

Northumbria Police Authority & Northumbria Police

Strategy Plan 2005-08

including

LOCAL POLICING PLAN 2005-6



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JOINT FOREWORD

This Strategy Plan sets out how Northumbria Police Authority and Northumbria Police will achieve our aims over the next three years. It includes the Local Policing Plan 2005-06, a forcewide plan giving details of how the strategic aims will be delivered during the next 12 months.

Northumbria Police has an unprecedented crime reduction record over the past 15 years. We intend to continue this success with even greater momentum. Criminal, disorderly and anti-social behaviour will be the focus of policing to make communities safer, enable the region to sustain its economic well-being, and capitalise on the huge benefits of cultural renewal.

Our aims are to cut crime even further and reduce disorder, to build confidence and trust in communities, to reassure people and to make law-abiding citizens feel safer at home and in their neighbourhoods. Offenders will realise that by breaking the law they will be arrested, their criminal activities disrupted and their criminal assets seized.

We will achieve our aims by providing effective leadership and support for frontline policing. We shall deliver the service that the public wants by listening and responding to communities, victims and witnesses. We will do it with a highly skilled, diverse and trusted workforce motivated to tackle crime, disorder and the fear of crime.

Our approach will be that of 'total policing'. This is an uncompromising pursuit of offenders who commit all types of crime and disorder. At the same time, we are committed to delivering high standards of services that the public rightly expect from their police.

Northumbria Police Authority is responsible for ensuring that Northumbria Police is adequately resourced and accountable for meeting the communities' policing needs.

The police serve as a focus for communities' sense of safety and security and effective policing relies on the support and co-operation of the public and partners. Working together, Northumbria Police Authority and the force will build trust and confidence in policing and we are confident that we can reduce crime and disorder.



Mike Craik
Chief Constable



Mick Henry
Chair Police Authority



VISION AND PRINCIPLES

OUR VISION

To build trust and confidence in policing by reducing crime and disorder.

This means:

- making life better for law-abiding citizens by being sensitive to victims and caring about and reassuring communities; and
- an uncompromising approach to tackling crime and law-breakers.

OUR ETHICAL PRINCIPLES

We are committed to being

- Attentive - by listening to communities.
- Responsive - by responding to the needs of communities.
- Reliable - by not letting people down.
- Skilled - by having staff with the right tools and abilities to do the job.
- Polite - to the public.
- Fair - at all times in carrying out our duties.

In following these principles at all times, we will be a service that respects everyone and is trusted by all.

STATEMENT OF COMMON PURPOSE

The purpose of Northumbria Police is to: uphold the law fairly and firmly; prevent crime; pursue and bring to justice those who break the law; keep the Queen's Peace; protect, help and reassure the community; and to be seen to do all this with integrity, common sense and sound judgement.

We must be compassionate, courteous and patient, acting without fear or favour or prejudice to the rights of others.

We need to be professional, calm and restrained in the face of violence and apply only that force which is necessary to accomplish our lawful duty.

We must strive to reduce the fears of the public and, so far as we can, to reflect their priorities in the action we take.

We must respond to well-founded criticism with a willingness to change.



RAISING THE STANDARD

The Northumbria Police Charter

The Charter sets out the standards of service you should expect to receive from us. You can obtain a copy of the full document in your language on request from your local police station or on the website www.northumbria.police.uk

Our standards

At Northumbria Police we aim to:

- treat you fairly, whatever your age, gender, ethnic or social background, religious or political beliefs, marital status, disability or sexual orientation;
- respect your privacy and dignity;
- be helpful and courteous; and
- keep you updated about any crime or incident which you have reported to us.

Making a complaint

We treat all complaints about Northumbria Police seriously. If you wish to make a complaint we advise you to do one of the following:

- telephone or attend a police station and ask to speak to an inspector, who will listen carefully to your complaint, record it and give you a form outlining our complaints procedure;
- write to the Chief Constable or your local chief superintendent; or
- ask someone else, like a friend, a solicitor or your local Citizens Advice Bureau, to forward your complaint.

If you wish to complain about any aspects of the law, you should write to your local MP or the Home Secretary.

We also welcome letters of appreciation if you think an officer or police staff member deserves a compliment. Send them to the Chief Constable or your local chief superintendent.

The charter also tells you what happens when you:

- report a crime;
- report a missing person;
- are required to be called as a witness to a crime;
- are suspected of having committed a crime;
- are the victim of a crime, including domestic violence, hate crime (e.g. racist or homophobic), a sex attack or crimes involving children.

It also contains basic crime prevention advice and information about becoming a Northumbria Police officer or member of police staff.



INTRODUCTION

Northumbria Police Authority and Northumbria Police aim to reduce crime and disorder, to build confidence and trust in communities, to reassure people and to make law-abiding citizens feel safer at home and in their neighbourhoods.

In order to continue to improve our performance, deliver the standards we set and provide the best quality service, we use effective planning and performance management. This combined Strategy Plan 2005-08 and Local Policing Plan 2005-06:

- details the force's strategic aims;
- communicates the levels of service which can be expected;
- tells how we have performed, and
- lists our priorities and targets.

Strategy Plan 2005-08

This plan details the strategic priorities and aims of the force over the next three years. We are required by statute to produce this plan and to take account of the following:

- the National Policing Plan 2005-08;
- local Crime and Disorder Reduction Partnerships (CDRPs) strategies; and
- the results of consultation with communities.

Local Policing Plan 2005-06

The annual Local Policing Plan is incorporated into the Strategy Plan and is also a statutory requirement. It is a forcewide plan giving details of how the strategic aims of the force and the Police Authority will be delivered during the financial year 2005-06. It includes information about achievements during 2004-05 set out in the last Strategy Plan, performance against targets set in last year's plan and a financial summary.

National Policing Plan 2005-08

The National Policing Plan sets out the framework for all forces to apply national standards to local policing. It includes the Home Secretary's strategic priorities for the police service during the next three years, together with performance targets. The Home Secretary expects the national priorities to be reflected in local plans and that reductions in crime and the provision of a citizen-focused police service should be addressed.



INTRODUCTION

This year the Home Secretary's priorities are to:

- reduce overall crime - including violent and drug-related crime - in line with the Government's Public Service Agreements (PSAs);
- provide a citizen-focused police service which responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority ethnic communities;
- take action with partners to increase sanction detection rates and target prolific and other priority offenders;
- reduce people's concerns about crime and anti-social behaviour and disorder; and combat serious and organised crime, within and across force boundaries.

Priorities for Northumbria

Northumbria Police Authority and Northumbria Police seek, value and act upon the many views and concerns raised by the community. The information received through extensive public consultation arrangements over the preceding 12 months has been incorporated into the planning process and the development of local policing priorities for the coming year.

The delivery of national priorities is linked to local circumstances and needs, with additional local objectives reflecting and responding to concerns raised by residents of Northumbria. National and local priorities are addressed by Northumbria Police Authority and Northumbria Police through the four strategic priorities in the Strategy Plan:

1. Reduce crime and disorder and make our communities safer;
2. Improve the quality of life through working in partnership with the community and public, private and voluntary bodies;
3. Ensure that all our activities support frontline policing; and
4. Release the potential of our personnel.

Each of these strategic priorities will be addressed through the achievement of a number of key aims which make up the local policing plan for 2005-06 and are outlined in detail within each priority section.



INTRODUCTION

Monitoring

Regular monitoring and evaluation at all levels of the organisation is a key element in the planning process and in managing performance. Effective monitoring ensures that resources are aligned at an organisational level to deliver the strategic priorities and aims; activity is directed in the short and long term and that the impact on performance is measured. The Police Authority has a responsibility to monitor the force's performance which is done through formal reports to Police Authority meetings as well as regular meetings between the Chief Constable, the Chair and the Clerk of the Police Authority.

Best Value - Improving Services

In 1999, the Government introduced a statutory duty for all police authorities to secure Best Value in the provision of policing services. Each police authority must review its services and publish annual and three year plans.

There are four stages in the Best Value process:

1. **Scoping the Review** - Using information about the service to determine which part of it would benefit from a Best Value Review. Within that service area, agreeing which parts of it will be included in the review and which will be excluded. The scope will also identify who will be involved in the review and what its focus will be.
2. **Development of a Vision** - Using the 4'C's of Compare, Compete, Challenge and Consult, the team will develop a 'vision' for the future delivery of the service and outline what a service for the 21st century should look like. This process takes account of national issues and identified good practice. At this stage the team also begins to identify 'gaps' between the current service, the 'vision' and changes that may need to be considered to deliver the service.
3. **Final Report** - The analysis of the findings from the work relating to the 4'C's is used to identify where changes and efficiencies can be made to provide noticeable service improvements. An implementation plan will clearly state the outcome of the service improvements, the timeline and financial impact of improvements and how they will be measured.
4. **Implementation** - An implementation team will ensure that the service changes take place and monitor the service improvements that are a result of them. Every six months, a summary report will be compiled that outlines the service improvements to date and the plans for the next six months. This report will also provide performance information that demonstrates whether or not the service improvements are having the necessary impact and providing the identified efficiencies.



INTRODUCTION

During 2004-5 the following Best Value reviews (BVR) have been completed:

- Communications,
- Patrol and Investigation,
- Community Safety,
- Public Reassurance,
- Human Resources,
- Integrity and,
- Specialist Support for Frontline Policing.

In each of the Strategic Priority areas a section provides further information about how the service improvements resulting from these reviews will support the force to achieve each specific strategic aim.

During 2005-06, further reviews will take place. The services covered by these reviews will be identified through environmental scanning within the force and the Police Authority.

Local Area Agreements

Local Area Agreements are to be piloted in 21 Local Authorities across the country and within Northumbria, Gateshead is a pilot area. These agreements will deliver locally agreed outcomes struck by local partners brought together under the Local Strategic Partnership.

These outcomes will cover three areas:

- Children and Young People
- Safer and Stronger Communities
- Healthier Communities and Older People

Northumbria Police and Northumbria Police Authority will support the achievement of Local Area Agreements and in particular the Safer and Stronger Communities strand.



INTRODUCTION

Consultation and Community Engagement

Northumbria Police and Northumbria Police Authority consult and engage with local people to ensure that the services that are delivered:

- are of a high standard;
- meet local policing and community safety needs;
- are based on local priorities;
- use information from consultation and community engagement to determine force and local priorities; and
- meet the needs of diverse communities within the area.

In consultation we also work closely with partners such as CDRPs, Local Criminal Justice Boards and Local Strategic Partnerships.

We use different methods to seek the views of local people including:

- Residents surveys - Every two years we commission a household survey (face to face) that asks a representative sample of local people questions about a wide range of issues in relation to policing and the fear of crime. The next survey will be in summer 2005 and will build upon the findings of surveys since 1995;
- Quality of Service Questionnaires - Every year over 10,000 questionnaires are sent to people who have received services from the police. These questionnaires ask people what they thought about the services that they received and gives them a chance to make suggestions about how services might be improved;
- Your Views Count - Each year a leaflet is issued to every household and business in the Northumbria area - over 600,000 in total. This leaflet asks people what they think should be the priorities for the police in the coming year. This year it also gave people the opportunity to say if they wished to be involved in future consultation exercises;
- Specialist consultation and community engagement- This could be with specialist groups of local people who may be affected by the work of the police and could include black minority ethnic communities, older people, young people, Lesbian/Gay/Transgender communities, faith communities and disabled groups.



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.

Reduce crime and disorder and make communities safer.

What this means for you?

- You should be safer and feel more secure in your home and in your community.
- If you are a victim or witness you can expect better support and care.

Why is this important?

People's quality of life is affected by crime, disorder and the fear of crime. The role of the police is to prevent, reduce and detect crime in a pro-active way to reassure people and give everyone increased confidence to work together to build safer and stronger communities.

Overview 2004-05

During the year overall crime fell by 9.5%. In particular, crimes of violence decreased by 6.8% and further reductions were achieved for burglary to homes (-22.8%), vehicle crime (-11.4%) and criminal damage (-3%).

In surveys, 85% of people were satisfied with their neighbourhood as a place to live, 40% were very satisfied, and just 10% were dissatisfied.

