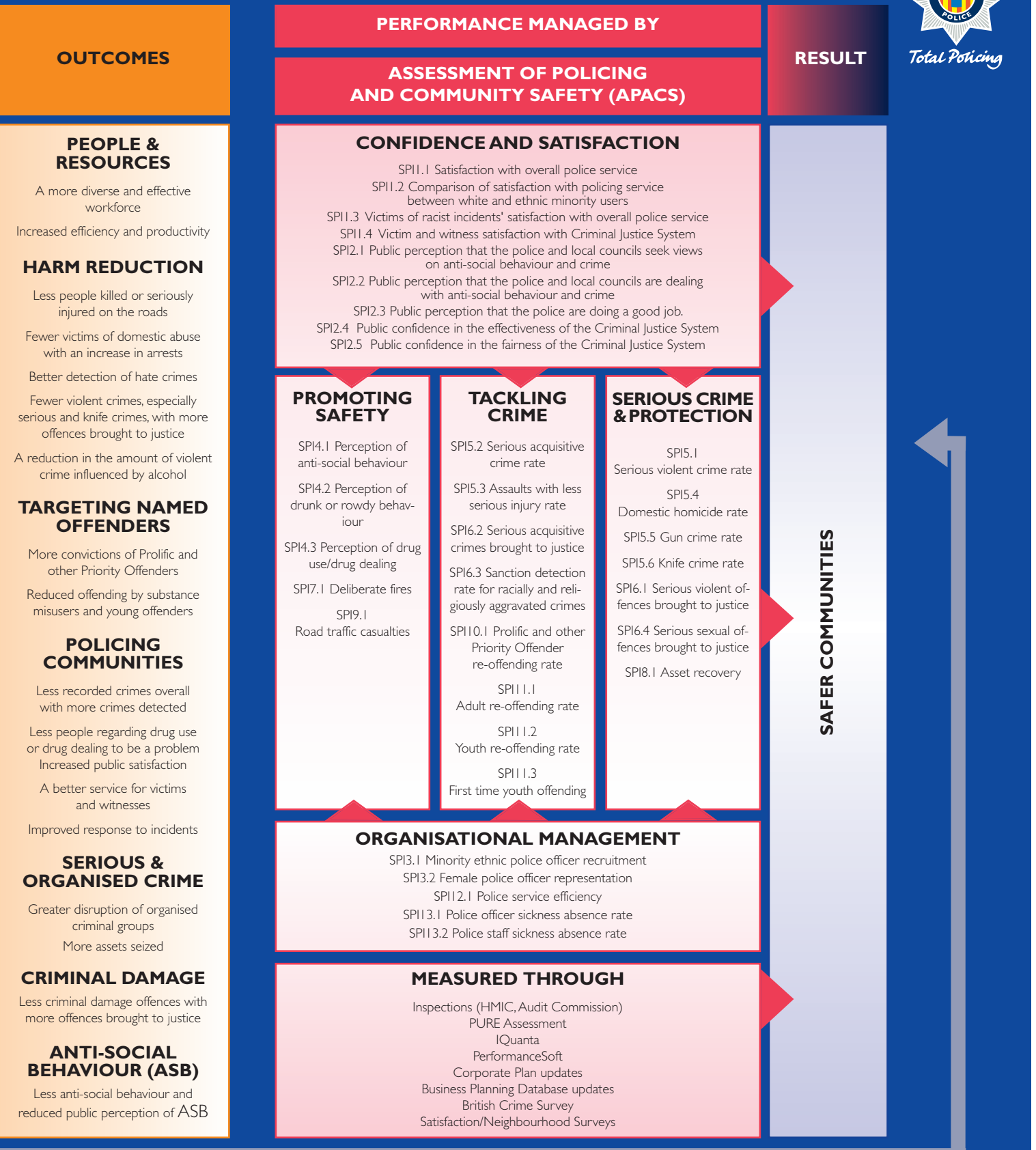


Northumbria Police Strategy





Strategic Management Framework



Setting Force Objectives

Our force objectives set out our goals. They are the key areas of crime and disorder we intend to address over 2008-11. The following sections explain how the objectives are determined and what they are. Section 4 shows how we will deliver and monitor our objectives over the next three years.

In setting the force objectives we have undertaken consultation with both the public and our partners. We have also considered a range of key policing documents including the National Crime Strategy 2008-11 and the National Community Safety Plan.

Our force objectives clearly reflect the priorities set by the Home Secretary for the police service but it is by talking to and listening to the people of Northumberland and Tyne and Wear that Northumbria Police Force and Authority can focus on their needs and priorities.

We use a variety of different methods to seek these views:

Quality of Service Surveys

A select number of people who have reported a crime or incident to the police are contacted and asked about the service they received from the force, in relation to:

- how easy it was to contact the police;
- what action was taken;
- if and how they were kept informed of progress;
- treatment by police officers and staff; and
- overall feelings of the service provided.

This information is used to develop and improve services to local people. Details of how satisfied respondents were in 2007-08 can be found in Appendix I. Future targets for satisfaction can be found on pages 37-38.

Residents' Survey

In November 2006, Northumbria Police conducted a postal survey to determine issues at local level providing more local information to support delivery of Neighbourhood Policing. The survey was issued to 32,400 residents of which 17,000 responses (53%) were received across the force area. The survey revealed that public priority issues are shared with our partners (such as local authorities) rather than specific issues for policing.

The survey clearly identified the top public priority as teenagers hanging around on the street.

The next two priorities are:

- rubbish or litter lying around;
- vandalism, graffiti and other deliberate damage to property or vehicles.

Other concerns included:

- people using or dealing drugs;
- burglaries;
- people being drunk or rowdy in public places; and
- car crime and other motoring offences.

Dealing with anti-social behaviour, criminal damage and reducing the harm caused by drugs, alcohol and motoring offences are all reflected in our force objectives for 2008-11. Further details of how we will tackle these issues can be found in section 4.

This information confirms the need for us to continue to work very closely with partners to tackle the issues that are important to our communities.

Police and Community Forums

Police and Community Forums are public meetings arranged by the authority. They bring members of the public face to face with the police officers, allowing the community to have their say on the effectiveness of the service we provide. The meetings are widely publicised and have no formal membership.

The forums are held on a monthly basis in community venues within each area command and are chaired by a member of the police authority. Comments and information gathered at the forums are used to inform local police action.

Below is a list of the top seven issues raised at Police and Community Forums across Northumberland and Tyne and Wear. They reflect the issues raised in the Residents' Survey and demonstrate the wide range of concerns which we are working with partners to address.

The most common issues raised are:

1. Parking
2. Speeding
3. Underage Drinking
4. Anti-Social Behaviour
5. Youths hanging around
6. Graffiti and Vandalism
7. Lack of youth facilities

Other issues such as drugs and theft are also highlighted during the forums.

Partnership Working

Northumbria Police works in partnership with every local authority in the force area - alongside other key organisations such as the Fire and Rescue Service and Local Health Authority - to reduce crime and disorder. Working with partners enables the force to deal with a range of quality of life issues much more effectively, as reflected in our policing priorities.

Examples of some of the joint work we do include:

Youth issues

We work in partnership with the youth service and other third sector organisations to reduce anti-social behaviour, engaging vulnerable young people in positive activities whilst also educating them about the consequences of their actions.

Schools

We work in schools to break down the barriers between young people and the police, providing information to pupils around a range of issues such as drug abuse and the consequences of crime and anti-social behaviour.

Licensing issues

We work with Trading Standards officers to crack down on pubs and off licences which contribute to the anti-social behaviour within our neighbourhoods.

Graffiti and vandalism

We work with the local authority to ensure graffiti is removed and criminal damage repaired. We also work with the city planners to identify other community safety issues, such as poor street lighting and unsuitable road layouts.

Tenancy enforcement

We work with housing officers from the local authority to impose housing conditions on those tenants whose behaviour causes the greatest concern to the community.

Parking control and enforcement

We work with the local authority to effectively deploy parking attendants to reduce incidents of illegal and dangerous parking.

Strategic Assessment

Public opinion, national priorities, force performance and information on crimes and future trends are reviewed together as part of a strategic assessment report, which identifies priority areas for Northumbria Police and the Authority. The findings of the 2007 Strategic Assessment (completed in November) contributed directly to the development of the force objectives and actions contained within this Policing Plan.

3 ● *Improving our Services*



We aim to provide the public with high quality, accessible services as part of the delivery of the 2020 Vision and the Total Policing approach to tackling crime and disorder. The following sections describe some of the most important services being improved.

Protective Services

The phrase 'protective services' is used by the police service to collectively describe services dealing with:

- Civil Contingencies
- Counter Terrorism
- Domestic Extremism
- Critical Incidents
- Firearms
- Major Incidents
- Serious and Organised Crime
- Protecting Vulnerable People
- Public Order
- Roads Policing

Risks to communities can change at any time, we need to regularly review our protective services to make sure that plans and actions are appropriate. To assist with this, the Association of Chief Police Officers (ACPO) has created a series of minimum standards covering each of the protective service areas.

The Home Office requires forces to review their current services against the minimum standards and to develop an improvement plan to meet them by January 2009 for high priority areas and April 2011 for the remainder.

The Government has indicated that Counter Terrorism, Serious and Organised Crime, Major Crime and Protection of Vulnerable People are the threats that present the greatest harms, and on which it is anticipated forces and authorities should focus first.

The Northumbria Police Protective Services Capability Improvement Plan (PSCIP)

Northumbria Police formed an 'expert group' to review its current services against the ACPO minimum standards. The findings of the review are presented below for each protective service area. The PSCIP can be found in Appendix 2.

Civil Contingencies

The force's Civil Contingency Planning reflects National Emergency Guidance published by ACPO and other emergency planners, which ensures that there are standardised command and response structures in place to deal with major incidents. All plans are continually reviewed and assessed to ensure that they are fit to deal with any threats posed to major events or prominent buildings.

Northumbria Police has a Business Continuity Plan which ensures that in the event of a major incident, we can continue to deliver an effective policing service to the public.

The force is represented at various Local Resilience Forums and subgroups to improve the co-ordination and planning of the police response to large scale events and major incidents. The force also works with a range of partners to gauge and monitor public reaction to major incidents to make best use of resources and provide an effective service.

The force is currently reviewing its capability to respond to major incidents. We are increasing the level of training we provide and the number of officers allocated to response teams. This ensures that the force meets national criteria and is able to provide assistance to other forces. We are also working with neighbouring forces to examine the use of their facilities to improve the level of training we provide.

A gap analysis has been conducted against the ACPO minimum threshold standards and two items have been identified as requiring further improvement from a list of 51.

Counter Terrorism

Terrorism presents a significant threat to communities within the force area and has a negative effect on public confidence. As a result it features highly on the force's Strategic Assessment and Control Strategy.

To tackle the threat, the force has recently expanded its Counter Terrorism function. This deals with the collation and analysis of information and intelligence relating the risk posed by terrorism both locally and nationally.

We are working with partners to ensure that we are constantly aware of the national picture in relation to terrorist activity. We are also working with local partners, including community and local Crime and Disorder Reduction Partnerships (CDRPs), to monitor Counter Terrorist issues and to assist in the production of assessment and planning documentation.

Northumbria Police has a range of plans in place to help the force and its communities deal with potential terrorist attacks, these are the:

- Business Continuity Plan;
- Major Disaster Recovery Plan;
- Counter Terrorism Plan; and
- Terrorist Related Suspicious Person Protocol.

A gap analysis has been conducted against minimum threshold standards set by ACPO in relation to counter terrorism. No areas have been identified as requiring further improvement from a list of 32.

Domestic Extremism

Domestic Extremism, like terrorism presents a significant risk to the economy and quality of life within our region. As a result it also features highly on the force's Strategic Assessment and Control Strategy.

The force has a strategy to deal with the problems of counter terrorism and domestic extremism, recognising that our efforts are driven by the flow of intelligence, both nationally and locally.

Neighbourhood Policing Teams provide a means of detecting extremism within our communities, also helping to educate those at risk of embracing extremist views. All other operational staff have been made aware of their roles and responsibilities in relation to national counter terrorism and domestic extremism measures and how they support the national strategy.

The force is working with partners from a range of backgrounds to tackle domestic extremism, including community leaders, who can assist the force in identifying those at risk of adopting extremist views or committing criminal acts.

A gap analysis has been conducted against minimum threshold standards set by ACPO in relation to domestic extremism, for the two areas that have been identified as requiring further improvement from a list of 27.

Critical Incidents

In dealing with critical incidents such as serious assaults, vulnerable missing people and community tension, the force has implemented a number of responses to deliver successful outcomes.

Northumbria Police has attained full compliance with respect to implementing the National Intelligence Model (NIM) and we are implementing national guidance concerning the Management of Police Information (MOPI). The force is able to share information with partner agencies through a formal structure, which is overseen by force data protection advisors.

The force uses a tasking and intelligence framework to continually monitor potential threats to both the public and itself, to ensure that it is able to collect information and intelligence to make informed decisions to stop criminal activity and manage critical incidents.