General fear of crime has fallen over the last eight years: 27% of people in 2003 felt threatened by crime in their community 'at least a fair amount' compared to 41% in 1995.

Northumbria Police was highlighted as one of the best performing forces in the first-ever Her Majesty's Inspectorate of Constabulary (HMIC) Baseline Assessment. This is a survey that identifies the strengths and weaknesses of every force. The force was graded 'excellent' or 'good' in most categories, including handling high volume crime, hate crime, road policing, bringing cases to court and leadership.

The force was awarded the Charter Mark for the fourth successive time. Organisations with proven high standards in customer service and quality improvement are given the Charter Mark for three years.



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.

Will Best Value make a difference?

Proposals from a number of the Best Value reviews coming to their conclusion this spring will contribute to reducing crime and making communities safer. Reviews including Community Safety, Communications and Specialist Support for Frontline Policing all have a significant part to play in addressing this priority.

The BVR of Patrol & Investigation is now being implemented and made significant recommendations which will impact positively on operational policing.

Key areas identified in reviews for further investigation include improved use of intelligence, street warden schemes, improving the investigative process, freeing up frontline resources and increasing community involvement in policing.

Key Performance Information

We have a number of measures that are used to monitor our performance to assess whether or not we are reducing crime and disorder.

Total crime has reduced by 9.5% this year compared to last. This equates to a reduction of 14929 crimes. Our aim is to reduce this further with a 2% reduction target for 2005-6 which equates to 2842 fewer crimes (100.0 offences per 1000 population).



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.

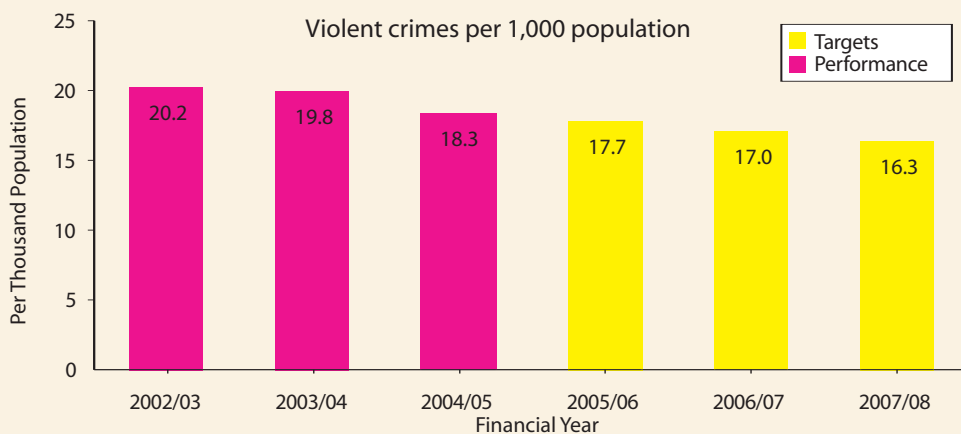
Burglaries to homes

House burglaries have reduced by 2326 offences, which equates to a reduction of 22.8%. The target reduction of 2% for 2005-06 will result in 12.8 burglary dwelling offences per 1000 households.



Violent crime

By 31 March 2006, we aim to reduce violent crime by 3.4%. There were 18.3 violent crime offences per 1000 population in 2004-05, 1851 fewer than the previous year. The target for 2005-06 is to reduce this to 17.7 offences per 1000 population and to 16.3 offences per 1000 population by 2007-08.



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.

Key Aim Number 1 - Develop further an intelligence-led and target-based approach to policing.

This means

We shall continue to gather intelligence effectively, analyse it and disseminate the information to identify and target offenders, crimes and locations. Visible police activity will foster a sense of reassurance and will be focussed on preventing and detecting crime.

What are we doing

Targets will be set that will contribute to the Governments' Public Service Agreement target to reduce crime by 15% by 2007-08. The force will continue to focus on burglary to homes, violent crimes (including sexual offences) and the high volume crimes of thefts from and of cars and criminal damage.

Intelligence is essential to our target-based approach. The force uses the National Intelligence Model (NIM) to gather, analyse and use information to best effect at local, forcewide and national levels. The National Centre for Policing Excellence (NCPE) has requested that forces go beyond their original NIM compliance and implement NIM2 standards. Work is underway in the force to achieve this compliance.

Each neighbourhood now has a team of community officers led by a community inspector. The force is also developing the intelligence process to ensure the work of the community teams is intelligence-led.

We constantly work to improve the way we tackle major and serious crime including drug trafficking. Developments include:

- targeting major criminals through a newly formed centrally based unit;
- tackling cross border criminality by working with partners from the region as a member of the drugs intelligence unit and asset recovery team; and
- sharing information and developing intelligence within the NIM model that can be used to track and target travelling criminals as part of the North East regional intelligence network, working with partners and other forces and the National Crime Intelligence Service. Some of the systems developed through this work will alleviate data storage problems that were highlighted as part of the Bichard inquiry.

The level of gun-related crimes is monitored and all incidents are actively investigated with action taken against criminals who use guns. Northumbria Police investigates all incidents reported as involving firearms. Trained firearms officers attending incidents make full use of legislative powers to deal effectively with offenders and seize weapons.

Countering terrorism and the threat of terrorist acts remain a high priority for Northumbria Police. The force continues to develop links with other agencies, partners and industry to raise awareness and improve resilience to the threat of terrorism.

As part of the force's approach to community engagement, we will improve links that will enable us to maintain effective community relations in the event of a terrorist incident.

Officers are trained and equipped to deal with a Chemical, Biological, Radiological and Nuclear attack while regular exercises held with other agencies test the force's and the region's response to a terrorist attack.



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.

Key Aim Number 2 - Continue to adopt a positive approach to change.

This means

We will use new legislative powers as necessary, identify and adopt good practice and apply national initiatives appropriately. We will encourage positive attitudes and opportunities to reduce crime and disorder.

What we are doing

We want to know if the changes that we are making will improve the performance of Northumbria Police. An improved performance management process will enable resources to be targeted more effectively to reduce crime and disorder. Using additional resources available as a result of the restructure of the force, local senior police officers will be more accountable for performance in their own area.

To improve performance, Northumbria Police will continue to seek innovative solutions in the fight against crime.

The safety of vulnerable people and protection of the public is a high priority and improvements include:

- Tackling the inter-related areas of child protection, domestic violence and the management of sex and high-risk offenders through newly formed Public Protection Units, one in each area command; and
- Strengthening the supervision and monitoring of high risk and sex offenders in Northumbria by including the Prison Service in the joint Police and Probation Service Multi-agency Public Protection Arrangements (MAPPA).

The force will support the National Alcohol Misuse Campaign by:

- Tackling the sale of alcohol to under age drinkers or to people who are already drunk by working with Trading Standards officers to enforce licensing laws in licensed premises and dealing with individuals whose drunken behaviour is criminal and anti-social.
- Using new legislation to reduce drunkenness and violence in 'pubs'. (Recently police used powers to close a 'pub' in the interests of public safety and to prevent disorder, this action followed executing a drugs warrant and arresting eight people).
- Improved training and vetting standards for door supervisors who are now required to hold a Security Industry Authority Licence and use of enforcement procedures where employers do not comply with this legislation.



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.

The police service needs to consider new areas of crime. The force has Home Office funding to engage in REFLEX, a multi-agency project to identify and tackle organised immigration crime.

The Children Act 2004 requires Local Safeguarding Boards to be established by April 2006. The six Local Authorities within the Northumbria Police area are moving at differing speeds towards the establishment of these Boards. One has been established and the Area Commander represents the force on the Board. The other Authorities are involving local police managers in the work required to lay the foundations necessary to establish local boards in the coming months. In November 2004, Public Protection Units were established in each area command. This new structure allows the force to be more responsive to the specific needs of the Local Authority area and improves local accountability. Also, by bringing together the issues of domestic violence, child protection, the management of violent and sex offenders and missing persons in one joined up unit, we can better safeguard vulnerable children.

In addition to the National Centre for Policing Excellence (NCPE) work on NIM2, further strands are being implemented in force including national initiatives on dealing with missing persons, use of firearms, domestic violence and professionalising the investigative process.



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.

Key Aim Number 3 - Increase the number of offences brought to justice and improve public confidence in the criminal justice system.

This means

We aim to improve victim and witness care and ensure the highest quality of investigation and case preparation and management. We shall focus on prolific and other priority offenders by continuing to develop working with prisons, the Probation Service and other partners.

What we are doing

The force detection rate and sanction detection rate (the proportion of crimes detected through an offender being charged or summoned, cautioned, having an offence taken into consideration or receiving a fixed penalty notice) is one of the best in its group of Most Similar Forces (MSF). The force sanction detection rate at 25.4% is above the national target to achieve 25% by 2008, but the force has recognised that while crime rates have fallen, so have detection rates. As a result of a review, actions are in place to improve investigations and monitor the progress of cases and this area will be revisited in 2005.

Improving the experiences of victims and witnesses in the criminal justice system will increase the number of offenders brought to justice. Developments to support this include:

- better assistance for victims and witnesses leading to improved attendance at court through the pilot of Witness Care Units (in South Tyneside, South East Northumberland and for the Crown Court). This is part of the national 'No Witness No Justice' programme bringing together the Police and the Crown Prosecution Service (CPS). Better witness and victim care should reduce delays and postponements of trials and improve public confidence in the judicial system; and
- cases getting to court in a shorter time as a result of improved file management with the collocation of police Criminal Justice Unit staff and CPS representatives.

Finance from the Drugs Intervention Programme and the Home Office will fund a police Sergeant to lead a team of police officers and offender managers to co-ordinate new bail restriction legislation. Working closely with the arrest referral service 'Turning Point' and the Probation Service, the team will focus on prolific and persistent offenders who are drug users.



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.

The Criminal Justice Exchange has been introduced allowing the police, prisons, Youth Offender Teams (YOTs), courts and the CPS to pass information electronically, speeding up criminal justice procedures. The system will be developed to involve other agencies and defence solicitors. The force will work towards a national integrated electronic criminal justice system to exchange data with other partners to improve victim and witness care, manage offenders more effectively and reduce administrative burdens.

As part of the management of offenders project (a Home Office funded initiative), police staff will be used in a variety of roles to provide a seamless transition from arrest through the criminal justice process to post sentence supervision in the community.

The force will pilot conditional cautioning to target offences such as criminal damage and related anti-social behaviour. Where rehabilitation or reparative conditions are considered as alternatives to prosecution, conditional cautioning is a means to alter offender behaviour without involving courts unless the offender fails to comply.

The force will actively pursue offenders who fail to attend Court for any case so that they are returned swiftly and the offence is brought to justice.

The Economic Crime Unit conducts financial investigations and is developing an asset recovery plan. With a Detective Superintendent at the head, the Unit works closely with a Local Criminal Justice Board sub group to develop processes and recover assets.



STRATEGIC PRIORITY 2005 - 08

Reduce crime and disorder and make communities safer.

Key Aim Number 4 - Fully exploit opportunities offered by advances in science and technology.

This means

We aim to detect more offences and bring more offenders to justice using modern methods of detection, which means that offenders are even less likely to escape justice.

What we are doing

Northumbria Police takes every opportunity to use modern technology in the fight against crime. The internationally recognised innovative Operation Phoenix will continue to apply the latest DNA profiling techniques to revisit and solve undetected crimes from the past. Recently a man was sentenced to life imprisonment for a rape in 1979.

As a source of evidence forensic science is the most significant growth area in modern policing. The force is introducing a Forensic Plan to maximise the use of such techniques in gathering evidence and detecting all kinds of offenders. We will seek to develop the part played by scientific and forensic involvement in the NIM process.

Northumbria Police fingerprint bureau is scheduled to implement in full the national IDENT1 system. We will be in a position to gain maximum benefit from an increased fingerprint search capability and new palm searching opportunities to increase the number of offenders identified.

The use of Automatic Number Plate Recognition (ANPR) equipment will be expanded. The system scans car number plates which are matched against computer information to identify suspect vehicles, thereby allowing officers to detect offences, enforce road traffic laws, deprive criminals of the use of the roads, gather intelligence and quickly bring offenders to justice. The force will develop its ANPR capability by providing each area command with a system and exploring links with other forces and agencies to increase coverage by the system.