Each area command and department has a plan to deal with critical incidents that is made available to all staff to ensure efficiency in the event of a critical incident.

The force has a rigorous testing regime for all emergency planning, which involves partner agencies, and is continually reviewing policies in relation to best practice and actual events.

We also monitor our performance in relation to public satisfaction by continually collecting public feedback from a host of survey and consultation tools. This information then informs future decision making and priority setting as well as presenting statistics back to the Home Office.

A gap analysis has been conducted against minimum threshold standards set by ACPO in relation to Critical Incidents, for the four areas that have been identified as requiring further improvement from a list of 38.

Firearms

The criminal use of firearms causes a great deal of concern to the public and the police, which is why the force conducts annual intelligence-based threat and risk assessment, to ensure that all information and intelligence is used to direct activity.

The force ensures that it is able to act upon firearms related intelligence by having the correct number of appropriately trained staff on duty to provide a measured response in the event of a firearms incident. In addition, every firearms officer is continually trained and accredited to national standards to ensure that firearms tactics are delivered effectively and efficiently.

Northumbria Police is continually examining the following areas in relation to the police use of firearms:

- Succession Planning – ensuring the skill profile remains at present levels.
- Structural Review – restructuring our firearms teams has provided greater resilience within the force.
- Equipment – ensuring that the force uses the most up to date equipment to guarantee effectiveness and safety for all staff within the department.
- Development of new skills – employ new skill and techniques to ensure efficiency and effectiveness.
- Systems – continual review of national standards and tactics to remedy identified operational threats through enhanced training delivery.

Northumbria works with Durham and Cleveland police to provide mutual aid in the event of exceptional incidents. These arrangements also extend to partner agencies that rely on our firearms response within neighbouring police force areas.

A gap analysis has been conducted against minimum threshold standards set by ACPO in relation to firearms, for the four areas that have been identified as requiring further improvements from a list of 21.

Major crime – Homicide

Northumbria Police has reviewed its capability in this area and has developed Major Incident Teams to deal more effectively with these crimes.

In addition, the force has comprehensive intelligence systems and structures in place, which are used to drive the operational activity of officers and staff.

We also work with partners such as the Serious and Organised Crime Agency (SOCA) and neighbouring police forces to ensure that information and intelligence relating to major criminality is shared with those organisations best able to deal with it.

Through this use of intelligence systems we are able to better assess the impact that major crime or critical incidents can have on a community.

A gap analysis has been conducted against minimum threshold standards set by ACPO in relation to major crime. Three areas have been identified as requiring further improvements from a list of 12.

Protecting Vulnerable People

Northumbria Police has made improvements in the way in which it investigates:

- missing persons;
- domestic abuse;
- child abuse; and
- sexual and violent offenders.

The force has a positive partnership approach in delivering policing services in these four areas. Some of the agencies the force is currently working with include Local Authorities, Children and Adult Services, Wearside Women in Need and the Health Authority.

Appropriate training is given to all front line staff and supervisors in relation to missing persons and domestic abuse. The force is increasing the amount of training provided to officers and staff working in areas of domestic abuse and child abuse.

A gap analysis has been conducted against minimum threshold standards set by ACPO in relation to the protection of vulnerable people. eleven areas have been identified as requiring further improvements from a list of 88.

Public Order

The force has a duty to maintain law and order within communities and ensure that those individuals who cause significant harm in the region are brought to justice.

Northumbria Police holds regular strategic meetings to discuss and action intelligence relating to community tension in our area and that of neighbouring force areas. These meetings give us the capability to prioritise resources throughout our region to prepare it for dealing with potential disorder.

We have a dedicated Tactical Analysis Unit which manages resources to meet the demands of the public order function and captures all intelligence from operations and major crime enquiries across the force.

We also work in partnership with a number of local safety advisory groups around the region to manage events such as football matches, the Great North Run and the Tall Ships Race.

Northumbria Police has increased the number of officers who are trained to deal with disorder and major incidents. These officers are trained in line with national procedures and guidance to effectively manage and resolve public order scenarios.

A gap analysis has been conducted against minimum threshold standards set by ACPO in relation to dealing with public order. Five areas have been identified as requiring further improvements from a list of 24.

Roads Policing

Northumbria Police has a comprehensive three year road policing plan which is divided into five priority areas:

- Denying criminals use of the roads by enforcing the law.
- Reducing road casualties.
- Tackling the threat of terrorism.
- Reducing anti-social use of the roads.
- Enhancing public confidence and reassurance by patrolling the roads.

Each area command has a road policing plan which mirrors the force's, whilst reflecting local needs.

Several schemes to improve road safety and the number of crimes detected have been introduced. These include Automatic Number Plate Recognition and safety cameras.

The force has effective links to the National Roads Policing Intelligence Forum (NRPIF) and has numerous ways of ensuring best practice is circulated and used. The force also works in partnership and shares information with many local and national agencies.

In addition, the force has introduced an investigation unit dedicated to supporting specialist investigation of serious and fatal Road Traffic Collisions (RTCs).

Considering ACPO standards, three areas have been identified for improvement from the 26 minimum threshold standards set for Roads Policing.

Serious and Organised Crime

Northumbria Police has dedicated staff providing effective investigation of serious and organised crime. In 2007 alone, several operations were successfully concluded and the force is highly regarded at national level for its work in areas including witness care and hostage negotiations.

All serious and organised crime investigations are managed in a structured and orderly manner with robust audit systems and strict policies.

Northumbria Police recognises the importance of assessing the impact that such investigations and operations can have on local communities. The Force Business Continuity Plan addresses the risk of disruption to normal day to day business, to ensure that the local police service is not affected.

In addition, the force has developed well established intelligence sharing processes throughout the region and is also developing its databases to include all children of concern, victims of domestic abuse and missing persons.

We continue to form effective partnerships and joint working arrangements with a range of agencies, as well as with other police forces, to effectively tackle serious and organised crime.

We have carried out a gap analysis of our protective services capability against the minimum threshold standards set by ACPO. There are 13 identified areas for improvement from the 32 minimum threshold standards set for serious and organised crime.

Managing the Plan

The Protective Services Capability Improvement Plan (PSCIP) and its associated actions and areas for improvement will be added to area command and department business plans. Progress will be monitored through the Northumbria Police Corporate Plan 2008-11, linked to force objectives for that period.

Working in Collaboration with Other Police Forces

There are times when policing activities can be better provided by more than one force in a region, working in partnership. This collaboration between a group of forces allows each to be more efficient and provide a more effective solution. In each instance, the force with the strongest capacity and expertise will act as lead and provide a particular service to the rest of the group. This way of working encourages productive, long lasting professional relationships between forces, helping to save time and resources and providing better protective service provision at a regional level which offers you greater protection and more reassurance.

A project team was formed in July 2007 between Northumbria, Cleveland, Durham and Cumbria forces to take this collaboration forward for our region. The capability of each force was considered for a range of activities as well as looking at areas that would be better approached through other forms of partnership working. The team has reviewed every function within the group and also shared best practice with other forces throughout the country to help decide which business areas could be shared. It has identified and prepared initial business case proposals in relation to the provision of:

- recruitment of police officers and community support officers;
- driver training; and
- public order training.

Northumbria Police is exploring options for the provision of a recruitment service between the forces and further consideration and consultation is being carried out with experts and police authorities to decide which other areas of service can be approached through collaboration. A detailed business case will then be prepared to ensure collaboration provides clear business benefits. These cases will explain how the service area will be managed by the force acting as lead.

Improving Accessibility

We are constantly striving to make the force more accessible. We abide by strict policies and procedures regarding contact with the public and other agencies via telephone and 'e' channel communications, focusing on customer needs and expectations.

When handling public requests for service or advice, Northumbria Police will deal with all calls promptly and in accordance with National Call Handling Standards by:

- giving priority to genuine emergency calls and processing them in line with best practice;
- processing less urgent calls in a consistent and appropriate manner; and
- operating a Single Call Resolution model through which we aim to resolve calls at the first point of contact, within a single call.

To support the single call resolution model we operate a Contact Management Unit (CMU) to handle non-emergency or non-incident-related enquiries to the force. The unit provides advice and guidance on a wide variety of issues such as Neighbourhood Policing and access to other policing services. The CMU also manages calls to staff who are unavailable or off duty and uses a Diary Appointments Procedure. This allows members of the public contacting Northumbria Police to arrange a specific time for an officer to visit or for the caller to visit them.

Making it Easier to Contact Us

When our non emergency number 08456 043 043 was launched in 2007 it was intended to allow calls to the police at a local call rate. The increase in mobile phone and land line deals enabling people to make cheaper or free local calls can exclude 0845 numbers, making them more expensive to use. With this in mind, the force is now promoting an amended non emergency number, 03456 043 043. The number operates just as before but it means that callers using these deals will be able to make calls to Northumbria Police at a reduced charge or completely free.

Full details of how to contact us can be found on the back cover.

Communication and Citizen Focus

Effective communication underpins the Northumbria Police 2020 Vision, 'To build trust and confidence in the community and reduce crime and disorder'. It is a key part of Total Policing and supports the delivery of effective, efficient and professional policing services that engage and involve communities.

Successful community engagement, public understanding, local accountability and the use of feedback to inform decision making are what lie at the heart of citizen focused policing. This cannot be achieved without planned, well executed and evaluated communications. This contributes to increasing public confidence and addressing negative perceptions.

To ensure that the force and its employees clearly support citizen focused policing they have developed a Corporate Communications Strategy. The strategy provides five clear objectives. Northumbria Police will:

- build and maintain strong and effective communication mechanisms with all employees and internal stakeholders;
- develop effective systems to communicate with all sections of the community, partners, stakeholders and hard to reach groups;
- work in partnership with the media in order to communicate accurate and timely information to the community in our effort to reduce crime and disorder and to build trust and confidence;
- develop a range of communications mechanisms to ensure corporate messages are consistently communicated in a professional way to all audiences; and
- actively manage its corporate identity to ensure all corporate information is consistent and accessible to all audiences.

The force is also about to agree a Citizen Focus Strategy which will ensure it provides a policing service that secures and maintains high levels of satisfaction and confidence. This will be achieved through the consistent delivery of high quality policing which meets the needs of individuals and communities and provides a service that people value.

Both strategies demonstrate that Northumbria Police Force and Authority are committed to delivering citizen focused policing services, which allow the public to have a say in the shaping of policing. This will result in higher levels of satisfaction and confidence which will in turn lead to increased engagement and response from the public. Ultimately we aim to create a greater willingness from the public to report crime and disorder, which will result in an increase in the quantity and quality of intelligence, more witnesses and more active citizenship.

4 • Delivering Force Objectives 2008-11



To deliver the 2020 Vision, Northumbria Police is committed to achieving the following objectives over the period 2008-11:

People and Resources

To create an effective workforce which seeks to continually develop its knowledge and skills to better respond to the needs of local communities.

Harm Reduction

To identify and recognise the activities that can cause harm to individuals, localities and communities, and take action to minimise or eliminate that harm.

Targeting Named Offenders

To identify and pursue the most serious and prolific offenders and, through effective engagement with Criminal Justice Partners, reduce their re-offending.

Policing Communities

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.

Serious and Organised Crime

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.

Criminal Damage

To reduce signal crimes of clear public concern, perceptions of Anti-Social Behaviour, and contribute to overall crime reduction.

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.

In order to ensure the effective delivery of each of the force objectives a series of supporting actions have been defined which the force will manage through individual Business Plans covering each area command and department. The following sections highlight the agreed force actions against each objective along with the desired outcomes, measures of performance and targets for 2008-11 (where available).

The four types of performance indicator - all of which carry a number of targets:

- Statutory Performance Indicators (SPIs) - used as the key measures of performance.
- Key Diagnostic Indicators (KDIs) - providing additional information to support the Statutory Performance Indicators.
- Local Management Indicators (LMIs) - chosen by the force to monitor performance against Force Objectives.
- Local Performance Indicators (LPIs) - specific LMIs put forward for assessment as part of the national performance framework.

Details of past performance can be found in Appendix I. The Government has introduced a new performance framework for 2008 which means that individual indicators may not carry over from 2007 to this period.



People and Resources

To create an effective workforce which seeks to continually develop its knowledge and skills to better respond to the needs of local communities.

This objective is about helping our staff realise and meet their full potential and allowing them to continually strengthen and improve the delivery of policing services to the people of Northumberland and Tyne and Wear.

Our overall aim is to deliver a policing service that is second to none. We intend to achieve this by ensuring that we employ and train a diverse, skilled and healthy workforce, which is able to respond to the unique challenges of policing.

We are already delivering key reforms in this area. An example of this is the Workforce Modernisation Pilot - taking place in Sunderland - which makes greater use of police staff to allow us to put our police officers to work in areas where they are needed most to address criminal behaviour and neighbourhood concerns.

The force and authority are committed to delivering equality within both the workplace and its communities. We are developing a Single Equality Scheme, which combines all our existing equality frameworks. We are also making all possible adjustments to provide more opportunities for people with disabilities to join the organisation.

We will empower all our staff by providing them with more learning opportunities. As a result they will be better able to deliver force objectives.

In addition to this we will also:

- produce a costed training plan every year to define training delivery;
- develop continuous recruitment of police officers;
- develop and implement of software to improve efficiency in this area;
- create defined career paths for our community support officers;
- review our attendance management framework to improve its effectiveness; and
- carefully plan and co-ordinate our workforce.

DELIVERING FORCE OBJECTIVES 2008-11

Force Actions to deliver the People and Resources objective
Continue to improve the standard of service we deliver to the public by maximising the use of resources and reducing sickness absence.
Recruit and retain a diverse workforce that represents the community we police.
Continue to train and develop leaders in order to deliver improved performance and high quality services to our communities.
Deliver efficient and effective training to the workforce to ensure that they have the knowledge and skills to deliver high quality services and to ensure our ethical principles are reflected in the service we provide to communities.
Create an effective strategic human resource function that supports front-line policing and all aspects of service delivery.
Provide value for money by ensuring that processes and systems are effective and efficient.

We will monitor our performance against this objective through the following indicators:

	Indicator	Performance 2007/08	Targets				
			2007/08	Status	2008/09	2009/10	2010/11
SPI 3.1 (PPAF SPI 3e)	Percentage of police officer recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	2.5%	2.4%	G	3.3%	3.4%	3.5%
SPI 3.2 (PPAF SPI 3g)	Percentage of female police officers compared to the overall force strength	22.5%	22.0%	G	24.0%	24.5%	25.0%
SPI 13.1 (PPAF SPI 13a)	Percentage of working hours lost due to sickness for police officers	4.3%	3.8%	R	4.1%	3.8%	3.5%
SPI 13.2 (PPAF SPI 13b)	Percentage of working hours lost due to sickness for police staff	4.1%	4.2%	G	4.0%	3.8%	3.5%
SPI 12.1	Delivery of net cashable, efficiency and productivity gains	New Indicator			9.3%		
LMI	Percentage of minority ethnic officers in the force	1.4%	1.5%	R	1.45%	1.47%	1.50%
LMI	Percentage of new appointments to the police strength which is female	39.5%	40.0%	R	45.0%	47.0%	50.0%

We intend to secure the following key outcomes:

- a more diverse and effective workforce; and
- increased efficiency and productivity.



Harm Reduction

To identify and recognise the activities that can cause harm to individuals, localities and communities, and take action to minimise or eliminate that harm.

This objective is about working in partnership to minimise the harm caused to communities by offenders – in particular serious or repeat offenders - who damage the quality of life for others.

We will use a range of interventions with serious offenders to reduce the likelihood of these individuals re-offending.

We will work to bring more offences to justice and to reduce the effects that the supply and use of Class A drugs has on our communities, through joint identification and enforcement campaigns.

The force is currently working with partners to deliver Multi-Agency Public Protection Arrangements (MAPPA), which monitor and manage those offending individuals who cause, or have the potential to cause, the greatest harm to their communities. This harm can be through domestic abuse or other forms of serious violence and sexual offending. We are also providing greater protection to vulnerable people; or groups who face repeat victimisation.

We are working with partners in Drug Intervention Programmes (DIP), as well as other Priority and Prolific Offender schemes to reduce acquisitive crime - such as theft - motivated by drug addiction.

We are also working with partners to reduce offences involving the use of weapons and the impact that such incidents can have on communities.

With our partners we are working to protect our neighbourhoods from alcohol-fuelled violence and disorder, reducing the impact that the night time economy can have on our neighbourhoods. We are working in schools to challenge the attitudes of our young people towards alcohol and actively targeting those who support or encourage anti-social behaviour through its supply.

Through the delivery of our Roads Policing Plan and the use of a joint approach with partners we are continuing to reduce casualties on our roads. We are focusing our activity on accident “hot spots” and, through education and enforcement are increasing and promoting road safety throughout the Northumberland and Tyne and Wear. Through the use of new technology and intelligence, we will also work to deny the use of our roads to those who use them to conduct criminal activity.

DELIVERING FORCE OBJECTIVES 2008-11

Force Actions to deliver the Harm Reduction objective
Make the region's roads safer by providing visible patrols and working with partner agencies to reduce road casualties and the anti-social use of the roads.
Deny criminals the use of the roads through intelligence and prosecuting offenders, providing support and protection to victims and by working in partnership with relevant agencies to prevent repeat victimisation.
Through the effective use of intelligence led policing, identify, target and bring to justice those individuals who, through crime and disorder, cause the most harm to our communities.
Reduce the criminal use of weapons such as knives and firearms by conducting preventative and proactive enforcement operations.
Improve public safety by working collaboratively under the Multi-Agency Public Protection Arrangements (MAPPA) to better identify and manage those people within our communities who are at risk of offending.
Proactively tackle drunkenness, anti-social behaviour and other problems associated with the night-time economy through the use of police and partnership operations.
Develop our capability and capacity in delivering protective services by assessing our current position, and based on the findings, producing a Protective Services Improvement Plan.

We will monitor our performance against this objective through the following indicators:

	Indicator	Performance 2007/08	Targets				
			2007/08	Status	2008/09	2009/10	2010/11
SPI 9.1 (i)	Number of people killed or seriously injured in road traffic collisions	552 (Apr - Feb 07/08)	New Indicator		To reduce by 3.0%	To reduce by 3.0%	To reduce by 3.0%
SPI 9.1 (ii)	Number of people killed or seriously injured in road traffic collisions per 100 million kilometres travelled	5.6 (Apr - Feb 07/08)	To reduce by 3.8%	A	To reduce by 3.0%	To reduce by 3.0%	To reduce by 3.0%
SPI 5.3	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	New Indicator			See LMI	To reduce by 3.0%	To reduce by 3.0%
SPI 6.3	Sanction detection rate for racially and religiously aggravated crimes	51.9%	New Indicator		To increase by 0.5%	To be replaced by SD rate for crimes flagged as 'hate crimes'	
SPI 5.1	Number of most serious violent crimes per 1,000 population	New Indicator			See LMI	To reduce by 3.0%	To reduce by 3.0%
SPI 5.6	Number of serious violent knife crime offences per 1,000 population	New Indicator					
SPI 5.4	Number of domestic homicide offences per 1,000 population	New Indicator					
SPI 6.1	Percentage of most serious violent offences brought to justice	New Indicator					
SPI 6.4	Percentage of serious sexual offences brought to justice	New Indicator					

DELIVERING FORCE OBJECTIVES 2008-11

	Indicator	Performance 2007/08	Targets				
			2007/08	Status	2008/09	2009/10	2010/11
LMI	Proportion of domestic violence (DV) related incidents that result in an arrest	34.0%	Monitoring Indicator	NA	Monitoring Indicator		
LMI	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	New Indicator					
LMI	Re-offending rate of Multi-Agency Public Protection Arrangements (MAPPA) Category 1 Offenders (Registered Sexual Offenders - RSOs) who are being managed at Level 2 and 3	New Indicator					
LMI	Other wounding offences/1,000 population	7.6	To reduce by 3.0%	G	To reduce by 3.0%	To be replaced by SPI 5.3	
LMI	Most serious violence against the person offences/1,000 population	0.27	Revised indicator	NA	To reduce by 3.0%	To be replaced by SPI 5.1	
LMI	Percentage of road traffic collisions involving death or personal injury in which at least one driver tested positive for alcohol or drugs	2.9% (Apr - Feb 07/08)	Reduce	G	Reduce	Reduce	Reduce
LMI	Number of road traffic collisions involving death or serious injury to pedestrians	177 (Apr - Feb 07/08)	Reduce	R	Reduce	Reduce	Reduce
LMI (PPAF-SPI 3d)	Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim: Minority ethnic persons	52.0%	To reduce the gap by 2.0%	G	To reduce the gap by 2.0%	To reduce the gap by 2.0%	To reduce the gap by 2.0%
LMI (PPAF-SPI 3d)	Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim: White persons	59.5%					
LMI (PPAF-SPI 5b)	Violent crimes per 1,000 population (excluding Harassment FPN's)	14.8	To reduce by 3.0%	G	To reduce by 3.0%	To reduce by 3.0%	To reduce by 3.0%
LMI	Percentage of all violent crime influenced by alcohol	New Indicator					
LMI	Percentage of racist incidents finalised	88.9%	To increase by 1.0%	G	To increase by 1.0%	To increase by 1.0%	To increase by 1.0%
LMI	Of the racist incidents finalised, the percentage concluded with a positive result	60.2%	To increase by 1.0%	G	To increase by 1.0%	To increase by 1.0%	To increase by 1.0%
LMI	Percentage of victims of domestic abuse that suffer a further incident of domestic abuse within 12 months	Revised Indicator					

We intend to secure the following key outcomes:

- less people killed or seriously injured on the roads;
- fewer victims of domestic abuse with an increase in arrests;
- better detection of hate crimes;
- fewer violent crimes, especially serious and knife crimes, with more offences brought to justice; and
- a reduction in the amount of violent crime influenced by alcohol.



Targeting Named Offenders

To identify and pursue the most serious and prolific offenders and through effective engagement with Criminal Justice Partners, reduce their offending.

The targeting of named offenders is central to reducing the impact that a small group of individuals can have on the quality of life for residents in Northumberland and Tyne and Wear.

Our overall aim is to bring more offences to justice and reduce offending whilst ensuring that victims and witnesses are supported and treated with respect and confidentiality to promote confidence and increase public involvement within the Criminal Justice System.

The force is also continuing to develop an effective intelligence-led approach to identify and target offenders, through the use of the latest technology. This ensures that police resources are focused in the right way, upon the right people, to maximise the impact upon crime and disorder.

The force is using various measures to target named offenders including referral schemes such as the Drug Intervention Programme (DIP). This ensures that individuals involved in criminal activity because of a drug addiction, can turn to a structured and supportive form of rehabilitation.

In addition, the Prolific and other Priority Offender (PPO) programme works specifically to catch and convict offenders who cause a high or significant level of harm to their communities, and works with partners to re-integrate offenders back into the community.

A particular focus for the coming year, in our approach to anti-social behaviour will be to use education and intervention to ensure that younger members of the community are supported in making positive lifestyle decisions.

Force Actions to deliver the Targeting Named Offenders objective
Reduce crime and the fear of crime by working with partners, communities and the courts to identify and bring to justice those persistent and prolific offenders that commit the most crime and disorder within our communities.
Increase the satisfaction of victims and witnesses within the Criminal Justice System by working jointly with the Crown Prosecution Service (CPS) to implement the Code of Practice for Victims of Crime and the Witness Charter.
In partnership, deliver the 2008 Drugs Strategy to tackle persistent offending and the commission of acquisitive crime linked to the use and supply of controlled drugs.
Work with partners to maximise the crime prevention and reduction opportunities presented by the Drug Interventions Programme (DIP) and the Prolific and other Priority Offenders (PPO) initiative.

We will monitor our performance against this objective through the following indicators:

	Indicator	Performance 2007/08	Targets				
			2007/08	Status	2008/09	2009/10	2010/11
SPI 10.1	The change in connection for Prolific and other Priority Offenders (PPOs) over a 12 month period		New Indicator				
SPI 11.1	Rate of proven re-offending by adults under probation supervision		New Indicator				
SPI 11.2	Rate of proven re-offending by young offenders aged 10-17.		New Indicator				

We intend to secure the following key outcomes:

- more convictions of prolific and other priority offenders; and
- reduced offending by substance misusers and young offenders.



Policing Communities

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.

Effective Neighbourhood Policing gives long term and lasting solutions to the issues which have a negative effect on our communities.

Delivering this objective will mean we will be providing a Neighbourhood Policing service that is highly accessible and visible to the public. It will reduce crime and anti-social behaviour and improve the quality of life within our neighbourhoods. We will challenge the issues causing the most concern to provide safety and confidence within your neighbourhoods.

We are working with partners to help members of all communities bond and feel a sense of belonging. The force is prepared at all times in case Northumbria becomes the target of a terrorist attack or falls victim to a natural environmental emergency such as foot and mouth disease or extreme flooding.

The next year will see us working increasingly in partnership with other stakeholders, in order to consult with, and get involved with, our communities. This will allow local people a say in policy development and setting of priorities. This approach will help us to further understand the issues in the communities and allow us to tailor the way we deliver our service to increase your satisfaction.

Implementing our Code of Practice for Victims of Crime will make sure that victims of crime receive the best service, one that responds to their needs as well as meeting Government requirements. We will also focus on supporting witnesses throughout the crime investigation process and court proceedings.

Force Actions to deliver the Policing Communities objective
Reduce overall crime and increase detections in accordance with local and national priorities and targets.
Increase public confidence and satisfaction by providing citizen focused policing, ensuring that community feedback from our frontline staff and the public is routinely reflected in our decision making, policies and service delivery.
Protect our communities by working with key agencies to prepare for, and appropriately respond to, major incidents including natural disasters, outbreaks of disease, terrorist attacks, acts of domestic extremism and public order incidents.
Ensure that the public can fully engage with visible and accessible Neighbourhood Policing Teams that respond to local problems, delivering action and feedback on issues raised.
Work with and through communities to counter terrorism and domestic extremism by gathering intelligence to identify those committing or at risk of committing relevant offences.