As part of the Drug Intervention Programme the force has started to drug test offenders charged with crimes such as Burglary and Robbery and offences where Class A drug use may be a factor. The testing will identify the kinds of drugs available and clusters of users. The aim is to reduce crime linked to drug misuse by identifying offenders who should receive treatment through established drug referral schemes and monitor their progress.



STRATEGIC PRIORITY 2005 - 08

Improve the quality of life through working in partnership with the community and public, private and voluntary bodies.



STRATEGIC PRIORITY 2005 - 08

Improve the quality of life through working in partnership with the community and public, private and voluntary bodies.

Improve the quality of life through working in partnership with the community and public, private and voluntary bodies.

What this means for you?

- We will provide your community with information about your community beat officer and how to contact him or her.
- We will give you support and assistance to develop your ability to contribute to and share responsibility for crime prevention, and solve your community's problems with other partners.
- We will develop new and better methods of public engagement linked to tackling crime and anti-social behaviour with partners and local communities.

Why is this important?

Local policing is more effective when the whole community is involved. Community policing provides reassurance and gives confidence to communities.

Together with partners, developing constructive and lasting engagement with communities enables quick and effective responses to be made to solve problems and make them safer.

Overview 2004-05

Community policing teams have been established throughout the force area. Community Beat Managers and Police Community Support Officers now provide day-to-day policing and are supported by community sergeants and, inspectors who manage public safety issues. The community teams take an intelligence-led, pro-active, problem solving approach to focus on and tackle specific local issues. Area Command senior officers work closely with CDRPs and other agencies to support initiatives to reduce crime, disorder and the fear of crime.



STRATEGIC PRIORITY 2005 - 08

Improve the quality of life through working in partnership with the community and public, private and voluntary bodies.

Will Best Value make a difference?

The Community Safety review has a vision for greater involvement of the community in the policing of their area as well as to have a greater understanding of how our partners work.

The Communications review will lead to the creation of an overarching Communications Strategy with an emphasis on customer service, drawing together a range of existing strategies and policies. The intention is to ensure a service that closes the loop between seeking the views of the community, taking appropriate action and informing the community about what we are doing.

Projects to be developed include links with CDRPs, consultation and information sharing with partnerships and working with Local Strategic Partnerships as well as independent advisory groups.

What local people want?

When consulted, local people have shown that over the last few years they have become more concerned about the need to reduce anti-social behaviour and improve community relations and also the need for the police to deal with disturbances by young people.

Northumbria Police is working to improve community policing and this section outlines how this can be achieved

Key Performance Information

As measured by the British Crime Survey, 53.9% \pm 4.8% of people surveyed in the Northumbria area think their local police do a good job. This performance is the best within the MSF group across the country and Northumbria Police aim to increase this percentage on an annual basis.



STRATEGIC PRIORITY 2005 - 08

Improve the quality of life through working in partnership with the community and public, private and voluntary bodies.

Key Aim Number 1 - Promote community cohesion.

This Means

Our aim is to work towards a more citizen-focused approach to engage with communities. Increasing community confidence in the police improves understanding and awareness of issues, assists sharing of intelligence and responsibility, and strengthens the resolve of communities to improve their quality of life.

What we are doing

Northumbria Police recognises the value of community policing and will continue to concentrate resources on it. In particular, more Police Community Support Officers (PCSOs) will be recruited to work alongside community officers to build trust and co-operation and deal more effectively with crime and disorder.

The Police Authority and the force will jointly produce a Community Engagement Strategy. This will ensure that consultation is an essential element of community engagement. The purpose of the strategy is to 'increase and strengthen community engagement by the development of a more visible, accessible and accountable service'. The aim is to have a positive impact on public confidence in service delivery by reducing the fear of crime and disorder.

The force is committed to implementing the ACPO National Quality of Service Commitment, which specifies national standards for the quality of contact between the police and the public. We aim to be fully compliant by November 2006.

Independent Advisory Groups (IAGs) will support the police to ensure that services are delivered with an understanding of local communities' needs and concerns. IAG members are people from local communities, visible ethnic minority communities and vulnerable groups. These people use their specific expertise and insight to assist in the development of appropriate policing methods in given circumstances. An IAG will be established in each area command and at a force level. Additionally, these groups will enable the police, partners and communities to respond to incidents likely to have a major community impact.



STRATEGIC PRIORITY 2005 - 08

Improve the quality of life through working in partnership with the community and public, private and voluntary bodies.

The force and the Police Authority will continue to develop new methods of engaging with local communities to develop community cohesion, working with partners and using funding opportunities. For example:

- To explore new ways for local people to make an effective contribution to identifying and finding solutions to local problems. A pilot project in Wooler and Chevington is aiming to forge closer links between rural communities and the police. Funded by the Home Office under 'Invest to Save' this is one of only three pilots in England.
- Newcastle is one of nine areas nationally with an on-going Community Cohesion Project. This is a major partnership initiative to tackle crime, social and education issues in identified areas. An element of the project is 'Life' (Local Initiative for the East End). By consulting with the community and tackling their concerns, the aim is to raise public confidence and minimise crime and disorder.
- In the west of Newcastle, supported by Newcastle Gateshead Housing Market Renewal Pathfinder, police and housing managers provide crime prevention advice and devices to help residents play a part in deterring thefts from houses and cars.
- New funding from the Neighbourhood Renewal Fund will finance the Wansbeck Neighbourhood Policing Team to work with the community to reduce crime and disorder.
- Operation Blizzard is a long running initiative in Gateshead. Funded through Communities Against Drugs and the Neighbourhood Renewal Fund, housing officers and police work together to tackle anti-social behaviour, youth disorder and help solve neighbour disputes. The initiative is recognised as good practice by the Home Office.

Northumbria Police works closely with communities, CDRPs and other agencies to tackle anti-social behaviour, including making use of new powers in the Anti-social Behaviour Act 2003. The force focuses on factors relevant to community cohesion and engagement and working closely with communities to assist understanding of anti-social behaviour problems. These include:

- Visibility and accessibility - to provide reassurance and reduce anti-social behaviour; use the NIM process, share information with partners, gather intelligence and help inform problem-solving activities.
- Effective enforcement - where appropriate swift enforcement by the police and partners to target resources towards persistent offenders and make use of Acceptable Behaviour Agreements (ABAs) and, in partnership with other agencies, apply for Anti-Social Behaviour Orders (ASBOs). Use will be made of legislation, particularly new powers in relation to closure of licensed premises, carrying imitation firearms in public and possession of air weapons.



STRATEGIC PRIORITY 2005 - 08

Improve the quality of life through working in partnership with the community and public, private and voluntary bodies.

Individual area commands develop initiatives appropriate to promoting local community cohesion and to working with partners. Examples include:

- An anti-social behaviour unit in Forest Hall, North Tyneside involves police officers and PCSOs using local knowledge to gather intelligence and take action against the minority who commit anti-social acts. In its first year the unit obtained 9 ASBOs (with 12 still proceeding), banning individuals from estates, shopping centres and the Metro light railway system. The unit's work is recognised as good practice by the Home Office.
- The community relations unit in Newcastle was set up to forge stronger links with black, minority ethnic and asylum seeker communities. It recently won a national award in a competition run by RaceActionNet - a national website dedicated to tackling racial harassment, race hate crime and anti-social behaviour.
- In response to concerns raised through consultation with residents, Sunderland Area Command developed Operation Gryphon. This large scale and long running campaign tackles abusive behaviour, youth disorder, underage drinking and vandalism. Working with partners including the local authority and the Sunderland Housing Group, intelligence and resources are pooled to target 'hot spots' and repeat offenders.
- Joint patrols by police and Blyth Valley Housing's Anti-Social Behaviour Team address in Blyth and Cramlington disorder issues and solve problems in partnership. Newly recruited PCSOs will link into the initiative. In addition, an office at Cramlington police station is to be equipped with local authority funding for its staff to work jointly with police to manage ABAs and ASBOs.
- A new Anti-Social Behaviour Unit in Newcastle brings together the police, the city's housing management organisation, a victim support officer and a city council security manager, supported by a dedicated legal team and funded by the Community Safety Partnership. Already 93 tenants have been investigated for anti-social behaviour: 14 being evicted and 22 served with possession notices, 32 ABAs have been signed by young people and 4 were referred to the courts for ASBOs.



STRATEGIC PRIORITY 2005 - 08

Improve the quality of life through working in partnership with the community and public, private and voluntary bodies.

Key Aim Number 2 - Work in partnership with the community and others to solve local problems through local solutions.

This Means

Enabling local communities to identify local issues and concerns; then in partnership consider a range of possible police and partner led solutions using NIM, information sharing and the problem solving approach. Engaging with communities in a way which enables them to accept broader responsibility to support the police and partners to reduce crime and disorder.

What we are doing

Northumbria Police and Northumbria Police Authority recognises that concentrating on enforcement alone is unlikely to bring permanent solutions. A wider approach involving communities, partnership and prevention is necessary to achieve positive results.

The force strategic objectives in combating anti-social behaviour focus on the following elements of working with others:

- Partnership - the problems to be tackled are often complex and affected by social factors. No one agency working alone is likely to solve problems. Police activity will be linked with CDRP anti-social behaviour strategies to tackle issues with contributions from public, private and voluntary sectors.
- Prevention - exploring with partners mediation and restorative justice services to prevent disputes and anti-social behaviour escalating, encourage 'secure by design' standards and encourage businesses to support preventative activity.

The new force structure introduced in 2004 aligned area commands with local authority and, hence, CDRP boundaries. This has enabled police and partners to improve working relations. Each area command now has a Chief Inspector dedicated to working with partners and agencies to improve relations, joint working and problem solving in communities and in the Criminal Justice System.



STRATEGIC PRIORITY 2005 - 08

Improve the quality of life through working in partnership with the community and public, private and voluntary bodies.

The force always seeks to improve and develop services and processes, involving and working with partners and community representatives whenever possible. Examples include:

- new funding this year from the Neighbourhood Renewal Fund that will be used to create a new Transport Disorder Team in North Tyneside. A team of police officers will work closely with transport managers to reduce crime and anti-social behaviour on buses and the Metro light railway system;
- aiming to reduce damage by fire, the force will work with the Fire Service through an Arson Task Force made up of dedicated police resources in every area command;
- the force has reviewed policies and practices in relation to hate crime making it easier for victims to contact the police; and
- recognising the significance and impact of domestic violence on individuals and communities; the force is reviewing policies in the light of the recent ACPO guidance.

At force and regional level, plans are being formulated to determine and meet the demands of the National Alcohol Strategy by coordinating CDRP strategies to tackle alcohol related crime and to implement joint working arrangements with the Highways Agency to improve road safety and management.

In policing our roads, we aim to disrupt and detect criminal activity and promote road safety with high visibility patrols, so motor patrol officers are now based in each of the area commands and provide a local response to problems on the roads. We shall continue to target behaviour that leads to collisions and to improve traffic flow through partner working, like the Northumbria Safety Camera Partnership and expanding the AVAIL project (recovery of abandoned vehicles).

The Local Criminal Justice Board has ensured that geographically based delivery structures are in place for all partners and harmonises development with police and CDRP planning processes. Developments include lawyers available for advice in police stations and the 'No Witness No Justice' pilot.



STRATEGIC PRIORITY 2005 - 08

Ensure that all our activities support
frontline policing.



STRATEGIC PRIORITY 2005 - 08

Ensure that all our activities support frontline policing.

Ensure that all our activities support frontline policing.

What this means for you?

- More officers available to fight crime and disorder.
- A greater visible policing presence on the streets including officers and members of the extended policing family, particularly PCSOs.
- Better value for money in the way that resources are managed and deployed.
- More accessible information available for you about your police service.

Why is this important?

Improving the management of police resources by reducing bureaucracy and improving policing services increases the time spent by officers and police staff on performing and supporting frontline duties. This makes community policing more effective and improves reassurance and confidence within communities.

Local people should be clear as to how they can play a role in preventing and reducing crime and disorder, how they can engage with their local police, how their force is performing and who is accountable.

Overview 2004-05

The force has continued to recruit more police officers. In addition, PCSOs have been recruited and are now well established in communities. They support local officers by assuming responsibility for an area and identifying problems and working towards lasting solutions.

In the HMIC report Progress in Police Reform Assessment the force received a 'green light' for the reducing bureaucracy elements of police reform.

All police authorities were required to make 2% efficiency savings during the year and to re-allocate savings to frontline policing. In Northumbria, planned efficiency improvements of over £5 million were identified and achieved. Savings in police officer and staff time were also made through a number of efficiency initiatives.



STRATEGIC PRIORITY 2005 - 08

Ensure that all our activities support frontline policing.

Will Best Value make a difference?

Frontline policing is addressed specifically in the Human Resources (HR) and Specialist Support for Frontline Policing BVRs. It is also highlighted in the Communication and Public Reassurance reviews.

Best Value and other consultation highlights the community's desire for increasing numbers of police officers on the beat. This issue is being addressed to an extent through increasing police staff and their roles in the force which will free up officers time for more frontline policing. The Communications, Specialist Support for Frontline Policing and Patrol and Investigation reviews have all focused on this issue to some degree.

In a recent series of focus groups for the Communications and Public Reassurance reviews participants were in favour of police staff taking up differing roles providing that it enabled police officers to get back on the streets and that police staff were trained properly.

A specific driver within the Communications review is to provide services to better support frontline policing. A range of new services and technologies are being investigated both to make officers' jobs easier and to ensure that they do not need to return to police stations for the majority of tasks.

The review of Public Reassurance has acknowledged that simply adding more resources may not be enough to reduce the fear of crime. Its recommendations will focus upon the best use of resources to support frontline policing in such areas as visibility. It also concentrates on ensuring that information about policing services is available to the public.

What local people want?

In responding to the 'Your Views Count' leaflet issued to every household and business in the Northumbria area, over 18,000 of the 24,000 people who responded said that one of their top five policing priorities for the force is to 'patrol the streets'.

Key Performance Information

The Government expects the percentage of police time spent on frontline policing to increase to 72.5% by 2007-08. Our future targets are set to ensure that we meet Government requirements. The force will monitor the percentage of time spent on frontline duties by police officers and police staff and the percentage of police officer time spent on the activity of visible patrol.

The force has developed appropriate plans to deliver the 3% efficiency gains required by Government (half of which must be cashable). A new statutory indicator for 2005-06 (SPI 12a) will ensure regular monitoring of performance against this target.



STRATEGIC PRIORITY 2005 - 08

Ensure that all our activities support frontline policing.

Key Aim Number 1 - Reduce bureaucracy and improve the quality, efficiency and effectiveness of the service.

This means

We want to make efficient use of resources. We will review services using Best Value principles, and we will challenge policies, methods and practices to improve the effectiveness of force activities, with the aim of improving the delivery of services at the frontline.

What we are doing

We aim to allow police officers to focus on operational activities which require police powers or particular police skills and experience

The Frontline Focus project identifies police officer posts that are suitable for conversion to police staff roles. This will maximise the use of police officers' powers, skills and experience in frontline operational roles. Additionally, work is underway to identify tasks currently performed by frontline police officers which could be combined with duties undertaken by police staff or officers retained under the Disability Discrimination Act. This will be extended to examine, in similar ways, other operational roles such as detective constables.

The force is piloting a major two year project financed by the Home Office Workforce Modernisation Fund. Designated Detention Officers and Custody Investigation Officers have been recruited to deal with volume crime arrests and Case Management Officers for file processing and improved victim and witness care. This pilot will:

- Release an estimated minimum of 93 police officers to concentrate on frontline duties.
- Improve effectiveness of partnership working in the criminal justice system, (particularly supporting Narrowing the Justice Gap, co-location of agencies and restorative justice methods).
- Significantly reduce bureaucracy and burdensome work practices in custody procedures, file management and offender management.
- Provide more support for victims and witnesses.
- Provide more robust management of offenders through the criminal justice system.



STRATEGIC PRIORITY 2005 - 08

Ensure that all our activities support frontline policing.

The force continues to reduce bureaucracy and improve the quality of its services, for example:

- Less time is spent completing paperwork and attending court through the use of fixed penalty notices for anti-social behaviour and minor offending behaviour (Penalty Notices for Disorder or PNDs). Served after the person has been arrested and is in custody, these provide an effective alternative to deal with low-level anti-social and nuisance behaviour and give simple effective justice with a deterrent effect.
- Police officers can access and relay information whilst remaining on patrol with hand-held devices as part of a mobile information pilot.
- 'Gateway' principles assess the benefits and impact of proposed new policies on resources and finance constantly reducing bureaucracy.
- The first phase of the computerised Integrated Administration Project is to be introduced in 2005 to integrate and exchange data forcewide and simplify and standardise many force administrative processes.
- Using Activity Based Costing data (a forcewide analysis of how officers spend their work time), an inspection of paperwork and computer input demands made on police officers will indicate how to improve the time officers spend on frontline duties.

Northumbria Police have recently introduced Business Managers into area commands and departments, together with a new corporate planning process to be implemented in 2005 -06. The force will then be able to better identify and prioritise activity, taking account of change drivers, resources and financial constraints.

As with all organisations, Northumbria Police faces a wide and diverse range of strategic, financial and operational risks, both internally and externally, which may threaten its ability to achieve its strategic priorities. The discipline of business risk management gives the organisation the opportunity to effectively manage significant threats and opportunities. Northumbria Police and Northumbria Police Authority will work to prepare an integrated Risk Management Strategy to demonstrate a commitment to managing risk and to support the force strategic priority of ensuring that all our activities support frontline policing.



STRATEGIC PRIORITY 2005 - 08

Ensure that all our activities support frontline policing.

Key Aim Number 2 - Ensure that policies, services and related policing activities of Northumbria Police are positively and effectively marketed, internally and externally.

What this means

We intend to maximise opportunities to provide information using the various methods available.

What we are doing

The force's Marketing Plan aims to maximise public reassurance and communities' engagement with Northumbria Police, to inform the public of operational policing activities and to improve internal communications.

The force and Authority websites (www.northumbria.police.uk and www.northumbria.police.authority.org) continue to be popular, providing details of local beat officers and senior managers and how to contact them, and updates on various policing issues, appeals and events.

In accordance with the Freedom of Information Act 2000, which was effective from 1st January 2005, Northumbria Police is providing more information to the public on the website. This information includes plans and strategies, policy documents, minutes of executive decision-making meetings, and area command crime statistics.

As in previous years, awareness campaigns will be conducted through the media on various issues. For example:

- 'Freezeout' - running from November to January, a forcewide campaign targeting thefts from homes and cars; thefts of purses, wallets and mobile phones; drink driving; domestic violence; street violence and shop theft.
- 'Wipeout criminal damage' - a forcewide campaign in April 2005 aimed at reducing criminal damage by letting offenders know their actions are criminal and urging members of the public to report damage when it happens.

The Charter 'Raising the Standard' details the standards of service delivery the force adheres to locally. It has already been translated into 15 languages and will be made available in a further six.

The force will continue negotiations with partners to install Community Access Points (public booths containing computers giving access to various services including the police) around the force to assess the impact of this form of public accessibility to information and services.

For the first time, area command plans will be delivered to every household in the force area, providing details of local policing priorities and targets



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.

To release the potential of our personnel.

What this means for you?

- You will receive a professional policing service from competent, trained staff and be treated fairly with respect and integrity.
- Your police force will reflect the diverse nature of your community.
- Police officers and staff will benefit from skills development and career progression so that they are in a position to provide an effective service to you.

Why is this important?

An organisation's performance will be enhanced by the effective management and development of its staff so that they can deliver a service of high quality. A responsive citizen-focused service needs a diverse workforce that truly reflects the communities it serves.

The personnel aims support the strategic priorities of the organisation. In addition, the force has a separate Human Resources Plan, reviewed each year, detailing key strategic actions to drive forward the overall human resources framework.

Overview 2004-05

Northumbria Police employs 4122 police officers and 1813 police staff including 126 PCSOs (as at 31.03.2005) supported by 240 Special Constables. Currently 1.26% of police officers are from minority ethnic communities and 20.2% of police are female officers.

The force has continued to reduce police officer absence levels and medical retirements. In 2004-05 the number of days lost through sickness was 7.9 per police officer and 10.29 days per police staff member.

Various family friendly policies were introduced (such as flexible working arrangements, improved maternity provision and paternity leave) and we are well on the way to introducing childcare vouchers, to attract and retain employees.



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.

Will Best Value make a difference?

The Human Resources service has been the subject of a lengthy review that has encompassed all the key issues in this document. Its findings support the strategic aims and there are plans to address any gaps in its service provision. Training and development, race and diversity and health, safety and welfare are all areas progressed in the review.

As a result of the implementation plan derived from the Best Value Review of Training, the prospects for improving training in Northumbria have been identified by HMIC (Training) as being excellent.

The communications review has identified the need to give a better quality of service to customers so issues such as staff training and qualifications are being examined alongside improving career opportunities for staff.

Key Performance Information

In 2004-05 the percentage of full time equivalent female police officers in the force compared to overall force strength was 19.5%. Our aim is to increase this to 20% in 2005-06 and further to 22% by 2007-08.

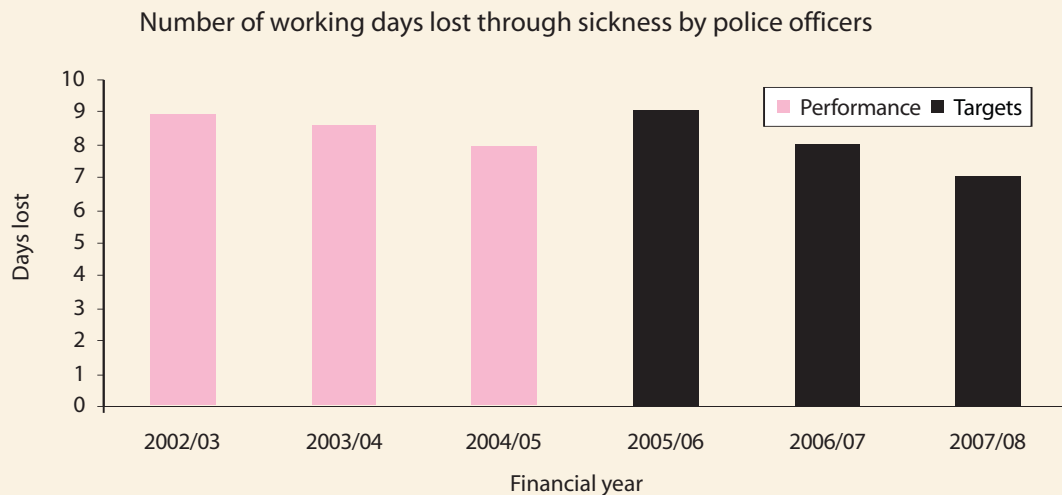
The percentage of minority ethnic officers in the force is currently 1.26%. The force aims to increase this to 1.625% during 2005-06 and to 1.875% by March 2008. In order to achieve this, targets have been set in relation to minority ethnic recruitment. The force has set challenging targets to increase current performance from 2.79% to 6% by March 2008. The force is pro-actively recruiting from minority ethnic groups in order to attain a 2% target of minority ethnic officers within the force by 2008-09.

In line with the Occupational Health Strategy, demanding sickness targets have been established in order to reduce sickness to 7 days per police officer and per police staff by 2007-08. This is to help contribute to the Occupational Health Unit (OHU) strategy target of 5 days by 2009-10. The targets have been converted into hours in order to report performance in line with statutory guidance (SPI 13a and b). This equates to an average sickness per police officer of 56 hours by 2007-08 and of 51.8 hours per police staff member.



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.



The targets for police officers have been set to take account of future changes in recording practices.



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.

Key Aim Number 1 - To maintain a high quality diverse workforce in sufficient numbers which are able to be deployed in a flexible and efficient way.

This means

We aim to continue to make Northumbria Police an employer of choice, to attract high calibre recruits and ensure selection policies meet operational needs. We want to make best use of police staff and officers and employ them to maximum advantage.