We will monitor our performance against this objective through the following indicators:

	Indicator	Performance 2007/08	Targets				
			2007/08	Status	2008/09	2009/10	2010/11
SPI 4.3 (PPAF SPI 10c)	Percentage of people who perceive drug use or drug dealing to be a problem in their local area	26.6% (+/- 5.4%) (12 mths to Dec 07)	To reduce by 1.3%	G	To reduce by 1.0%	To reduce by 1.0%	To reduce by 1.0%
SPI 2.1	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					
SPI 2.2	People who agree that the police and local councils are dealing with anti-social behaviour and crimes that matter in their area	New Indicator					
SPI 2.3 (PPAF SPI 2a)	Percentage of the public who think the police in their area are doing a good job	57.7% (+/- 4.1%) (12 mths to Dec 07)	To increase by 0.5%	R	To improve by 0.3%	To improve by 0.3%	To improve by 0.3%
SPI 1.1 (PPAF SPI 1e)	Percentage of users who are satisfied with the overall service provided by the police	87.3% (+/- 1.1%) (Completely/Very/ Fairly satisfied)	To increase by 1.5%	G	To increase by 0.3%	To increase by 0.3%	To increase by 0.3%
SPI 1.2 (PPAF SPI 3b)	Comparison of satisfaction between White users and users from Minority Ethnic groups with the overall service provided by the police	3.8% (Completely/Very/ Fairly satisfied)	To reduce the gap by 1.1%	R	No Change	No Change	No Change
SPI 1.3 (PPAF SPI 3a)	Satisfaction of victims of racist incidents with the overall service provided by the police	82.6% (+/- 5.6%) (Completely/Very/ Fairly satisfied)	To increase by 0.4%	G	To increase by 0.3%	To increase by 0.3%	To increase by 0.3%

	Indicator	Performance 2007/08	Targets				
			2007/08	Status	2008/09	2009/10	2010/11
LMI	Victim satisfaction with the overall service provided by police in dealing with anti-social behaviour	77.5% (+/- 3.2%) (Completely/Very/Fairly satisfied)	New Indicator		To increase by 0.3%	To increase by 0.3%	To increase by 0.3%
LMI	Satisfaction gap between White and Black and Minority Ethnic victims when comparing victim satisfaction with the overall service provided by the police (ASB)	14.6%	New Indicator		Monitoring Indicator		
LMI	Percentage of people who 'agree that the police in your area understand the issues that affect this community?'	68.8% (+/- 3.3%) (12 mnths to Dec 07)	To increase by 1.0%	G	To improve by 0.3%	To improve by 0.3%	To improve by 0.3%
LMI (PPAF-SPI 4a)	Using the British Crime Survey the risk of personal crime	8.2% (+/- 2.4%) (12 mnths to Dec 07)	To reduce by 0.7%	R	To reduce by 1.1%	To reduce by 1.1%	To reduce by 1.1%
LMI (PPAF-SPI 4b)	Using the British Crime Survey the risk of household crime	19.4% (+/- 3.0%) (12 mnths to Dec 07)	To reduce by 0.3%	R	To reduce by 0.9%	To reduce by 0.9%	To reduce by 0.9%
LMI	Percentage of 999 calls answered within 10 seconds (including lost calls)	91.7%	90.0%	G	90.0%	90.0%	90.0%
LMI	(a) Percentage of non-emergency calls (including all lost calls) between 0800 and 0000, answered by the switchboard (telephony) within 30 seconds	85.8%	90.0%	R	90.0%	90.0%	90.0%
LMI	(b) Percentage of non-emergency calls (including all lost calls*) into NCC/SCC between 0000 and 0800 answered within 40 seconds	95.3%	90.0%	G	90.0%	90.0%	90.0%
LMI	Percentage of incidents subject to delays for a resource	New indicator			To improve		
LMI	Average duration of delays for a resource	New indicator			To improve		
LMI	Respond to percentage of incidents requiring immediate response within 10 minutes in an urban area	90.2%	95.0%	R	95.0%	95.0%	95.0%
LMI	Respond to percentage of incidents requiring immediate response within 20 minutes in a rural area	94.8%	95.0%	R	95.0%	95.0%	95.0%
LMI (PPAF-SPI 11a)	Frontline Policing	70.7% **	71.4%	A	Monitoring indicator		
LMI (PPAF-SPI 10a (i))	Using the British Crime Survey, the fear of crime: (i) Percentage with high levels of worry about burglary	10.2% (+/- 2.6%) (12 mnths to Dec 07)	To reduce by 0.3%	G	To reduce by 0.3%	To reduce by 0.3%	To reduce by 0.3%
LMI (PPAF-SPI 10a (ii))	(ii) Percentage with high levels of worry about car crime	12.1% (+/- 3.3%) (12 mnths to Dec 07)	To reduce by 0.3%	R	To reduce by 0.3%	To reduce by 0.3%	To reduce by 0.3%
LMI (PPAF-SPI 10a (iii))	(iii) Percentage with high levels of worry about violent crime	14.9% (+/- 3.8%) (12 mnths to Dec 07)	To reduce by 0.3%	G	To reduce by 0.3%	To reduce by 0.3%	To reduce by 0.3%
LMI (PPAF-SPI 7a)	Percentage of notifiable offences resulting in a sanction detection	38.4%	To increase by 0.5%	G	To increase by 0.5%	To increase by 0.5%	To increase by 0.5%
LMI	Total recorded crimes per 1,000 population	78.2	To reduce by 2.0%	G	To reduce by 2.0%	To reduce by 2.0%	To reduce by 2.0%

We intend to secure the following key outcomes:

- less recorded crimes overall with more crimes detected;
- less people regarding drug use or drug dealing to be a problem;
- increased public satisfaction;
- a better service for victims and witnesses; and
- improved response to incidents.



Serious and Organised Crime

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.

This objective is aimed at disrupting and dismantling criminal networks that work across more than one police force area and at sending a clear message to those intending to commit organised crime. Through prosecution we are damaging their activities and reputations and taking away anything that they have acquired through crime.

We are working with our partners to reduce the harm caused by the supply of Class A drugs and the influence that this can have on serious acquisitive crime. Through participating in targeted joint campaigns and intervention and rehabilitation work, we will reduce the demand for drugs, put suppliers out of business and reduce offending linked to addiction.

We are working with our partners such as Her Majesty's Revenue and Customs (HMRC) to disrupt the illegal trade of human beings and their exploitation.

We are targeting crime networks operating within our force area, collecting information and intelligence to assist us in the investigation of serious offending. The financial investigation and prosecution of serious criminal activities will set an example to others.

Also, our work with partners in addressing terrorist activities will help to reinforce feelings of security and confidence that exist within our communities.

We are making a sustained effort to address life threatening violence, where criminals use weapons to intimidate their victims. The force intends to reduce deaths and injury caused by organised criminal activity in our region.

Force Actions to deliver the Serious and Organised Crime objective
Target and prosecute those involved in serious and organised crime by maximising on all opportunities to gather and action intelligence.
Target police resources at those serious crimes that have the greatest effect on the quality of life of our communities, in order to achieve sustainable solutions.
Tackle the supply of controlled drugs by working with our communities and partner agencies to identify and prosecute those involved.
Disrupt and dismantle criminal networks by proactively identifying and tackling Organised Crime Groups, improving financial and fraud investigations and increasing the quantity of assets recovered.

We will monitor our performance against this objective through the following indicators:

	Indicator	Performance 2007/08	Targets				
			2007/08	Status	2008/09	2009/10	2010/11
SPI 5.5	Number of gun crimes per 1,000 population	0.075	New Indicator		To reduce by 2.0%	To reduce by 2.0%	To reduce by 2.0%
SPI 8.1	Value of confiscation orders per 1,000 population	£1,243.82	£1,761 per 1,000 population. (£2,459,990)	A	£1,878 (£2,626,000)		
	Value of cash forfeitures per 1,000 population				£415.04 (£580,000)		
KDI	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					

These indicators are currently subject to further national development.

We intend to secure the following key outcomes:

- greater disruption of organised criminal groups; and
- more assets seized.



Criminal Damage

To reduce signal crimes of clear public concern, perceptions of Anti-Social Behaviour, and contribute to overall crime reduction.

Criminal damage threatens the quality of life within our communities and has a physical impact on our neighbourhoods, leading to negative perceptions of a community and fear for safety experienced by both residents and visitors.

This objective intends to:

- reduce instances of damage;
- target those who persistently offend;
- increase respect for people and property; and
- improve how local people view their neighbourhood.

Our Neighbourhood Policing Teams are working with partners to address criminal damage. We are identifying and bringing to justice offenders who are responsible for causing graffiti, vandalism and arson within our communities. We are working with partners to use enforcement tactics such as anti-social behaviour orders and contracts, which are proven to limit or stop further offending behaviour.

In addition, we are working in schools to educate young people identified as potential offenders to encourage them to avoid a life of crime and disorder and so reduce future offending.

In supporting communities affected by repeated criminal damage we are bringing more offenders to justice and working with our partners to change perceptions and make positive environmental changes that will improve confidence within neighbourhoods.

The next year will see us targeting repeat offenders specifically, who are responsible for large volumes or more serious forms of criminal damage. We will also maintain our partnership approach around specific criminal damage, such as working with the Fire and Rescue Service to reduce incidents surrounding Bonfire Night.

Force Actions to deliver the Criminal Damage objective
Reduce criminal damage by targeting those offenders and offences that are of greatest concern to communities and which risk adversely affecting public confidence and community wellbeing.
Deter offenders from committing criminal damage by raising awareness of the consequences through targeted campaigns.
Reduce the opportunities for committing criminal damage, such as graffiti and abandoned vehicles, by working proactively with local authorities to develop effective neighbourhood strategies.

We will monitor our performance against this objective through the following indicators:

	Indicator	Performance 2007/08	Targets				
			2007/08	Status	2008/09	2009/10	2010/11
LPI	Criminal damage offences per 1,000 population	21.3	To reduce by 4.0%	G	To reduce by 4.0%	To reduce by 2.0%	To reduce by 2.0%
LMI	Sanction detection rate for criminal damage	19.4%	To increase by 1.0%	A	To increase by 0.5%	To increase by 0.5%	To increase by 0.5%

These indicators are currently subject to further national development.

We intend to secure the following key outcome:

- less criminal damage offences with more offences brought to justice.



Anti-Social Behaviour

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

Anti-social behaviour, in the form of teenagers hanging about the streets, has been identified as the top public priority in our Residents' Survey (see page 12).

This objective will see the force and its Neighbourhood Policing Teams working in partnership to reduce crime and anti-social behaviour and tackle the small proportion of young people who cause fear and harm in our community.

By using measures such as Anti-Social Behaviour Orders (ASBOs) and ASB Contracts we are reducing anti-social behaviour within your communities. In addition, we are running campaigns intended to confront anti-social behaviour, such as 'Enough is Enough' which target underage drinkers and outlets that fuel the problems by selling drink to under 18s.

We are ensuring that our Neighbourhood Policing Teams are deployed in areas of high demand through analysis of intelligence and information provided by the public. We are also using problem solving methods in partnership with agencies such as the local authorities to tackle anti-social behaviour and the environmental factors which contribute to it.

We are ensuring that you can easily access and contact our officers, providing communities with a direct point of contact with Neighbourhood Policing Teams.

We are educating those identified as being involved in anti-social behaviour, demonstrating the consequences of their actions, and the effect that they have on their own neighbourhoods.

These measures will help Northumbria Police to reduce overall offending and anti-social behaviour and will improve public confidence and satisfaction in the police.

Over the next 12 months we will target youths who are involved in anti-social behaviour and crime, and deter those who are vulnerable to peer pressure. We will also be developing a youth strategy to co-ordinate our work with that of partners across all areas of youth crime, both as victims and offenders.

Force Actions to deliver the Anti-Social Behaviour objective
Identify, target and prosecute those individuals and groups which cause the greatest concern to the public and which adversely affect the quality of life of our communities.
Reduce anti-social behaviour, particularly that which is alcohol-fuelled or committed by young people, by using all legislative powers at our disposal. This will include targeting licensed premises seen as contributing to the problem.
Work with partners and communities to challenge and reduce anti-social behaviour by jointly identifying and delivering long-term solutions to community problems.