What we are doing

The force has implemented National Recruitment Standards for police officers and will continue with recruitment campaigns and events to attract candidates and encourage, in particular, applications from minority ethnic communities and women. Recruitment of police staff, including PCSOs, is similarly aimed at maintaining a high quality and diverse workforce.

Northumbria Police aims to recruit extra Special Constables during the year. There are also plans to increase the number of PCSOs and to ensure that sufficient police staff are employed at relevant grades. The force has secured finance from the Neighbourhood Policing Funding for 52 more PCSOs to start in April 2005. A further 43 PCSOs have recently completed training and have begun working in area commands.

A Resource Deployment Allocation Model has been developed and will be utilised to determine the numbers of officers to be allocated to area commands. Alongside this a Corporate Establishment Model will determine the proportions of police officers in particular roles within area commands. Using these methods will enable the force to make maximum use of its staff.



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.

Key Aim Number 2 - Retain a competent, professional and diverse workforce as an employer of choice.

This means

Our staff are valued and we recognise the importance of them remaining highly motivated. By addressing work-life balance issues and embracing good employment practices, Northumbria Police can meet the demands of the workforce and of the organisation to ensure the loss of skilled staff is minimised.

What we are doing

Personnel Advisors have been placed in area commands where they will work with senior managers, staff and staff associations to deliver a coherent Human Resources service and ensure a corporate approach to people issues. Additionally, individual advisors have responsibility for operational and support departments.

Work-life balance policies will be linked together to allow staff to make informed choices about what options best suit their circumstances.

Policies to retain experienced staff are regularly reviewed to identify improvements. These include reducing hours worked, paternity leave, the maternity scheme, adoption leave, term-time working and career breaks.



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.

Key Aim Number 3 - Train and develop our people so that we have a skilled, effective and highly motivated workforce.

This Means

The priority of training is to enable the force to meet operational objectives.

A well-trained workforce is flexible, responsive to change and professional in delivering services. We will promote the continuous personal and professional development of staff.

What we are doing

We will deliver timely and effective training and development of staff to meet the goals of the Human Resources Plan. Training plans are linked to this to achieve national and force objectives.

The Northumbria Police Training Strategy will deliver national and local objectives. We will implement the National Competency Framework and National Occupational Standards (to identify role profiles and skills) linked to a revised Performance Development Review (PDR) to improve individual performance in the organisation.

The force will identify and deliver training needs. The Training Delivery Plan addresses the priority areas in the National Training Strategy. Priority areas are:

- improvements in students' training. Recruit training accounts for 40% of training provision. Beginning in April 2005 the force will implement the Initial Police Learning and Development Programme (IPLDP), including training in community and partnership working, to prepare officers for patrol;
- development of leadership skills provides supervisory staff with assessment and staff development skills. These staff have access to a management development programme; and
- adopting the Professionalising Investigation Programme.

The force is implementing a competency based PDR for all staff involved with the public and communities where customer focus and service is important to their roles.

Northumbria Police trains PCSOs to tackle community problems. We encourage them to think about relevant issues and ways to deal positively with them.

The Frontline Focus project provides enhanced career and development opportunities for police staff.



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.

Key Aim Number 4 - Treat all people with dignity and respect in order to release the full potential of a diverse workforce

This means

We aim to promote equality of opportunity and diversity and ensure the workforce represents our diverse communities.

What we are doing

The new Diversity Strategy Group identifies issues, develops strategy and monitors performance, while the Diversity Action Group co-ordinates change. The two groups comprise of local representatives from the Northumbria Black and Minority Ethnic Police Association (NB&MEPA), Gay Police Association (GPA), Gender Support Association (GSA), Disability Support Association (DSA) and outside organisations who participate in policy-making and action planning.

The newly created Diversity Issues Unit will continue to promote recruitment, retention and development of police officers and staff, who may have previously been disadvantaged because of their ethnic origins, gender, sexual orientation or disability. The Unit works closely with the NB&MEPA, GPA, GSA and the DSA to actively promote recruitment and retention. There are plans to link other groups of particular religious beliefs.

The Diversity Issues Unit has overseen the implementation of the Race Equality Scheme and other national initiatives, including Diversity Matters, the Gender Agenda and Breaking Through (an action programme for recruitment and retention of black minority ethnic staff). The Unit is also finalising a force Action Plan that brings together a variety of publications such as the Gender Agenda, Breaking Through, the ACPO Race Equality Action Plan, and the Race and Diversity Learning and Development Programme. The Disability Discrimination Act applied to police officers from October 2004 and Diversity Unit staff examine possible barriers to recruitment of disabled officers and the retention of officers who become disabled. It is expected that the Frontline Focus project will provide opportunities to create roles for the force to accommodate the requirements of the Disability Discrimination Act and provide meaningful roles for retained officers so that such officers contribute more fully to operational policing where possible making use of their police powers.

Large scale recruiting events will be held to offer potential recruits practical advice on basic skills and the recruiting process. Officers from staff support associations including the DSA, GSA, GPA and NB&MEPA will also attend to advise and answer specific questions. Additionally, the Diversity Issues Unit works in partnership with Jobcentreplus to target hard to reach groups.



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.

Key Aim Number 5 - Provide both a positive and supportive approach to a safe and healthy working environment and the well being of the force.

This means

We incorporate health and safety into all aspects of force activity and want to ensure welfare needs of all staff are identified and addressed.

What we are doing

We will ensure that all staff receive appropriate health and safety training. The Health and Safety Manual has been rewritten and is being used by all area commands and departments. The force Safety Officers are reviewing the auditing programme for police buildings and specialist departments and the Generic Operational Risk Assessments for common risks in policing. When complete, the changes made to General Risk assessments will be integrated into the training programmes for all staff.

A five-year occupational health programme begins in 2005. In support of the National Occupational Health Strategy, we will progress the force Occupational Health Plan aimed at increasing health awareness and reducing preventable illness and injury. The Assistant Chief Constable for Management Services is the sponsor of the project and the comprehensive plan is underway.



STRATEGIC PRIORITY 2005 - 08

To release the potential of our personnel.

Key Aim Number 6 - Consult staff, listen to their views and encourage wider participation in all activities.

This means

We want to seek and develop the views and ideas of staff and encourage the sharing of professional knowledge.

What we are doing

The Police Federation and Unison represent members' interests in the force. There are now four more established support groups within the force: the NB & MEPA, GPA, the Women's Group and the DSA. They are each given a small budget and executive members are permitted time to attend to official group functions.

Forcewide staff surveys are designed to gauge the views of staff on all aspects of the organisation. A questionnaire is delivered to all staff and the results analysed and reported. Where appropriate action is taken. The last survey was in 2002 and a further survey will be conducted during the summer of 2005.

Part of the force's Marketing Plan is a review of internal communications. It aims to identify the most effective internal communication methods.



WHAT IT COSTS TO POLICE NORTHUMBERLAND AND TYNE AND WEAR

Revenue Budget

For 2005-2006, Northumbria Police Authority set a revenue budget of £262.0m comprising net revenue expenditure of £264.9m offset by transfers from reserves of £2.9m. Last year the revenue budget was set at £249.8m.

It is financed as follows:

	2004-05 £m	2005-06 £m
Home Office Grant	124.9	130.0
Revenue Support Grant	77.7	79.5
National Non-Domestic Rates	18.8	22.6
Precept	28.4	29.9

Revenue Expenditure

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

	2004-05 £m	2005-06 £m
Employees	174.8	186.7
Pensions	55.0	61.2
Allowances	6.7	5.9
Premises	8.8	8.9
Supplies and Services	8.6	8.8
Transport	5.8	5.9
Establishment Expenses	9.4	10.0
Agency Services	6.9	7.8
Miscellaneous Expenses	7.2	6.9
Capital Charges	9.2	8.8
Contingencies	4.0	4.8
Gross Revenue Spending	296.6	315.7
Income	46.6	50.8
Net Revenue Spending	249.8	264.9
Appropriation from Reserves	0.0	2.9
Budget Requirement	249.8	262.0



WHAT IT COSTS TO POLICE NORTHUMBERLAND AND TYNE AND WEAR

Capital Programme

In addition to revenue spending, the Police Authority has a capital programme for 2005-06 amounting to £21.9m. In 2004-05 the capital programme amounted to £14m. The funding for this 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, revenue contributions and borrowing.

The capital programme is broken down as follows:

	2004-05 £m	2005-06 £m
Major building schemes	2.7	10.4
Minor building schemes	2.5	1.8
Computers and Communications	4.7	5.5
Vehicles and Equipment	4.1	4.2
Total	14.0	21.9

Costing our activities

The distribution of area command expenditure in 2005-06 is expected to be as follows:

Sunderland	20.1%
South Tyneside	10.7%
Gateshead	13.3%
North Tyneside	11.8%
Newcastle	24.6%
Northumberland	19.5%



WHAT IT COSTS TO POLICE NORTHUMBERLAND AND TYNE AND WEAR

The expected distribution of departmental expenditure in 2005-06 is as follows:

Command	1.1%
Finance and Resources	6.7%
Criminal Justice Support	14.8%
Personnel and Training	10.7%
Crime Department	27.3%
Community Engagement	1.2%
Operations Department	12.1%
Communications Department	16.1%
Legal services	0.5%
IS&T	4.8%
Corporate Development	2.7%
Policy Support	0.5%
Professional Standards	1.5%

A number of formulae have been used to determine the expected financial distributions in this plan and allocations are based on the approved budget for 2005-06.

Enhancing Efficiency

All police authorities in England and Wales are required to make year on year efficiency savings and to reallocate those savings into frontline policing. For 2005-06 a 3% efficiency gain is required of which half of the savings must be cashable. Previously the target gain was 2%.

Target savings for each of the years commencing 2002-03 are set out below:

	2002-03 £m	2003-04 £m	2004-05 £m	Estimated 2005-06 £m
Total Net Revenue Expenditure	228.6	241.2	249.8	264.9
Target	4.57	4.82	4.99	7.95



WHAT IT COSTS TO POLICE NORTHUMBERLAND AND TYNE AND WEAR

Achievement of Plans to Date.

The targets and savings have been successfully achieved in each year and the projected outturn for 2004-05 is expected to show savings in excess of the target by £1.7m.

	2002-03 Outturn £m	2003-04 Outturn £m	2004-05 Expected Outturn £m
Cashable Savings			
General Running Costs	0.496	0.610	0.683
Devolved Financial Management	0.279	0.75	-
Employee Related Expenditure	0.170	0.536	1.071
	0.945	1.221	1.754
Non Cashable Savings			
Savings in Employee Time	4.204	4.650	4.973
Resource Deployment	0.179	0.19	-
	4.383	4.669	4.973
TOTAL	5.328	5.890	6.727



WHAT IT COSTS TO POLICE NORTHUMBERLAND AND TYNE AND WEAR

Efficiency Plan 2005-06

The 2005-06 efficiency plan is based on budgeted net revenue expenditure of £264.9m, resulting in a 3% efficiency saving target of £7.948m. Planned efficiency improvements totalling £8.752m have been identified. This is £0.804m above the target level, thereby providing a contingency in case of slippage.

	2005-06 £m
Cashable savings	
Estimated brought forward gains from 2004-05	1.731
Gains identified in year	2.765
Total	4.496

Cashable Savings

- Planned savings in the year include inflation capping, a review of IT equipment and a reduction in the number of ill-health retirements.
- New guidance for 2005-06 permits the roll-forward of surplus gains from previous years to count towards current year targets.

Non Cashable Savings

	2005-06 £m
Non cashable savings	
Planned improvement in the Frontline Policing measure	4.256
Total	4.256

The majority of non-cashable savings are now measured through the frontline policing measure. This measures the amount of time officers are able to spend on frontline policing. A number of initiatives are in place to release police officer time, including a civilianisation programme, management of offenders' project and a five-year occupational health plan.



PERFORMANCE INFORMATION

Performance Tables 2004-05 and Targets 2005-06 to 2007-08

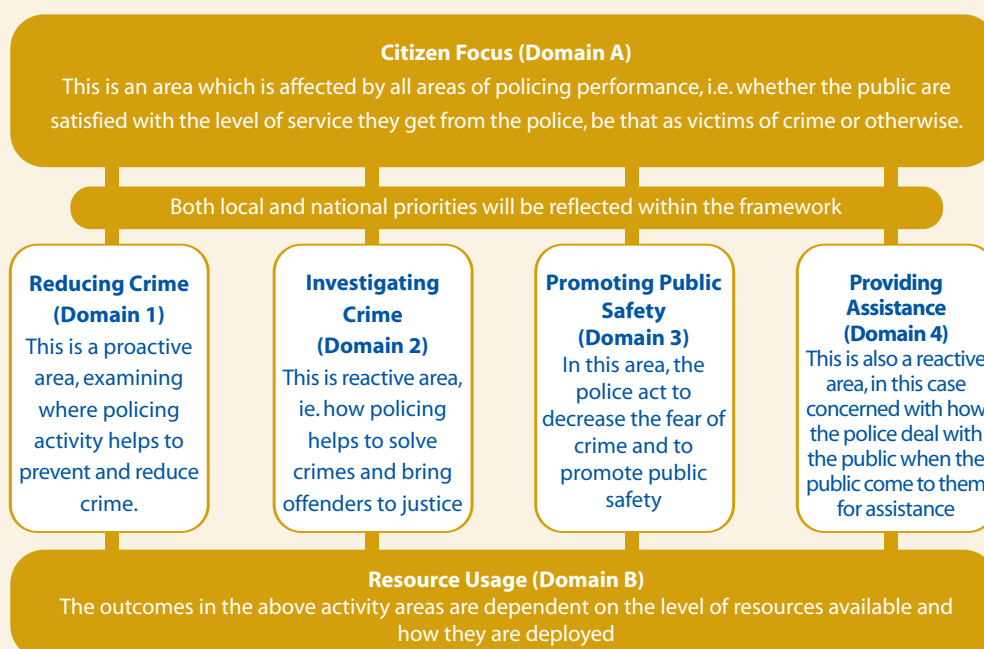
Traffic light indicators are used in the tables to show, at a glance, how we performed:

GREEN	We have met our target
AMBER	We have improved our performance on last year but have not met our target
RED	Performance has deteriorated and the target has not been met.

Information is presented to show how Northumbria Police compares nationally and within its Most Similar Force (MSF) family and performance tables show performance against target for 2004-05 and future force targets.

Policing Performance Assessment Framework

The Policing Performance Assessment Framework (PPAF) is a joint initiative between the Home Office, the Association of Chief Police Officers and the Association of Police Authorities and provides a balanced performance assessment for policing. The framework monitors police performance in the domains shown below.



PERFORMANCE INFORMATION

There is also a domain for local performance indicators which reflect the local priorities of the force. Performance measures within PPAF are complemented by further management information, which is used to understand the context of performance.

Performance Monitors

Performance monitors for each force have been published by the Home Office to compare the performance of Most Similar Forces (MSF).

Activity Based Costing

Activity Based Costing (ABC) measures the direct labour and other costs of the products and services associated with policing. ABC provides managers with information about the unique demands of policing in their areas and will assist the force to evidence the case for future funding. The force system supports the national model within PPAF, whereby forces' performance, services and costs can be compared nationally.

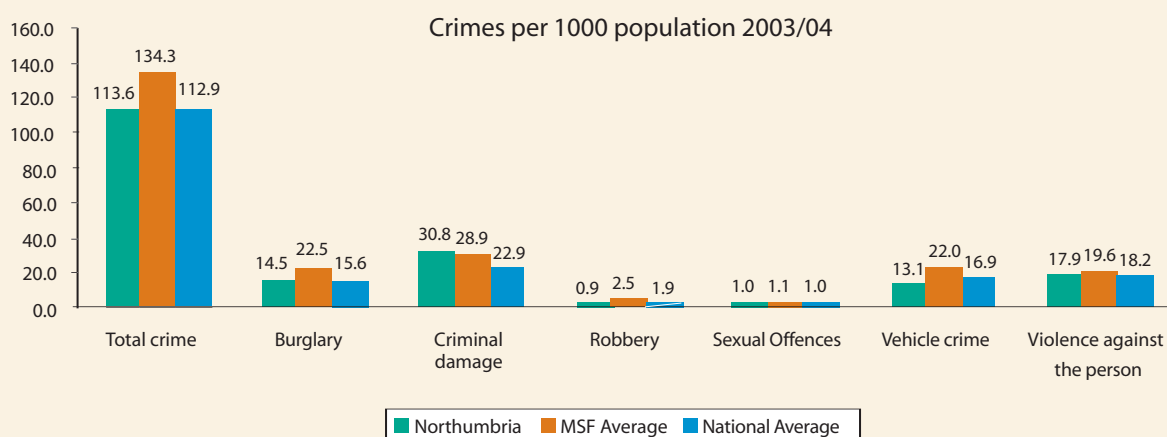
National Management Information System

The National Management Information System (NMIS) will be delivered during 2005. It is a data warehouse linking disparate information systems and allows the force to analyse, monitor and manage performance. Data will be collected more efficiently and be more accurate and timely to assist decision-making.

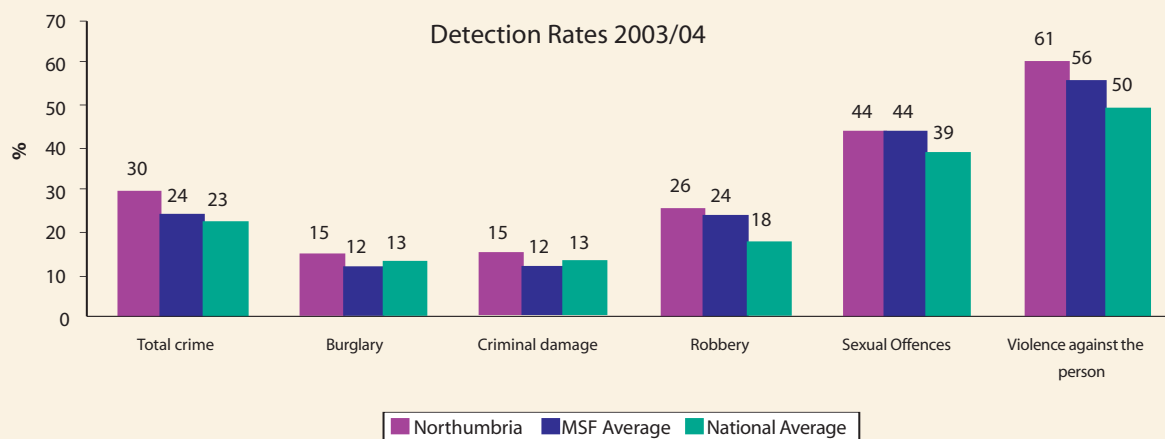


PERFORMANCE: How we compare

In order to see how Northumbria compares with its Most Similar Force (MSF) family and the national average, information is presented graphically below. The data to populate the charts has been taken from "Home Office Statistical Bulletin 10/04: Crime in England and Wales 2003/2004". National comparative information for 2004/05 is not yet available, however, 2004/05 data for Northumbria is presented in the tables below the charts.



2004/05	Total Crime	Total Burglary	Criminal Damage	Robbery	Sexual Offences	Vehicle crime	Violence against the person
Northumbria	102.1	12.1	29.6	0.8	1.1	11.5	16.4



2004/05	Total Crime	Total Burglary	Criminal Damage	Robbery	Sexual Offences	Violence against the person
Northumbria	28.6%	11.8%	13.6%	22.0%	33.0%	56.9%



PERFORMANCE: How we compare

2004/05 Performance

The tables on the following pages show how the force performed against a number of indicators across the six domains:

Domain A - Citizen Focus

Domain 1 - Reducing Crime

Domain 2 - Investigating Crime

Domain 3 - Promoting Public Safety

Domain 4 - Providing Assistance

Domain B - Resource Usage

A number of the indicators were new to 2004/05 and as such have no targets set against them. Where targets are available the performance has been indicated using the traffic light system described earlier.



Performance indicators and comparison against target - 2004/05

Domain A – Citizen Focus

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Status	Target 2004/05
SPI 1a	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to making contact with the police	New Indicator 2004/05			New Indicator 2004/05
	very/completely satisfied		73.9% +/- 1.6%		
	satisfied		92.1% +/- 1.0%		
SPI 1b	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to action taken by the police	New Indicator 2004/05			New Indicator 2004/05
	very/completely satisfied		59.1% +/- 1.5%		
	satisfied		78.5% +/- 1.2%		
SPI 1c	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed of progress	New Indicator 2004/05			New Indicator 2004/05
	very/completely satisfied		43.6% +/- 1.5%		
	satisfied		61.4% +/- 1.5%		
SPI 1d	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to their treatment by staff	New Indicator 2004/05			New Indicator 2004/05
	very/completely satisfied		74.3% +/- 1.3%		
	satisfied		90.0% +/- 0.9%		
SPI 1e	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the overall service provided	New Indicator 2004/05			New Indicator 2004/05
	very/completely satisfied		61.5% +/- 1.5%		
	satisfied		81.2% +/- 1.2%		
SPI 2a	Using the British Crime Survey, the percentage of people who think their local police do a good job	New Indicator 2004/05	53.9% +/- 4.8% ⁺		New Indicator 2004/05
SPI 3a	Satisfaction of victims of racist incidents with respect to the overall service provided	New Indicator 2004/05			New Indicator 2004/05
	very/completely satisfied		55.8% +/- 6.4%		
	satisfied		81.9% +/- 4.9%		
SPI 3b	From 1(e), comparison of satisfaction for white users and users from visible minority ethnic groups with respect to the overall service provided: White users	New Indicator 2004/05			New Indicator 2004/05
	very/completely satisfied		62.2% +/- 1.5%		
	satisfied		81.6% +/- 1.2%		
	Users from visible minority ethnic groups				
	very/completely satisfied		51.1% +/- 5.5%		
	satisfied		76.3% +/- 4.7%		

Domain A – Citizen Focus

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Status	Target 2004/05
SPI 3c	Percentage of PACE stop/searches which lead to arrest by ethnicity of the person stopped: White persons	11.1%	10.6%		Monitoring Indicator
	Percentage of PACE stop/searches which lead to arrest by ethnicity of the person stopped: Minority ethnic persons	18.6%	16.3%		Monitoring Indicator
SPI 3d	Comparison of percentage detected of violence against the person offences by ethnicity of the victim: White persons	New Indicator 2004/05	34.3%		New Indicator 2004/05
	Comparison of percentage detected of violence against the person offences by ethnicity of the victim: Minority ethnic persons	New Indicator 2004/05	28.5%		New Indicator 2004/05
LCF 2	Number of complaints per 1,000 officers	135.9	183.7*		Monitoring Indicator
LCF 3	Percentage of complaints substantiated	3.2%	1.2%		Monitoring Indicator
LCF 4	(i) Number of Police and Criminal Evidence Act 1984 (PACE) stop/searches of minority ethnic persons per 1,000 population	10.74	12.25		Monitoring Indicator
	(ii) The number of PACE stop/searches of white persons per 1,000 population	14.92	17.88		Monitoring Indicator

Domain 1 – Reducing Crime

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Status	Target 2004/05
SPI 4a	Using the British Crime Survey the risk of personal crime	6% +/-2%	5.5% +/- 2.2% [†]		To reduce
SPI 4b	Using the British Crime Survey the risk of household crime	20% +/- 3%	17.7% +/- 3% [†]		To reduce
SPI 5a	Domestic burglaries per 1,000 households	17.1	13.0	G	16.9
SPI 5b	Violent crimes per 1,000 population	19.8	18.3	G	19.0
SPI 5c	Robberies per 1,000 population	0.885	0.845	G	0.876
SPI 5d	Vehicle crimes per 1,000 population	13.1	11.5	G	13.0
SPI 5e	Life threatening crime and gun crime per 1,000 population	0.57	0.52		New Indicator 2004/05
LRC 1	Total recorded crimes per 1,000 population	113.6	102.1	G	111.3
LRC 2	Percentage of domestic burglaries where the property has been burgled in the previous 12 months	11.4%	11.3% [§]	A	11.2%
LRC 3	Number of young offenders	7760	7397	G	7622
LRC 4	Percentage of young offenders who re-offend within 12 months of a reprimand or final warning	25.7%	26.1%	R	25.6%
LRC 5	Criminal damage offences per 1,000 population	30.8	29.6	A	29.1