We will monitor our performance against this objective through the following indicators:

	Indicator	Performance 2007/08	Targets				
			2007/08	Status	2008/09	2009/10	2010/11
SPI 4.1 (PPAF SPI 10b)	Percentage of people who perceive a high level of anti-social behaviour (ASB) in their local area	18.8% (+/- 4.0%) (12 mnths to Dec 07)	To reduce by 1.6%	A	To reduce by 1.5%	To reduce by 1.5%	To reduce by 1.5%
SPI 4.2	Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area	New Indicator					
LPI	ASB - Youth	62,818	To reduce by 4.0%	R	To reduce by 4.0%	To reduce by 2.0%	To reduce by 2.0%
LPI	ASB - Non-Youth	108,529	To reduce by 4.0%	G	To reduce by 4.0%	To reduce by 2.0%	To reduce by 2.0%
LMI	ASB Total	171,347	New Indicator		To reduce by 4.0%	To reduce by 2.0%	To reduce by 2.0%

These indicators are currently subject to further national development.

We intend to secure the following key outcome:

- less criminal damage offences with more offences brought to justice.

5 • *Managing our Activities*



Senior leaders within Northumbria Police are accountable for specific areas of this Policing Plan through ownership of each of the Strategic Aims. To support the Force Objectives and Aims further, specific force projects and local business plans are also owned and managed by heads of departments or area commands, as well as other senior managers.

Each of our area commands and departments is required to develop a three year business plan based on force objectives and the lists of force actions presented in section 4. The six area commands are expected to prioritise the actions according to public and partnership priorities as well as local performance.

Accountability is provided by a range of boards and committees covering specific areas of business such as Health and Safety or Diversity.

Monitoring Recommendations for Improvement

The force is regularly inspected by bodies such as the Audit Commission and Her Majesty's Inspectorate of Constabulary (HMIC). Each inspection recommends areas for improvement which are distributed to the relevant area commands and departments along with guidance on how the recommendations should be implemented and monitored.

Recent inspection activity includes:

HMIC Baseline Assessment 2006

Major challenges for the future were listed as:

- ensuring protective services are fit for purpose;
- further developing Neighbourhood Policing strategies together with continued integration of mixed economy policing teams (in which there are a variety of staff and officers with different levels of powers);
- effectively managing the workforce modernisation agenda; and
- continuing to develop effective services in light of decreasing financial support and funding.

HMIC Phase I Inspection 2007

The force was inspected on three key areas of policing during 2007: Neighbourhood Policing, Performance Management and Protecting Vulnerable People. From these inspections only one recommendation was made:

There is an opportunity to develop a community engagement strategy which ensures that:

- the public and our partners have a consistent opportunity to be involved in identifying neighbourhood priorities;
- our tactics for engaging and becoming involved with the community are tailored to manage their expectations; and
- we provide effective opportunities to give or receive feedback on our services.

Police Use of Resources (PURE) 2006-07

In an assessment of our use of resources, the Audit Commission report said that Northumbria Police performed strongly. Police forces and authorities are assessed in achieving value for money, effective financial management and good standards of governance and accountability.

HMIC Inspections

The force has recently been inspected in serious organised crime, major crime and citizen focused policing. The following inspections are scheduled to take place over 2008-09:

- strategic resource management
- critical incident management
- professional standards
- public order
- civil contingencies
- information management
- strategic roads policing
- leadership.

Managing Performance

To ensure our plans deliver what we want them to in a timely and efficient way, we have defined force objectives, force actions, key outcomes and targets in support of our 2020 Vision. This assists us in measuring and managing progress and achievements across all areas of business. Our objectives, actions and targets are fully described in section 4.

Working in Partnership

The force is working with a range of partners - predominantly Crime and Disorder Reduction Partnerships (CDRPs) - to make our communities safer under the umbrella of a Government target or Public Service Agreement (PSA).

PSAs set out the Government's objectives for public service delivery and explain how success will be measured. The PSAs for 2008-09 to 2010-11 demonstrate a much clearer level of partnership at national, regional and local levels. Success can only be achieved when Government departments and delivery agencies work closely together.

There is a single PSA for improving community safety - PSA 23 Making Communities Safer. It reflects the Government's vision that:

- building on the significant reductions in crime achieved over recent years, fewer people will be victims of crime, especially the most serious crimes – violent, drug and alcohol-related. The public will be protected from the most harmful offenders; and
- local agencies will be accountable and quick to respond to the needs and priorities of the local community, leading to increased public confidence.

There are also a number of other PSAs that contribute to delivering community safety, who support the delivery of the National Crime Strategy.

Local Partnerships

The Local Government and Public Involvement in Health Act 2007, describes a "Sustainable Community Strategy" (SCS) as a means of identifying and sharing local priorities. Sustainable Community Strategies are delivered through Local Area Agreements (LAAs) which set out the priorities for a local area agreed between central government, the local area (the Local Authority and Local Strategic Partnership) and other key partners. Each of our area commands are currently working with local partners to develop a SCS and LAA.

The local community safety priorities for inclusion in each LAA are as follows:

Sunderland	<ul style="list-style-type: none"> Anti-Social Behaviour Re-offending by young people Re-offending by Prolific and Priority Offenders Alcohol-related harm Drug-related offending Violent Crime
South Tyneside	<ul style="list-style-type: none"> Anti-Social Behaviour Re-offending by Prolific and Priority Offenders Substance misuse by young people Violent Crime Repeat victims of domestic violence Youth offending
Gateshead	<ul style="list-style-type: none"> Anti-Social Behaviour Re-offending by Prolific and Priority Offenders Drug-related offending Violent Crime Criminal damage

North Tyneside	<ul style="list-style-type: none"> Anti-Social Behaviour Re-offending by young offenders Alcohol-related harm Drug-related offending Violent Crime Domestic violence Volume crime (including burglary and vehicle crime) Community engagement
Newcastle	<ul style="list-style-type: none"> Anti-Social Behaviour Reducing re-offending Alcohol-related crime Reducing the harm caused by drugs Violent Crime Vulnerable victims and communities Acquisitive crime (including burglary and vehicle crime) Community engagement
Northumberland	<ul style="list-style-type: none"> Anti-Social Behaviour Re-offending by young people Alcohol-related harm Violent Crime Drug-related crime Repeat victims of domestic violence Serious / fatal road collisions

The force actions on pages 29 to 43 demonstrate support for these priorities.

The Local Criminal Justice Board

The Northumbria Local Criminal Justice Board (LCJB) is responsible for the local delivery of national criminal justice system targets and priorities. The Board is made up of senior officers from each of the criminal justice agencies (Police, Crown Prosecution Service, HM Courts Service, Probation, Prison Service, Youth Justice Board, Legal Services Commission) together with a representative from Government Office North East.

In 2008-09 the LCJB will be developing further, the service provided to victims and witnesses by introducing a centralised Witness Care Unit.

As indicated on page 34, Northumbria Police is working to deliver the Prolific and Priority Offender Strategy and, together with LCJB partners, will focus on offenders causing the most harm in local areas.

The LCJB will continue its innovative research into public confidence and methods of community engagement. This research is funded by the Office for Criminal Justice Reform and through an innovative Knowledge Transfer Partnership with Newcastle University.

The force is a key player within the LCJB in delivering a high level of performance in bringing offences to justice. In 2008-09 the Board will focus on improving the efficiency of the Criminal Justice System from arrest to sentence and on supporting the Crime Strategy by ensuring CJS processes support the needs of crime reduction.

Risk Management

As with all organisations both the force and the authority are exposed to a wide and diverse range of risks, which threaten their ability to meet aims and objectives.

For both organisations, effective management of these risks is key and forms part of the Statement on Internal Control for Northumbria Police Authority required by the Account and Audit Regulations 2003 (amended 2006).

Effective risk management helps:

- future activity to be carried out in a consistent and controlled manner;
- improve decision making, planning and prioritisation;
- make allocation of resources more efficient;
- the development and support of people; and
- raise awareness of all those involved of their responsibility.

Northumbria Police, in partnership with the authority is committed to maintaining strong risk assessment and management processes, based on the industry recognised Risk Management Standard (AIRMIC, IRM, ALARM 2002). Whilst these processes have been taken on by each organisation according to its culture and management structure, there is a shared framework of risk areas which ensures risk is managed appropriately.

The process of risk management is continuous and integrated with other existing business processes such as corporate planning. It will be reviewed annually to ensure that it continues to support lasting improvements in service and value for money.

6 Managing our Finances and Resources



The Medium Term Financial Strategy (MTFS)

The MTFS is a key part of the authority's integrated corporate planning process which links operational planning with financial and resource planning, to ensure that all resources are directed toward policing priorities. The strategy describes the financial direction of the authority and outlines the financial pressures over a three year period. It is also an indication of the likely direction of financial planning over the next year. Although the strategy covers a period of three years, it is reviewed annually to reflect the dynamic nature of both policing and changes in funding.

The MTFS provides options for delivering a sustainable budget and capital programme over the medium term. It also details how the authority provides the Chief Constable with the resources to deliver the priorities in the Local Policing Plan and the 2020 Vision.

Following consideration of the MTFS, a financial strategy is agreed and specific proposals developed for consultation with all stakeholders and reviewed in January before the authority agrees its revenue budget and capital programme in February of each year.

Revenue and capital budgets 2008-09

In preparing the Revenue and Capital Budgets for 2008-09 the authority considers the following issues:

- the key principles underlying the authority's Medium Term Financial Strategy (MTFS) 2008-09 to 2010-11;
- the final Local Government Finance settlement for 2008-09;
- the likely Revenue and Capital outturn for 2007-08;
- the budget pressures facing the authority in 2008-09;
- delivery of the Chief Constable's 2020 Vision;
- efficiencies;
- council tax capping;
- reserves and risk assessment; and
- the Prudential Code for Capital Finance in Local Authorities.

Delivering the 2020 Vision

To contribute to the delivery of the 2020 Vision the Revenue Budget includes growth to increase current operational capacity by 300 officers. The budgeted growth is £3.5m in 2008-09, with additional growth of £4.0m required in 2009-10, resulting in a full year effect of £7.5m by 2010-11. The proposed growth to achieve this increase in operational capacity is summarised below:

- Recruitment of 110 police officers with 100 being in place in 2008-09 at a cost of £2.150m.
- Recruitment of 110 police staff to increase operational capacity in key areas at a cost of £1.350m, this will include the release of officers into operational roles.
- A further 80 officers will be redeployed to operational duties as a result of efficiency reviews to be conducted by the force, achieved at nil cost.

Additional growth of £2.7m has also been included within the 2008-09 budget which represents the prioritised revenue proposals of the Chief Constable to further support front-line policing. This growth includes; the cost of new premises for intelligence work and for the new Major Investigation Teams (MITs), an enhanced facility to further develop the use of DNA and support for workforce modernisation.

Estates Strategy

Northumbria Police Authority ensures there is an efficient and operational estate with facilities in appropriate locations and a headquarters facility suitable and sufficient to support a central administration base for Northumbria Police. The Estates Strategy contains building plans that support the service priorities for continued effective policing services in Northumberland and Tyne and Wear.

The capital programme for 2008-09 includes £11.6m for major building works rising to £28.6m in 2009-10 and 25.6m in 2010-11. The main schemes included in the expenditure are the new area command headquarters of North Tyneside and Newcastle as well as the redevelopment of the force headquarters site.

Information Systems and Telecommunications

There is planned investment of £9.9m in information technology in 2008-09 and £11.8 over the following two years to allow new systems to be put in place, upgrading of the voice and data network, and work to improve web based services.

Vehicle Fleet

Planned expenditure of 3.9% in 2008-09, £3.4m in 2009-10 and £3.3m in 2010-11 on vehicles will provide sufficient funding to maintain the fleet within the vehicle replacement policy.

What it costs to police Northumberland and Tyne and Wear

For 2008-09 Northumbria Police Authority set a revenue budget of £277.8m comprising net revenue expenditure of £287.6m offset by transfers from reserves of £9.8m. Last year the revenue budget was set at £270.1m.

It is financed as follows:

	2007-08 £m	2008-09 £m
Formula grant	238.0	243.8
Precept	32.1	34.0

Revenue Expenditure

The original estimates for how the revenue budget will be spent are as follows:

	2007-08 £m	2008-09 £m
Employees	205.6	215.9
Pensions	44.1	45.3
Allowances	5.2	4.9
Premises	9.6	11.2
Supplies and services	11.2	12.4
Transport	6.8	7.3
Establishment expenses	7.7	7.6
Agency services	6.8	7.3
Miscellaneous expenses	9.2	8.4
Capital charges	7.5	3.5
Contingencies	4.0	3.5
Gross revenue spending	317.7	327.3
Income	39.6	39.7
Net revenue spending	278.1	287.6
Less appropriation from reserves	8.0	9.8
Budget requirement	270.1	277.8

The 2008-09 budget will enable the continued development of policing and in particular will support Northumbria Police in delivering the force objectives and actions.

Capital Programme

In addition to revenue spending, the police authority has a capital programme for 2008-09 amounting to £28.2m, with a further £41.8m budgeted in 2009-10 and £33m in 2010-11. The funding for 2008-09 comes from the Home Office in the form of a capital grant and also from the authority's own resources in the form of capital receipts, capital reserves and revenue contributions.

The capital programme is broken down as follows:

	2008-09 £m	2009-10 £m	2010-11 £m
Major building schemes	11.6	28.6	25.6
Minor building schemes	1.5	0.5	0.3
Computers and communications	9.9	9.2	2.6
Vehicles and equipment	5.2	3.5	4.5
Total	28.2	41.8	33.0

The 2008-09 capital programme will enable Northumbria Police Authority to:

- progress its Estates Strategy development programme to ensure the estate remains fit for purpose;
- maintain and develop the existing computers and communications, including the upgrade of the network and provision of a data storage solution; and
- purchase additional vehicles to support its policing strategies and continue to replace vehicles to ensure the vehicle fleet can operate to a high standard of reliability and performance whilst contributing to the force's Sustainable Development Plan.

Costing our Activities

The distribution of area command expenditure in 2008-09 is expected to be as follows:

Area Command	%
Sunderland	20.3
South Tyneside	10.8
Gateshead	13.1
North Tyneside	11.5
Newcastle	24.3
Northumberland	20.0

The projected distribution of departmental expenditure in 2008-09 is as follows:

Department	%
Command	1.8
Finance and Resources	7.0
Criminal Justice	15.9
Personnel and Training	11.4
Crime Department	18.6
Force Information and Intelligence department	7.9
Community Engagement	1.2
Operations Department	12.1
Communications Department	10.3
Legal Services	0.5
Information Systems & Technology	7.9
Corporate Development	3.1
Professional Standards	2.3

Activity Based Costing has been used to determine the expected financial distributions in this plan.

Improving Efficiency

All police authorities in England and Wales are required to make year on year efficiency savings and to put those savings into frontline policing. For the three years leading up to 2007-08 a 3% efficiency gain is required, of which half of the savings must be cashable.

Target savings for the period 2005-06 to 2007-08 are set out below:

	2005-06 £m	2006-07 £m	2007-08 £m
Total net revenue expenditure	264.9	266.6	278.1
Target	7.95	8.00	8.34

Achievement of plans to date

The targets and savings have been successfully achieved in each year and the projected outturn for 2007-08 is expected to show savings that exceed the target by £16.64m.

	2005-06 Outturn £m	2006-07 Outturn £m	2007-08 Outturn £m
Cashable savings	6.50	8.69	8.99
Non Cashable savings	6.09	9.86	15.99
Total	12.59	18.55	24.98

Efficiency Plan 2008-09 to 2010-11

The Home Office have published a new Efficiency and Productivity Strategy for 2008-09 to 2010-11. Within this strategy is a target of compounded cumulative 3% cashable, efficiency and productivity gains per year, which equates to gains of 9.3%. There is no requirement to profile gains equally across each year but 9.3% gains should be realised by the end of 2010-11.

Only efficiencies classified as cashable efficiency or productivity gains are now included within the plan.

The 2008-09 to 2010-11 efficiency plan is based on 2007-08 Gross Revenue expenditure of £307.64m, resulting in a 9.3% efficiency saving target of £28.61m over the three year period.

Cashable Efficiency and Productivity gains	2008-09 to 2010-11 £m
Estimated brought forward gains from 2007-08	4.71
Planned Efficiencies and Productivity gains	10.63
Other Efficiencies to be identified in the 3 year period to meet target	13.27
Total	28.61

Procurement

The procurement processes used by the force and the police authority ensure goods and services from contractors and suppliers represent the best value for money and standard of service.

Northumbria Police Authority continues to abide by all employment legislation concerned with the outsourcing of a business or service. In principle all procurement activity is conducted within the context of Best Value and TUPE (Transfer of Undertaking (Protection of Employment) Regulations 2006) and EC Procurement Directives.

7 • *Managing our People*



Effective management of resources is essential to ensure Northumbria Police is able to fulfil its vision.

A number of key strategic plans exist, which support the delivery of a fit for purpose establishment. These include the Human Resources (HR) Strategy, Force Learning and Development Strategy, the Annual Costed Training Plan and the Diversity Action Plan.

The Human Resource Strategy

The Human Resources Strategy sets out the vision and strategic aims for managing our human resources. The HR vision aims to support the force in achieving the 2020 Vision and the force objective of People and Resources.

The HR strategic aims to provide professional and customer focused services monitored through a performance management framework.

Underpinning the HR Strategy are the Learning & Development Strategy and the Personnel Departmental Business Plan.

The five key objectives of the HR Strategy are:

- Resourcing – effective workforce
- Career Life Cycle – personal performance
- Learning & Development – individual learning
- Health, Safety & Well Being – organisational well being
- Diversity – valuing difference.

The Costed Training Plan

The Costed Training Plan demonstrates our commitment to respond to increasingly diverse training needs and ensures resources are used to maximum effect.

The Learning and Development Strategy aims to deliver national and local objectives through the annual Costed Training Plan, which details planned training for the financial year.

Equality

The force and the police authority are committed to delivering a service which meets the individual needs of both our staff and the communities which we serve.

As part of fulfilling this commitment, we are currently joining all of our equality schemes into one integrated scheme, which will be incorporated into the Diversity Strategy. The areas under the scheme are: sexual orientation, age, religion, race, disability, and gender.

We are supporting the employment and retention of disabled staff by ensuring reasonable adjustments, which has also been done in relation to dyslexia. In addition, we are reviewing our recruitment and selection procedure to be more accessible for those with hearing or visual impairments or learning difficulties.

Work is currently being carried out to develop a way of measuring how well the force is performing in relation to diversity and to identify areas for improvement.

Organisational Well-being

The force promotes and maintains a proactive, supportive approach to a safe and healthy working environment for the well being of staff.

Key achievements include implementation of a stress management training programme for managers and supervisors.

In addition, an action plan has been created to improve:

- the psychological services available;
- the development of the occupational health counselling section; and
- support for managers to proactively manage stress in the workplace.

Improving our performance in relation to attendance is a key element of the People and Resources objective. Over the past three years major developments have been made, including:

- a full review of the attendance management policies and procedures; and
- the introduction of a proactive framework to improve attendance.

In 2006 the inspection by the Health and Safety Executive (HSE) identified that the force has developed an effective Health and Safety Management System and that there is a commitment to improve Health and Safety standards at all levels. As a result it was agreed that we would produce annual Health & Safety Action Plans to guarantee a system that will continue to be effective and sustainable.

Recruitment

Over the period 2008-10 a further 300 police officers will be recruited to join Northumbria Police. 190 of these new recruits will replace those who leave the organisation, most of whom will have completed their service; 110 will be recruited to assist the force in meeting the challenges of Neighbourhood Policing and Protective Services. The recruitment of these new officers will also allow us to increase the diversity of our workforce, by increasing the representation of women and minority ethnic groups.

In the financial year 2008-09 the Workforce Modernisation agenda will also be supported by the recruitment of 110 extra police staff members which should then return 110 police officers to frontline duties. In addition, the force has identified the potential for a further 80 police officers to be returned to frontline policing.

Using our Resources Efficiently

We are piloting a Workforce Modernisation Demonstration Site in Sunderland Area Command, revising the structure and functions of policing at all levels, including Neighbourhood Policing, 24/7 response, investigation and intelligence. We aim to improve performance and customer satisfaction by introducing new roles for police staff and partially warranted officers working in mixed economy teams with police officers.

We are reviewing our Special Constabulary with a view to embracing the National Strategy and maximising the opportunities to support Neighbourhood Policing.

In addition, we will improve the management of personnel information, including the development of internet based 'i-recruitment'.

Activity Based Costing

Activity Based Costing (ABC) looks at the costs of the services that the police provide. It provides activity analysis information about how resources are used, including the amount of resources put specifically into front-line policing. This ABC analysis is key to our management information and helps us improve our planning process and make better informed decisions.

The force has adopted a national model of activity analysis. The majority of operational staff are surveyed annually to inform the analysis. For the year ending March 2007-08, the percentage of officer time spent on front-line policing activities was 71.21%¹ against the target of 71.4%.

¹ This figure is still to be ratified by the Home Office.

Summary of Our Performance Achievements

Table A1 contains performance information from 1st January 2007 to 31st December 2007. The table provides a full set of indicators showing performance compared to the previous year-end targets and further details of the indicators graded green, amber or red, together with comments.

The force has achieved the majority of targets set for 2007-08. Significant crime reductions have been achieved across all area commands and the majority of crime types. Similarly, detection rates have improved with the forcewide rate increasing from 37.5% to 38.4%.

All areas of satisfaction have improved with 24 out of 27 citizen focus targets being met including a large improvement in keeping victims informed of progress. However, not all forcewide targets have been achieved including the British Crime Survey (BCS) measures of risk of personal and household crime and worry about car crime. Area command neighbourhood policing teams are continuing to work with partners to deliver a diverse range of educational and enforcement campaigns. They tackle anti-social behaviour, alcohol related crime and disorder and criminal damage, with the intention of improving the quality of life within neighbourhoods and increasing satisfaction in policing services.

A full assessment of performance information is contained in table A1 at the rear of this document. Most of the areas of under-performance, reflected above in force objectives and actions for 2008-11, reinforcing the importance of making improvements in these areas.

Inspections by Her Majesty's Inspectorate of Constabulary (HMIC)

Baseline assessments bring together a range of quantitative and qualitative information and judgements and enable Her Majesty's Inspectorate of Constabulary (HMIC) to compile a comprehensive assessment of each force. A key part of the process is the need to self-assess our strengths and weaknesses and to propose areas for improvement. The assessment results provide a series of gradings, from poor to excellent, across each of the PPAF domains outlined below. Each grade is also accompanied by an indication of the direction of travel, i.e. deteriorated, stable or improved. The gradings for 2006-07 are shown below.

Area	Delivery	Direction of Travel
Tackling crime	Excellent	Improved
Serious crime and Public Protection	Good	*
Protecting Vulnerable People	Excellent	*
Child abuse investigations	Excellent	*
Domestic abuse	Good	*

Missing persons	Good	*
Public protection	Good	*
Satisfaction and Fairness	Good	Improved
Implementation of Neighbourhood Policing	Good	*
Local priorities	Good	*
Resources and efficiency	Good	Improved

* not aggregated

Examples of areas for improvement (AFIs) arising from Baseline Assessments and other inspections can be found on page 46.

The HMIC Baseline Assessment process has been altered for the 2007-2009 period. HMIC are now undertaking detailed thematic inspections of the areas they have deemed to be a priority, or where forces are at most risk or have performed poorly in the Baseline Assessment 2006. The emphasis is on a more focused intelligence led approach to inspection activity.

Audit Commission Police Use of Resources (PURE) Assessment

The Audit Commission assesses use of resources in local government, fire, health and police sectors, and scored judgements across five themes:

- financial reporting
- financial management
- financial standing
- internal control
- value for money.

The scoring is made as follows

Score / level	
1	Below minimum requirements – inadequate performance
2	Only at minimum requirements – adequate performance
3	Consistently above minimum requirements – performing well
4	Well above minimum requirements – performing strongly

For 2006-07 Northumbria Police Authority and the force received an overall assessment of '4', well above minimum requirements – performing strongly. This overall score was broken down as follows:

Financial reporting	3
Financial management	3
Financial standing	4
Internal control	3
Value for money	4