Domain 2 – Investigating Crime

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Status	Target 2004/05
SPI 6a	Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court	41959	37827	R	11% increase on 2001/02 baseline of 41537 (40525 excl. code 825/90)
SPI 6b	Percentage of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court	26.7%	26.6%		New Indicator 2004/05
SPI 6c	i) Number of Class A drug supply offences brought to justice per 10,000 population	3.21	1.52		New Indicator 2004/05
	ii) Of these, the percentage which related to cocaine	8.6%	20.4%		New Indicator 2004/05
	iii) Of these, the percentage which related to heroin	65.3%	43.1%		New Indicator 2004/05
SPI 7a	Percentage of notifiable/recorded offences resulting in charge, summons, caution or taken into consideration at court	26.4%	25.4%	R	26.6%
SPI 7b	Percentage of domestic burglaries detected	17.7%	13.3%	R	17.9%
SPI 7c	Percentage of violent crimes detected	58.2%	53.9%	R	58.4%
SPI 7d	Percentage of robberies detected	25.5%	22.0%	R	25.7%
SPI 7e	Percentage of vehicle crimes detected	11.4%	13.0%	G	12.0%
SPI 8a	Percentage of reported domestic violence incidents with a power of arrest where an arrest was made relating to the incident	80.9%	81.2%		Monitoring Indicator
SPI 8b	Of 8a the percentage of partner-on-partner violence	79.9%	79.3%		Monitoring Indicator
LIC 1	Percentage of total recorded crimes detected	30.3%	28.6%	R	31.4%
LIC 2	Percentage of all full files sent to the CPS that were within time limits and were fully satisfactory or sufficient to proceed	73.6%	58.3%	R	75.0%
LIC 3	Percentage of all full youth files sent to the CPS that were within time limits and were fully satisfactory or sufficient to proceed	75.8%	55.3%	R	75.0%
LIC 4	Percentage of expedited/remand files which are fully satisfactory or sufficient to proceed	96.8%	97.7%	G	95.0%
LIC 5	Percentage of expedited/remand youth files which are fully satisfactory or sufficient to proceed	96.3%	97.0%	G	95.0%

Domain 3 – Promoting Public Safety

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Status	Target 2004/05
SPI 9a	Number of road traffic collisions resulting in death or serious personal injury per 100 million vehicle km travelled	5.5	5.5		New Indicator 2004/05
SPI 10a	Fear of crime: Percentage with high levels of worry about burglary (using the British Crime Survey)	15.0% +/- 3.8%	11.1% +/- 3.3% *		To reduce
	Percentage with high levels of worry about car crime (using the British Crime Survey)	17.4% +/- 4.7%	16.3% +/- 4.6% *		To reduce
	Percentage with high levels of worry about violent crime (using the British Crime Survey)	20.7% +/- 5.6%	19.3% +/- 5.4% *		To reduce
SPI 10b	Fear of crime: Percentage with high level of perceived disorder (using the British Crime Survey)	21.6% +/- 4.9%	20.4% +/- 4.7% *		To reduce
LPS 1a	Percentage of racist incidents finalised	86.3%	88.7%	G	87.0%
LPS 1b	Of these, percentage concluded with a positive result	51.2%	44.1%	R	54.0%
LPS 2	Percentage of victims of reported domestic violence incidents that were victims of a reported domestic violence incident in the previous 12 months	45.2%	47.6%	R	42.0%
LPS 3	Percentage of road traffic collisions involving death or personal injury in which at least one driver tested positive for alcohol or drugs	3.30%	2.55%	G	To reduce
LPS 4	Number of road traffic collisions involving death or serious injury to pedestrians	204	191	G	To reduce

Domain 4 – Providing Assistance

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Status	Target 2004/05
LHP 1	Number of public disorder incidents per 1,000 population	121.0	N/A £		112.6
LHP 2	Number of youth disorder incidents per 1,000 population	36.7	N/A £		33.8
LHP 3	Answer % of 999 calls within 15 seconds (including lost calls)	83.8%	94.5%	A	95.0%
LHP 4	Respond to % of incidents requiring immediate response within 10 minutes in an urban area	92.2%	91.8%	R	95.0%
	% responses to urban incidents requiring an immediate response:				
	less than 5 minutes	64.4%	63.7%		
	more than 5 minutes, less than 10 minutes	27.8%	28.0%		
	more than 10 minutes, less than 15 minutes	4.8%	4.8%		
More than 15 minutes, less than 20 minutes	2.6%	2.9%			
LHP 5	Respond to % of incidents requiring immediate response within 20 minutes in a rural area	94.9%	95.4%	G	95.0%
	% responses to rural incidents requiring an immediate response:				
	less than 5 minutes	47.7%	52.9%		
	more than 5 minutes, less than 10 minutes	25.0%	22.2%		
	more than 10 minutes, less than 15 minutes	13.1%	13.9%		
More than 15 minutes, less than 20 minutes	9.1%	6.4%			
LHP 6	Percentage of non-urgent telephone calls answered within 30 seconds (including lost calls)	90.4%	93.5%	A	95.0%
LHP 7	Percentage of police officers in operational posts	91.6%	95.2%	G	91.8%



Domain B – Resource Usage

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Status	Target 2004/05
SPI 11a	The proportion of police officer time available for frontline policing	58.7%	65.6%	G	63.7%
SPI 12a	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	1.7%	2.8%		New Indicator 2004/05
	Economically active population		2.36%		
SPI 12b	Ratio of officers from minority ethnic groups resigning to all officer resignations	New Indicator 2004/05	1:0 [^]		New Indicator 2004/05
SPI 12c	Percentage of female police officers compared to overall force strength	18.5%	19.5%		New Indicator 2004/05
SPI 13a	Number of working hours lost through sickness by police officers	82.42	76.28	G	82
For Information only	Average number of working days lost per annum due to sickness per police officer	8.65	7.90		
SPI 13b	Number of working hours lost through sickness by police staff	90.74	80.48	A	72.5
For Information Only	Average number of working days lost per annum due to sickness per police staff	11.24	10.29		
LRU 1	Percentage of new appointments to the police strength which is female	29.52%	37.36%	G	29.60%
LRU 2	Percentage of police officers in operational support posts	7.30%	3.87% [§]	G	7.70%
LRU 3	Percentage of police officers in organisational support posts	1.11%	0.98%	G	1.10%
LRU 4	Percentage of minority ethnic police officers in the force	1.18%	1.26%	A	1.50%
LRU 5a	Number of medical retirements of police officers per 1,000 officers	2.22	0.98	G	2.93
LRU 5b	Number of medical retirements of police staff per 1,000 employees	2.50	0.00	G	3.14

- ⁺ BCS data – Interviews for year to December 2004
- ^{*} Increase due to the introduction of new recording practices implemented as a result of the formation of the Independent Police Complaints Commission
- [&] Represents performance for Apr-Feb 04/05. IT changes as a result of the force re-structure have precluded the inclusion of the data for March 05
- [£] No data due to the introduction of the National Standard for Incident Recording
- [^] For every white police officer resigning, no police officers from visible minority groups have resigned. During 2004/05, 37 white officers resigned compared to no resignations by officers from visible minority ethnic groups
- [§] A green traffic light has been awarded despite not appearing to have achieved target, given that the desired outcome is to increase the number of police officers in operational roles (thereby decreasing the number in operational support and organisational support roles).



Performance indicators including future targets for 2005/06

Domain A – Citizen Focus

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Targets		
				2005/06	2006/07	2007/08
SPI 1a	Satisfaction of victims of domestic burglary, violent crime, vehicle crime or road traffic collisions with respect to making contact with the police	New Indicator 2004/05		To increase by 3% by 2007/08		
	Very/completely satisfied		73.9% +/- 1.6%			
	Satisfied		92.1% +/- 1.0%			
SPI 1b	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to action taken by the police	New Indicator 2004/05		To increase by 3% by 2007/08		
	Very/completely satisfied		59.1% +/- 1.5%			
	Satisfied		78.5% +/- 1.2%			
SPI 1c	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed of the progress	New Indicator 2004/05		To increase by 5% by 2007/08		
	Very/completely satisfied		43.6% +/- 1.5%			
	Satisfied		61.4% +/- 1.5%			
SPI 1d	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to their treatment by staff	New Indicator 2004/05		To increase by 3% by 2007/08		
	Very/completely satisfied		74.3% +/- 1.3%			
	Satisfied		90.0% +/- 0.9%			
SPI 1e	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to overall service provided	New Indicator 2004/05		To increase by 3% by 2007/08		
	Very/completely satisfied		61.5% +/- 1.5%			
	Satisfied		81.2% +/- 1.2%			
SPI 2a	Using the British Crime Survey, the percentage of people who think their local police do a good job	New Indicator 2004/05	53.9% +/- 4.8% ⁺	To increase	To increase	To increase
SPI 3a	Satisfaction of victims of racist incidents with respect to the overall service provided	New Indicator 2004/05		To increase by 3% by 2007/08		
	Very/completely satisfied		55.8% +/- 6.4%			
	Satisfied		81.9% +/- 4.9%			
SPI 3b	Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided	New Indicator 2004/05		To increase by 3% by 2007/08		
	White persons:					
	Very/completely satisfied		62.2% +/- 1.5%			
	Satisfied		81.6% +/- 1.2%			
	Users from visible minority ethnic groups:					
	Very/completely satisfied		51.1% +/- 5.5%			
Satisfied	76.3% +/- 4.7%					

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Targets		
				2005/06	2006/07	2007/08
SPI 3c	Percentage of PACE searches which lead to arrest by ethnicity of the person searched: White persons	11.1%	10.6%	Monitoring performance indicator		
	Percentage of PACE searches which lead to arrest by ethnicity of the person searched: Minority ethnic persons	18.6%	16.3%			
SPI 3d	Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim: White persons	New Indicator 2004/05	34.3%	Monitoring performance indicator – targets will be set when sufficient baseline data has been accrued		
	Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim: Minority ethnic persons		28.5%			
SPI 3e	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	1.7%	2.8%	5%	6%	6%
	Economically Active Population		2.36%			
SPI 3f	Ratio of officers from minority ethnic groups resigning to white officer resignations	New Indicator 2004/05	1:0 [^]	1.1 (Achievement of parity between both groups)		
SPI 3g	Percentage of female police officers compared to the overall force strength	18.5%	19.5%	20%	21%	22%
LCF 2	Number of complaints per 1,000 officers	135.9	183.7	Monitoring performance indicator		
LCF 3	Percentage of complaints substantiated	3.2%	1.2%	Monitoring performance indicator		
LCF 4	(i) Number of Police and Criminal Evidence Act 1984 (PACE) stop/searches of minority ethnic persons per 1,000 population	10.74	12.25	Monitoring performance indicator		
	(ii) The number of PACE stop/searches of white persons per 1,000 population	14.92	17.88	Monitoring performance indicator		

Domain 1 – Reducing Crime

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Targets		
				2005/06	2006/07	2007/08
SPI 4a	Using the British Crime Survey the risk of personal crime	6% +/- 2%	5.5% +/- 2.2% ⁺	To reduce	To reduce	To reduce
SPI 4b	Using the British Crime Survey the risk of household crime	20% +/- 3%	17.7% +/- 3% ⁺	To reduce	To reduce	To reduce
SPI 5a	Domestic burglaries per 1,000 households	17.1	13.0	12.8	12.5	12.3
SPI 5b	Violent crime per 1,000 population	19.8	18.3	17.7	17.0	16.3
SPI 5c	Robberies per 1,000 population	0.885	0.845	0.828	0.811	0.795
SPI 5d	Vehicle crime per 1,000 population	13.1	11.5	11.3	11.1	10.8
SPI 5e	Life threatening crime and gun crime per 1,000 population	0.57	0.52	0.49	0.47	0.45
LRC 1	Total recorded crimes per 1,000 population	113.6	102.1	100.0	98.0	96.1
LRC 2	Percentage of domestic burglaries where the property has been burgled in the previous 12 months	11.4%	11.3% ^{&}	11.1%	10.9%	10.8%
LRC 3	Number of young offenders	7760	7397	7370	7333	7297
LRC 4	Percentage of young offenders who re-offend within 12 months of a reprimand or final warning	25.7%	26.1%	25.8%	25.5%	25.2%
LRC 5	Criminal damage offences per 1,000 population	30.8	29.6	28.5	27.4	26.3