Table AI - Our Performance in 2007-08

Indicator		Period	Previous Year Performance	Current Year Performance	Target 2007/08	Status	
Domain A - Citizen Focus							
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the making contact with the police:	satisfied:	Apr - Mar	90.6% (+/-1.3%)	94.7% (+/-1.1%)	To increase by 1.0%	G	
	very/completely satisfied:	Apr - Mar	73.0% (+/-2.0%)	79.2% (+/-1.9%)		G	
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the action taken by the police:	satisfied:	Apr - Mar	81.8% (+/-1.3%)	85.5% (+/-1.1%)	To increase by 1.4%	G	
	very/completely satisfied:	Apr - Mar	63.0% (+/-1.7%)	68.1% (+/-1.5%)		G	
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the being kept informed of progress:	satisfied:	Apr - Mar	67.6% (+/-1.7%)	78.3% (+/-1.3%)	To increase by 2.1%	G	
	very/completely satisfied:	Apr - Mar	48.8% (+/-1.8%)	58.4% (+/-1.6%)		G	
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the treatment by staff:	satisfied:	Apr - Mar	91.2% (+/-1.0%)	94.5% (+/-0.7%)	To increase by 1.6%	G	
	very/completely satisfied:	Apr - Mar	77.8% (+/-1.5%)	81.2% (+/-1.2%)		G	
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the overall service provided:	Force	satisfied:	Apr - Mar	82.8% (+/-1.3%)	87.3% (+/-1.1%)	To increase by 1.5%	G
		very/completely satisfied:	Apr - Mar	64.7% (+/-1.7%)	69.7% (+/-1.5%)		G
	Sunderland	satisfied:	Apr - Mar	81.8% (+/-3.0%)	89.1% (+/-2.2%)	To increase by 1.9%	G
		very/completely satisfied:	Apr-Mar	65.9% (+/-3.7%)	74.7% (+/-3.0%)		G
	South Tyneside	satisfied:	Apr - Mar	82.5% (+/-3.9%)	87.7% (+/-3.2%)	To increase by 1.5%	G
		very/completely satisfied:	Apr-Mar	61.9% (+/-5.0%)	71.3% (+/-4.4%)		G
	Gateshead	satisfied:	Apr - Mar	81.6% (+/-3.6%)	87.7% (+/-2.9%)	To increase by 2.5%	G
		very/completely satisfied:	Apr - Mar	63.1% (+/-4.5%)	66.8% (+/-4.0%)		G
	North Tyneside	satisfied:	Apr - Mar	83.0% (+/-3.7%)	88.7% (+/-3.1%)	To increase by 1.8%	G
		very/completely satisfied:	Apr - Mar	65.0% (+/-4.6%)	71.9% (+/-4.4%)		G
	Newcastle	satisfied:	Apr - Mar	83.2% (+/-2.5%)	86.0% (+/-2.2%)	To increase by 0.7%	G
		very/completely satisfied:	Apr - Mar	63.2% (+/-3.3%)	67.5% (+/-2.9%)		G
	Northumberland	satisfied:	Apr - Mar	85.3% (+/-3.1%)	86.2% (+/-3.0%)	To increase by 0.5%	G
		very/completely satisfied:	Apr - Mar	69.6% (+/-4.2%)	65.3% (+/-4.3%)		R
	Satisfaction of victims of racist incidents with respect to the overall service provided	satisfied:	Apr - Mar	77.1% (+/-5.6%)	82.6% (+/-5.6%)	To increase by 0.4%	G
		very/completely satisfied:	Apr-Mar	59.0% (+/-6.6%)	63.0% (+/-7.1%)		G
Comparison of satisfaction (of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions) for white users with respect to the overall service provided	satisfied:	Apr - Mar	81.6% (+/-3.1%)	86.7% (+/-3.3%)	To reduce the gap by 1.1%	Satisfied R	
	very/completely satisfied:	Apr - Mar	65.4% (+/-3.5%)	70.6% (+/-4.0%)		Very satisfied R	
Comparison of satisfaction (of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions) for users from visible minority ethnic groups with respect to the overall service provided	satisfied:	Apr - Mar	82.6% (+/-4.6%)	82.9% (+/-4.8%)			Very satisfied R
	very/completely satisfied:	Apr - Mar	55.5% (+/-6.6%)	58.4% (+/-6.3%)			
Percentage of PACE stop/search which lead to arrest by ethnicity of the person stopped: Minority ethnic persons	Apr - Mar	22.2%	28.2%	Not appropriate to set target	NA		
Percentage of PACE stop/search which lead to arrest by ethnicity of the person stopped: White persons	Apr - Mar	15.8%	20.7%				
Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim: White persons	Apr - Mar	54.6%	59.5%	To reduce the gap by 2%	G		
Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim: Minority ethnic persons	Apr - Mar	43.1%	52.0%				
Domain 1 - Reducing Crime							
Using the British Crime Survey the risk of personal crime	Yr to Dec	6.7% +/- 2.1%	8.2% +/- 2.4%	Reduce by 0.7%	R		
Using the British Crime Survey the risk of household crime	Yr to Dec	17.7% +/- 2.6%	19.4% +/- 3.0%	Reduce by 0.3%	R		

Indicator	Period	Previous Year Performance	Current Year Performance	Target 2007/08	Status
Violent crimes per 1,000 population (excluding harassment FPNs)	Apr - Mar	18.1	14.8	-3.0% (17.6)	G
Life threatening crime and gun crime per 1,000 population	Apr - Mar	0.38	0.34	-2.0% (0.37)	G
Acquisitive Crime per 1,000 population	Apr - Mar	18.6	15.8	-2.0% (18.2)	G
Domain 2 - Investigating Crime					
Percentage of offences brought to justice	Apr - Feb	37.3%	43.9%	+0.5% (38.2%)	G
Percentage of notifiable offences resulting in a sanction detection	Apr - Mar	37.5%	38.4%	+0.5% (38.0%)	G
Percentage of reported domestic violence incidents where an arrest was made relating to the incident	Apr - Mar	30.7%	34.0%	No target set	NA
Value of cash forfeiture orders and confiscation orders per 1,000 population	Apr - Mar	£375.50	£1,243.82	£1,761.0	A
Domain 3 - Promoting Public Safety					
Number of people killed or seriously injured in road traffic collisions per 100 million vehicle km travelled	Apr - Feb	5.8	5.6	To reduce by 3.8%	A
Using the British Crime Survey, the fear of crime:					
(i) Percentage with high levels of worry about burglary	Yr to Dec	10.9% +/- 3.0%	10.2% +/- 2.6%	To reduce by 0.3%	G
(ii) Percentage with high levels of worry about car crime	Yr to Dec	11.9% +/- 3.0%	12.1% +/- 3.3%	To reduce by 0.3%	R
(iii) Percentage with high levels of worry about violent crime	Yr to Dec	15.4% +/- 3.6%	14.9% +/- 3.8%	To reduce by 0.3%	G
Using the British Crime Survey, perceptions of anti-social behaviour - percentage with high levels of perceived anti-social behaviour	Yr to Dec	19.1% +/- 3.9%	18.8% +/- 4.0%	To reduce by 1.6%	A
Using the British Crime Survey, perceptions of local drug use/drug dealing - percentage who perceive that people using/dealing drugs are a problem in the local area	Yr to Dec	28.7% +/- 4.5%	26.6% +/- 5.4%	To reduce by 1.3%	G
Domain 4 - Providing Assistance					
Percentage of police officer time spent on frontline duties	See notes	66.4%*	70.7%**	71.4%	A
Domain B - Resource Usage					
Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	Apr - Mar	2.3%	2.5%	2.4%	G
Of the economically active population in the force area, the percentage from minority ethnic groups.	Apr - Mar	2.4%	2.4%		
Percentage of female officers compared to the overall force strength	Apr - Mar	21.4%	22.5%	22.0%	G
Delivery of cashable efficiency targets	Apr - Dec	3.36%	3.16%	3.0%#	G
Delivery of non-cashable efficiency targets	Apr - Dec	2.26%	3.48%		
Percentage of working hours lost due to sickness per police officer	Apr - Mar	4.1%	4.3%	3.8%	R
Percentage of working hours lost due to sickness per member of police staff	Apr - Mar	4.6%	4.1%	4.2%	G
Key Policing Priority - Violent Crime					
Violence against the person - more serious offences	Apr - Mar	611	507	-3.0% (593)	G
Violence against the person - other crimes of violence (less serious offences)	Apr - Mar	14169	11967	-3.0% (13744)	G
Sanction detection rate for violence against the person offences (more serious and other crimes of violence - less serious)	Apr - Mar	55.2%	61.1%	+0.5% (55.7%)	G
Key Policing Priority - Harm Reduction					
Percentage of victims of reported domestic violence incidents that were victims of a reported domestic violence incident in the previous 12 months	Apr - Mar	47.3%	48.1%	-2.0% (45.3%)	R
Key Policing Priority - Anti-social Behaviour					
i) Youth	Apr - Mar	58972	62818	-4.0% (56613)	R
ii) Non-youth	Apr - Mar	134537	108529	-4.0% (129156)	G
Key Policing Priority - Criminal Damage					
Criminal damage offences per 1,000 population	Apr - Mar	25.7	21.3	-4.0% (24.6)	G
Sanction detection rate for criminal damage	Apr - Mar	19.1%	19.4%	+1.0% (20.1%)	A

Indicator	Period	Previous Year Performance	Current Year Performance	Target 2007/08	Status
Other Local Performance Indicators - Citizen Focus					
Using the British Crime Survey, the percentage of people who think their local police do a good job	Yr to Dec	58.3% +/- 3.9%	57.7% +/- 4.1%	+0.5%	R
Local Management Indicators					
Total recorded crimes per 1,000 population	Apr - Mar	91.8	78.2	-2.0% (89.9)	G
Domestic burglaries per 1,000 households	Apr - Mar	10.4	8.2	-2.0% (10.2)	G
Percentage of domestic burglaries where the property has been burgled in the previous 12 months	Apr - Mar	5.2%	4.2%	None Set Monitoring Indicator	NA
Sanction detection rate for domestic burglaries	Apr - Mar	22.1%	22.2%	+0.5% (22.6%)	A
Vehicle crimes per 1,000 population (including vehicle interference).	Apr - Mar	10.9	9.4	-2.0% (10.7)	G
Sanction detection rate for vehicle crime (including vehicle interference).	Apr - Mar	23.4%	22.5%	+0.5% (23.9%)	R
Robberies per 1,000 population	Apr - Mar	0.75	0.57	-2.0% (0.74)	G
Sanction detection rate for robberies	Apr - Mar	29.2%	30.8%	+0.5% (29.7%)	G
Sanction detection rate for violent crime (excluding Harassment FPNs).	Apr - Mar	59.3%	63.2%	+0.5% (59.8%)	G
Violent offences committed by a stranger per 1,000 population	Apr - Mar	3.12	3.39	None Set Monitoring Indicator	NA
Violent offences committed in a public place per 1,000 population	Apr - Mar	11.08	6.64	None Set Monitoring Indicator	NA
Violent offences committed in connection with licensed premises per 1,000 population	Apr - Mar	1.23	0.94	None Set Monitoring Indicator	NA
Violent offences committed under the influence of intoxicating substances per 1,000 population	Apr - Mar	4.70	3.75	None Set Monitoring Indicator	NA
i) Number of charges for Class A drug supply offences per 10,000 population	Apr - Mar	2.22	1.73	None Set Monitoring Indicator	NA
ii) Of these, the number which related to cocaine	Apr - Mar	1.09	0.39	None Set Monitoring Indicator	NA
iii) Of these, the number which related to heroin	Apr - Mar	0.31	0.24	None Set Monitoring Indicator	NA
Number of offences brought to justice (OBTJ)	Apr - Feb	44191	43657	To achieve 44255 OBTJ	G
Percentage of racist incidents finalised	Apr - Mar	81.5%	88.9%	+1.0% (82.5%)	G
Of the finalised racist incidents, the percentage concluded with a positive result	Apr - Mar	58.6%	60.2%	+1.0% (59.6%)	G
Recorded Crime BCS Comparator per 1,000 population	Apr - Mar	55.8	46.7	-2% (54.7)	G
(i) Number of Police and Criminal Evidence Act 1984 (PACE) stop/searches of minority ethnic persons per 1,000 population	Apr - Mar	16.41	20.93	Not appropriate to set target	NA
(ii) The number of PACE stop/searches of white persons per 1,000 population	Apr - Mar	24.13	22.46	Not appropriate to set target	NA
Number of PACE stops (encounters) per 1,000 population (minority ethnic)	Apr - Mar	41.02	55.19	None Set Monitoring Indicator	NA
Number of PACE stops (encounters) per 1,000 population (white)	Apr - Mar	61.58	84.54	None Set Monitoring Indicator	NA
Percentage of road traffic collisions involving death or personal injury in which at least one driver tested positive for alcohol or drugs	Apr - Feb	3.2%	2.9%	To reduce	G
Number of road traffic collisions involving death or serious injury to pedestrians	Apr - Feb	157	177	To reduce	R
Number of road traffic collisions involving death or serious injury per 1,000 population	Apr - Feb	0.36	0.36	None Set Monitoring Indicator	NA
Percentage of time spent on frontline policing by both police officers and police staff	See notes	54.1%*	59.1%**	None Set Monitoring Indicator	NA
The percentage of police officer time spent on the activity of visible patrol	See notes	12.8%*	14.1%**	None Set Monitoring Indicator	NA
Number of complaints per 1,000 staff (Police Officers and Police Staff)	Apr - Mar	143.2	193.2	None Set Monitoring Indicator	NA
Percentage of all complaints substantiated	Apr - Mar	2.4%	4.3%	None Set Monitoring Indicator	NA