Domain 2 – Investigating Crime

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Targets		
				2005/06	2006/07	2007/08
SPI 6a	Number of offences brought to justice	41959	37827	37257	Targets set by Government – currently no targets beyond 2005/06	
SPI 6b	Percentage of offences brought to justice	26.7%	26.6%	26.7%		
SPI 7a	Percentage of notifiable offences resulting in a sanction detection	26.4%	25.4%	26.4%		
SPI 8a	Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident	80.9%	81.2%	Monitoring performance indicator		
LIC 1	Percentage of total recorded crimes detected	30.3%	28.6%	29.1%	29.6%	30.1%
LIC 2	Percentage of all full files sent to the CPS that were within time limits and were fully satisfactory or sufficient to proceed	73.6%	58.3%	75.0%	80.0%	85.0%
LIC 3	Percentage of all full youth files sent to the CPS that were within time limits and were fully satisfactory or sufficient to proceed	75.8%	55.3%	75.0%	80.0%	85.0%
LIC 4	Percentage of expedited/remand files which are fully satisfactory or sufficient to proceed	96.8%	97.7%	95.0%	95.0%	95.0%
LIC 5	Percentage of expedited/remand youth files which are fully satisfactory or sufficient to proceed	96.3%	97.0%	95.0%	95.0%	95.0%
LIC 6a	Percentage of domestic burglaries detected	17.7%	13.3%	14.6%	15.9%	17.2%
LIC 6b	Percentage of violent crimes detected	58.2%	53.9%	54.7%	55.4%	56.1%
LIC 6c	Percentage of robberies detected	25.5%	22.0%	23.3%	24.6%	25.9%
LIC 6d	Percentage of vehicle crimes detected	11.4%	13.0%	13.6%	14.1%	14.6%



Domain 3 – Promoting Public Safety

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Targets		
				2005/06	2006/07	2007/08
SPI 9a(i)	Number of people killed or seriously injured in road traffic collisions	571	576	To reduce	To reduce	To reduce
SPI 9a(ii)	Number of people killed or seriously injured in road traffic collisions per 100 million vehicle km travelled	5.5	5.5	To reduce	To reduce	To reduce
SPI 10a	Using the British Crime Survey, fear of crime: Percentage with high levels of worry about burglary	15.0%+/- 3.8%	11.1% +/- 3.3% [†]	To reduce	To reduce	To reduce
	Percentage with high levels of worry about car crime	17.4%+/-4.7%	16.3%+/-4.6% [†]	To reduce	To reduce	To reduce
	Percentage with high levels of worry about violent crime	20.7%+/-5.6%	19.3%+/-5.4% [†]	To reduce	To reduce	To reduce
SPI 10b	Using the British Crime Survey, perceptions of anti-social behaviour	New Indicator 2005/06				
SPI 10c	Using the British Crime Survey, perceptions of local drug use/drug dealing	New Indicator 2005/06				
LPS 1a	Percentage of racist incidents finalised	86.3%	88.7%	90.0%	93.0%	96.0%
LPS 1b	Of these, percentage concluded with a positive result	51.2%	44.1%	55.0%	56.0%	57.0%
LPS 2	Percentage of victims of reported domestic violence incidents that were victims of a reported domestic violence incident in the previous 12 months	45.2%	47.6%	Monitoring performance indicator		
LPS 3	Percentage of road traffic collisions involving death or personal injury in which at least one driver tested positive for alcohol or drugs	3.30%	2.55%	To reduce	To reduce	To reduce
LPS 4	No. of road traffic collisions involving death or serious injury to pedestrians	204	191	To reduce	To reduce	To reduce

Domain 4 – Providing Assistance

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Targets		
				2005/06	2006/07	2007/08
LHP 3	Answer % of 999 calls within 15 seconds (including lost calls)	83.8%	94.5%	95.0%	95.0%	95.0%
LHP 4	Respond to % of incidents requiring immediate response within 10 minutes in an urban area	92.2%	91.8%	95.0%	95.0%	95.0%
	% responses to urban incidents requiring an immediate response:					
	Less than 5 minutes	64.4%	63.7%			
	More than 5 minutes, less than 10 minutes	27.8%	28.0%			
	More than 10 minutes, less than 15 minutes	4.8%	4.8%			
More than 15 minutes, less than 20 minutes	2.6%	2.9%				
LHP 5	Respond to % of incidents requiring immediate response within 20 minutes in a rural area	94.9%	95.4%	95.0%	95.0%	95.0%
	% responses to rural incidents requiring an immediate response:					
	Less than 5 minutes	47.7%	52.9%			
	More than 5 minutes, less than 10 minutes	25.0%	22.2%			
	More than 10 minutes, less than 15 minutes	13.1%	13.9%			
More than 15 minutes, less than 20 minutes	9.1%	6.4%				
LHP 6	Percentage of non-urgent telephone calls answered within 30 seconds (including lost calls)	90.4%	93.5%	95.0%	95.0%	95.0%
LHP 7	Percentage of police officers in operational posts	91.6%	95.2%	Owing to an audit of HMIC role codes and functions and further changes being undertaken to HR systems, it has not been possible to set targets for this indicator.		



Domain B – Resource Usage

Indicator Number	Indicator	Performance 2003/04	Performance 2004/05	Targets		
				2005/06	2006/07	2007/08
SPI 11a	Percentage of police officer time spent on frontline duties	58.7%	65.6%	66.7%	69.7%	72.5%
SPI 12a	Delivery of cashable and non-cashable efficiency targets	New Indicator 2005/06	New Indicator 2005/06	Achievement of cashable and non cashable efficiency targets	Achievement of cashable and non cashable efficiency targets	Achievement of cashable and non cashable efficiency targets
SPI 13a	Average number of working hours lost per annum due to sickness per police officer	82.42	76.28	72	64	56
SPI 13b	Average number of working hours lost per annum due to sickness per police staff	90.74	80.48	66.6	59.2	51.8
LRU 1	Percentage of new appointments to the police strength which is female	29.5%	37.4%	40.0%	40.0%	40.0%
LRU 2	Percentage of police officers in operational support posts	7.30%	3.87%	Owing to an audit of HMIC role codes and functions and further changes being undertaken to HR systems, it has not been possible to set targets for these indicators.		
LRU 3	Percentage of police officers in organisational support posts	1.11%	0.98%			
LRU 4	Percentage of minority ethnic police officers in the force	1.18%	1.26%	1.625%	1.750%	1.875%
LRU 5a	Number of medical retirements of police officers per 1,000 officers	2.22	0.98	1.50	1.50	1.50
LRU 5b	Number of medical retirements of police staff per 1,000 employees	2.50	0.00	1.50	1.50	1.50

Further Management Information

Recorded Crime BCS Comparator	70.7	64.7	63.0	61.3	59.6
Number of Class A drug supply offences brought to justice per 10,000 population	3.21	1.52	Monitoring performance indicator		
Of these, the percentage which related to cocaine	8.56%	20.4%			
Of these, the percentage which related to heroin	65.3%	43.1%			
Of the percentage of reported domestic violence incidents with a power of arrest where an arrest was made relating to the incident, the percentage of partner-on-partner violence	79.9%	79.3%	Monitoring performance indicator		

+ BCS data – Interviews for year to December 2004

& Represents performance for Apr-Feb 04/05. IT changes as a result of the force re-structure have precluded the inclusion of the data for March 05

^ For every white police officer resigning, no police officers from visible minority groups have resigned. During 2004/05, 37 white officers resigned compared to no resignations by officers from visible minority ethnic groups

GLOSSARY

Acceptable Behaviour Agreement (ABA) - These are agreements intended to address anti-social and offending behaviour and signed voluntarily by the individual offender and, usually, two officers from either the local authority or Youth Offending Team and the police service. If breached, an Anti-Social Behaviour Order may be applied for.

Activity Based Costing (ABC) - A national system to survey staff activity to measure labour and other costs involved in providing policing services. Analysis of data provides information about resource use and informs decisions about future deployment.

Anti-Social Behaviour Order (ASBO) - A court order that allows magistrates to prevent an offender from doing anything described in the order. It is usually used to stop the individual going to a certain area, restraining them from doing certain activities or making contact with named people.

Area Command (AC) - A unit of Northumbria Police responsible for the day-to-day policing of a specified geographic area. These area commands are aligned to local authority areas.

Association of Chief Police Officers (ACPO) - An association of chief officers from England and Wales who develop policing policy.

Association of Police Authorities (APA) - An association of police authority representatives from England and Wales influencing police policy nationally and locally.

Automatic Number Plate Recognition (ANPR) - An electronic facility that recognises vehicle number plates linking them to crime databases to identify illegal activity.

Best Value - A government initiative aimed at improving the quality, efficiency, effectiveness and cost of services delivered to the public.

Community Beat Managers (CBMs) - Police officers allocated to a particular area to address local issues using the Problem Solving Model.



GLOSSARY

Crime and Disorder Reduction Partnerships (CDRPs) - The Crime and Disorder Act 1998 introduced a statutory requirement for certain organisations, such as local authorities and police forces, to work together in partnership to reduce crime and disorder.

Crown Prosecution Service (CPS) - An independent legal body who pursue prosecutions on behalf of the Crown.

Domestic Violence - Northumbria Police defines domestic violence as any incident of threatening behaviour, violence or abuse (psychological, sexual, financial or emotional) between adults who are or have been intimate partners or are family members regardless of gender.

Hate Crime - A crime where the offender's prejudice against any identified group of people is a factor in determining who is victimised.

Her Majesty's Inspectorate of Constabulary (HMIC) - A section of the Home Office that inspects police forces and reports on their efficiency and effectiveness.

Home Office - The government department responsible for internal affairs in England and Wales, including policing issues.

IDENT1 System - The replacement for the National Automated Fingerprint Identification System (NAFIS),

Most Similar Forces (MSF) - Other forces that have similar geographic, demographic socio-economic characteristics.

National Competency Framework (NCF) - The development of the NCF will enable the force and individuals to improve the quality and consistency of performance and behaviour in jobs throughout the police service.

National Intelligence Model (NIM) - A national model to standardise and improve the management of intelligence information across all forces in England and Wales.

National Management Information Systems (NMIS) - A data warehousing system that links disparate source systems and offers a flexible and powerful tool for performance management allowing the force to analyse, monitor and manage performance.



GLOSSARY

National Policing Plan (NPP) - The national Policing Plan is released each year in November setting out the Home Secretary's policing priorities for all police authorities and forces in England and Wales.

Performance Indicator - A measurement of a defined part of policing that is being monitored and assessed.

Police Community Support Officers (PCSOs) - Members of the extended police family with specific police powers. Their main role is to increase visibility and reassurance to the public.

Police Performance Assessment Framework (PPAF) - A framework developed to improve the performance of the police service to reduce levels of crime and increase community confidence. PPAF has been developed to reflect policing as a whole, to see whether or not the lives of citizens have improved in a real or tangible way.

Public Service Agreement (PSA) - These are broad targets set by central government to improve the quality of life of people across the UK.

Referral Scheme - An individual is referred to an agency other than the police, for advice or support, to try to divert them from re-offending.

Restorative Justice - A scheme to bring victims and offenders together in a conference to prevent re-offending, for the offender to realise the harm that has been caused and, if in agreement, the offender to provide some form of reparation for the victim.

Sanction Detection Rate - The proportion of crimes detected through an offender being charged or summoned, cautioned, having an offence taken into consideration or receiving a fixed penalty notice.

Violent Crime - A collective term which includes violence against a person, sexual offences and robbery.

Youth Offending Team (YOT) - Members from different agencies (including the police) who aim to break the cycle of re-offending by providing support to both parents and the young people.

DIFFERENT FORMATS

The Strategy Plan 2005-08 is available on request in large print, Braille and audio tape and in the following languages: Urdu, Hindi, Bengali, Cantonese, Farsi, Kurdish, Czech, French and Portuguese. Please contact 0191 433 2094.



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