Indicator	Period	Previous Year Performance	Current Year Performance	Target 2007/08	Status
Percentage of complaints locally resolved	Apr - Mar	34.0%	33.4%	+2.0%	R
Percentage of cases (complaints) completed within 120 days	Apr - Mar	43.5%	41.0%	None Set Monitoring Indicator	NA
Percentage of expedited files submitted to CPS in a timely fashion	Apr - Mar	97.9%	98.1%	95.0%	G
Percentage of expedited files of evidence submitted to CPS that were fully satisfactory or sufficient to proceed	Apr - Mar	98.2%	98.2%	95.0%	G
Percentage of full files submitted to CPS in a timely fashion	Apr - Mar	86.3%	91.9%	82.0%	G
Percentage of full files of evidence submitted to CPS that were fully satisfactory or sufficient to proceed	Apr - Mar	95.8%	98.2%	95.0%	G
Percentage of partner or ex-partner domestic violence incidents where an arrest was made relating to the incident.	Apr - Mar	30.5%	29.6%	To reduce the gap	R
Percentage of non-partner domestic violence incidents where an arrest was made relating to the incident.	Apr - Mar	32.5%	34.5%		
Percentage of 999 calls answered within 10 seconds (including lost calls)	Apr - Mar	92.7%	91.7%	90.0%	G
Percentage of all 999 calls from the service provider answered within 2 minutes	Apr - Mar	100.0%	99.9%	98.0%	G
Percentage of non-emergency calls answered by the switchboard within 30 seconds (including lost calls) between 0800 and 0000	Apr - Mar	Not Available	85.8%	90.0%	R
Percentage of non-emergency calls into NCC/SCC answered within 40 seconds (including lost calls) between 0000 and 0800.	Apr - Mar	Not Available	95.3%	90.0%	G
Respond to percentage of incidents requiring immediate response within 10 minutes in an <u>urban</u> area	Apr - Mar	92.5%	90.2%	95.0%	R
Respond to percentage of incidents requiring immediate response within 20 minutes in a <u>rural</u> area	Apr - Mar	95.5%	94.8%	95.0%	R
Percentage of new appointments to the police strength which is female	Apr - Mar	52.9%	39.5%	40.0%	R
Percentage of minority ethnic police officers in the force	Apr - Mar	1.4%	1.4%	1.50%	R
Number of medical retirements of police officers per 1,000 officers	Apr - Mar	0.75	1.26	1.25	R
Number of medical retirements of police staff per 1,000 employees	Apr - Mar	0.94	1.77	1.00	R
Number of cash confiscation orders	Apr - Mar	40	63	38	G
Number of cash forfeiture orders	Apr - Mar	13	36	20	G
Using the British Crime Survey, the percentage of people who think the police in their area treat everyone fairly regardless of who they are	Yr to Dec	65.6% (+/-3.4%)	67.7% (+/-3.1%)	+1.0%	G
Using the British Crime Survey, the percentage of people who think the police in their area understand the issues that affect their community	Yr to Dec	64.2% (+/-4.1%)	68.8% (+/-3.3%)	+1.0%	G

Notes:

* Data for April - March 2006/07

** Interim data for Apr - Feb 2007/08, subject to change as based upon establishment and sickness figures as at end 2006/07. Also subject to confirmation by the Home Office.

1.5% of this target must be in cashable efficiency savings and is 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, or where no target has been set, a deterioration on last year.

NA: Applies to indicators where it is not appropriate to set a target.

Appendix 2: The Protective Services Capability Improvement Plan

'High Need area' Significant Improvements expected by 2009 / Higher standards expected by 2011

'Other area'. Acceptable minimum threshold standards expected by 2011

Protective Service Area	Ref	Minimum Standard Description /Area	Improvement Actions	Owning Department
Civil Contingencies	3.2.3.13	The Force ensures that outcomes inform performance and some measures exist to relate cost, inputs and outputs to goals.	Explore mechanisms to review and debrief the force response to Civil Contingencies. Provide a cost effective response to threats and risks by regularly reviewing resource usage and efficiency, reporting this information in the Strategic Assessment.	CDD
Civil Contingencies	3.2.4.7	The Force has effective systems that are used to recruit and retain staff with specialist skills	Examine the setting of force profiles for all specialist skills Review the impact that providing staff with multiple skills has on resource availability and operational policing.	Operations
Firearms	3.3.1.2	The Force effectively evaluates risks and meets NIM requirements.	Review force policy on the recovery of firearms and develop an effective debrief process. Effectively action intelligence relating to firearms through a defined Firearm Suppression meeting structure which it to be monitored and tasked centrally. Improve training and awareness in relation to the handling of firearms incidents.	Operations
Firearms	3.3.1.3	The Force must comply with national standards and ACPO and Home Office guidance in relation to the police use of firearms.	Review current firearms training and facilities, with a view to becoming Nationally compliant. Roll out accredited training packages to trainers and operational firearms officers.	Training and Operations
Firearms	3.3.4.3	The Force ensures that all relevant staff are trained and accredited to national standards. Policy documents should be put in place to justify non-compliance with specific part of the Manual of Guidance or Code of Practice.	Work in partnership with the National Improvement Agency (NPIA) to enable the force to deliver training to senior police officers in relation to management of critical incidents.	Training and Operations
Firearms	3.3.2.1	Ensure that the Force Tasking and Co-ordination process encompasses all relevant police firearms issues and there are links with BCU-level Tasking & Co-ordination groups.	Implement a firearms action plan to support force strategy and manage through the resource deployment process.	Operations
Major Crime - Homicide	3.4.1.3	The Force makes effective use of intelligence gathering methods e.g. CHIS, ANPR.	Implement a force ANPR plan to deny criminals the use of our roads.	Operations
Major Crime - Homicide	3.4.3.2	The Force ensures minimum standards for investigators are PIP level 2 & 3 as appropriate. Other specialist roles including family liaison, HOLMES, interview and disclosure staff should be carried out by properly trained staff.	Provide further training for Major Incident Teams.	Training
Major Crime - Homicide	3.4.4.1	The Force has sufficiently trained and accredited staff to perform each key role in the enquiry team. This covers the investigative process and also the intelligence and analysis processes.	Provide and train resources in support of key roles in the investigation and successful resolution of Kidnap and Extortion scenarios. Employ new infrastructure to improve force capability in relation to the investigation and successful resolution of Kidnap and Extortion.	Crime
Public Order	3.5.1.8	The Force has a policy relating to Community Impact Assessments, which use intelligence to assess threat and inform activity.	Embed the use of Community Impact Assessments into the effective management of critical and major incidents.	Crime
Public Order	3.5.2.1	The Force has sufficient levels of appropriate resources with knowledge and training to meet the requirements of the ACPO Manual of Guidance and the Police National Mobilisation Plan (PNMP).	Increase capability to provide public order support to neighbouring forces in the event of an emergency.	Operations
Public Order	3.5.3.2	The Force complies with the Police National Mobilisation Plan (in line with the PNMP capability matrix) in order to meet National, Regional and Cross-Border Mutual Aid needs.	Revise the force's mobilisation plan to take account of the Police National Mobilisation Plan.	Operations
Public Order	3.5.4.3	The Force has a commitment to relevant training, development and accreditation in public order.	Review facilities in relation to public order training with a view to sharing arrangements with neighbouring forces.	Training
Public Order	3.5.4.4	The Force has sufficient resources to manage large and major events.		Training

APPENDIX 2: THE PROTECTIVE SERVICES CAPABILITY IMPROVEMENT PLAN

Roads Policing	3.6.1.4	The Force uses Automatic Numberplate Recognition technology effectively.	Implement the force Automatic Numberplate Recognition ANPR plan.	Operations
Roads Policing	3.6.2.3	The Force ensures that intelligence gathered by ANPR is used effectively.		
Roads Policing	3.6.4.6	The Force use regional collaboration with neighbouring forces and partners to achieve goals.	Review existing Roads Policing Plan. Develop existing monitoring procedure to provide better measures with regard to road casualty reduction.	Operations
Serious & Organised Crime	3.7.2.7	The Force has an understanding of how predictive intelligence in relation to the use of ANPR can inform operational deployment.	Implement the force Automatic Numberplate Recognition ANPR plan.	Operations
Serious & Organised Crime	3.7.1.2	The Force has integrated intelligence systems which inform force activity.	Continue implementation of the force Management of police Information (MOPI) plan.	FIID
Serious & Organised Crime	3.7.1.6	The Force makes effective use of Intelligence gathering opportunities		
Serious & Organised Crime	3.7.1.5	The Force carries out activity to map Organised Crime Groups - formerly OC Enterprises.	Implement training for analysts and crime department to facilitate the use of mapping systems.	FIID
Serious & Organised Crime	3.7.2.1	The Force has means of assessing risk in relation to the disruption of Organised Crime Groups	Develop a Harm Reduction Strategy. Improve the intelligence sharing arrangements with partner agencies and the dissemination of intelligence to operational staff.	Crime
Serious & Organised Crime	3.7.2.3	The Force has Specialist units, which are involved with regional crime reduction partners.	Investigate improvements in IT systems for sharing intelligence.	
Serious & Organised Crime	3.7.2.4	The Force can evidence joint working to formulate preventative measures with other agencies.	The Force is to implement a more harm focused approach to policing serious offending and vulnerable persons.	Crime
Serious & Organised Crime	3.7.2.8	The Force has a structural approach to management, process and operational review.	The Force is to improve its intelligence sharing arrangements with partner agencies and the dissemination of intelligence to operational staff.	
Serious & Organised Crime	3.7.2.9	The Force undertakes debriefs regularly, sharing information with interested parties.		
Serious & Organised Crime	3.7.2.11	The Force measures harm in communities and signal crimes are considered to inform activity.	Evaluate the harm caused to communities through the development of appropriate performance indicators.	Crime
Serious & Organised Crime	3.7.3.5	The Force ensures that outcomes inform performance and some measures exist to relate cost, inputs and outputs to goals	Develop the Strategic Assessment process and local reviews to better assess the matching of resources to demand in the area of serious and organised crime.	Corporate Development
Serious & Organised Crime	3.7.4.2	The Force has arrangements that specifically identify the nature of the support.	Work with neighbouring forces to formalise arrangements that will effectively tackle Serious and Organised Crime.	Collaboration
Serious & Organised Crime	3.7.4.3	The Force has in place contingency plans and business continuity plans to meet exceptional demand.	Strengthen procedures to effectively manage major incidents and environmental emergencies.	Crime
Domestic Extremism	3.8.1.3	The Force has processes to secure and map community intelligence in respect of Domestic Extremism.	Implement training for analysts and crime department to facilitate the use of mapping systems.	FIID
Domestic Extremism	3.8.3.2	The Force provides at least the minimum response in training and facilities in relation to Domestic Extremism.	Work with national partners to comply with requirements in relation to tackling Domestic Extremism.	FIID

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Critical Incidents	3.9.4.5	The force has effective systems to recruit, retain and replace staff with specialist skills.	Examine the setting of force profiles for all specialist skills Examine the impact that those with multiple skills have on operational policing.	Operations
Critical Incidents	3.9.1.10	The force recognises new and emerging technologies to be familiar with and gather intelligence from emerging and established on-line communities and sources.	Develop links to the National Ballistic Intelligence System (NaBIS) and maintain links to other intelligence sources.	FIID
Critical Incidents	3.9.3.2	The force has sufficiently trained and exercised personnel, with access to adequate resources, to provide an effective initial response to a critical incident	Ensure that key staff are trained to deal effectively with Critical Incidents.	Operations
Critical Incidents	3.9.3.4	The Force has arrangements in place to work with partners and the community to provide a co-ordinated resolution to critical incidents.	Consider a shared training function, with neighbouring forces, in order to improve regional capability and resilience to deal effectively with Public Disorder.	Collaboration
PVP (Domestic Abuse)	3.11.1.1	There are defined guidance and codes of practice in the investigation of Domestic and Child Abuse, Sexual Offences and Harassment.	Implement a corporate model for bringing high risk offenders to justice.	Crime
PVP (Domestic Abuse)	3.11.12.1	The Force ensures supervision of identified risks.		
PVP (Domestic Abuse)	3.11.14.6	The Force's Role profiles for Domestic Abuse Investigators and their supervisors are up to date and accurately reflect their role		
PVP (Domestic Abuse)	3.11.3.1	This includes any arrangements and protocols with partner agencies in the delivery of policing services.	Implement Multi-Agency Risk Assessment Conference (MARAC) process forcewide. Develop Information Sharing Agreements with partners.	Crime
PVP (Domestic Abuse)	3.11.5.3	Where appropriate, accreditation must be current and comparable to NPIA Responses to Domestic Violence.	Consider Domestic Abuse investigation capability within area commends.	Crime
PVP (Domestic Abuse)	3.11.11.2	The Force can 'flag' so called 'honour based violence' (HBV) issues	Identify and monitor honour based violence in order to provide victims with a sensitive and effective policing response.	Crime
PVP (Domestic Abuse)	3.11.11.8	The Force's Specialist domestic abuse officers report directly to Force T&CG	Implement a corporate model to identify victims of Domestic Violence more quickly and deal positively with offenders.	Crime
PVP (Child Abuse)	3.12.4.1	Forces have a public protection strategy which reflects ACPO guidance in relation to Investigating child abuse and Safeguarding children.	Implement a corporate model for Domestic Abuse Investigation Units.	Crime
PVP (Child Abuse)	3.12.13.4	The Force has sufficient levels of appropriate resources with knowledge and training to meet the requirements of the ACPO Guidance on Investigating Child Abuse and Safeguarding Children.		
PVP (Sexual & Violent Offenders)	3.13.1.1	These are defined by guidance and codes of practice, examples include the ACPO Guidance on Protecting the Public: Managing Sexual Offenders and Violent Offenders.	Improve the force response and capability with regard to Multi Agency Public Protection Agreements, making further links with partners and Neighbourhood Policing Teams.	Crime
PVP (Sexual & Violent Offenders)	3.15.5.2	The Force must ensure that accreditation is current and it has a structure to deliver specialist staff.	Ensuring that staff are trained to recognise and correctly deal with harm causing offenders within our communities.	Crime



