

Policing Northumbria

2009 – 2011

Joint Policing Plan of

Northumbria
Police Authority



Total Policing

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Foreword

We are proud to say that, over the last three years, our success in reducing crime in Northumbria has continued. An 18% reduction in crime and a 30% reduction in anti-social behaviour demonstrate a policing service that is delivering our Policing Pledge and responding to your needs and those of the most vulnerable in our communities. We could not have achieved this alone. Without joint working with our partners, including local authorities, criminal justice agencies, fire and rescue and probation services, we would have been unable to deliver many of these improvements.

We are not complacent. Value for money is important to everyone and we want you to feel that we use our resources in the most effective and efficient way. We believe this is demonstrated by Northumbria Police Authority setting one of the lowest council tax charges for local policing in the country and Northumbria Police remaining a top performing policing service. This is achieved by good organisation and leadership. Over the next three years, we will ensure that officers and staff have the, right skills, are in the right place and deliver the right service to local communities. We will preserve frontline policing services despite financial pressures and you will not see a reduction in officers on the beat or responding to incidents.

Over the next three years, the Authority and Northumbria Police will continue to improve performance and provide high quality services. This means we will continue to address local neighbourhood priorities and deal with issues that matter to you. We will make real positive changes to the way we provide information to communities, feedback to victims of crime and make it easier to access our services.

There are challenges ahead, but ones we are able to face with confidence. We will work with partners to build on our proven record of driving down crime and delivering what matters most to the people of Northumbria.



Sue Sim
Temporary Chief Constable,
Northumbria Police

Chair, Northumbria Police Authority

Achievements during 2009/10

- Performance continuing to improve with a 15% reduction in overall crime.
- Police Report Card showing Northumbria as one of the best performing forces in the UK.
- Delivery of the Policing Pledge assessed as 'good'.
- Total Policing Task Force introduced with major disruption to organised criminals.
- Rape task force introduced achieving successful investigations and prosecutions.

Introduction

This plan provides an update for the second year of a three year plan and outlines the expectations for the delivery of policing services in Northumbria for 2010/12.

It provides information about achievements in 2009/10 and outlines what will be delivered in terms of national and local policing priorities for 2010/12, the resources that are available to do this, planned increases in efficiencies and productivity and how performance will be judged and measured. This plan also includes targets for the next three years up to 2013 to demonstrate continuous improvement.

A Local Policing Summary will be distributed to every household in Northumbria providing local people with information that is more specific to where they live.

Northumbria Police Authority

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

The vision of the Authority is to provide a police service for Northumbria in which all local people have trust and confidence.

The Authority does this by:

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

Plans for 2010-12 are to:

- Strengthen the Authority's strategic planning processes.
- Use effective community engagement across all sectors of the community to set policing priorities that reflect local needs and strengthen public confidence.
- Ensure a clear and sustained focus on value for money whilst delivering effective policing services.
- Improve partnership working to secure positive outcomes for local policing and community safety.
- Increase the profile of Northumbria Police Authority, contributing towards building trust and confidence in communities.
- Embed and improve Authority member learning and support.

The Plan includes objectives and key targets by which we can measure progress. During the year the Authority will be monitoring the performance of Northumbria Police against these targets and will support the Chief Constable to ensure they are achieved.

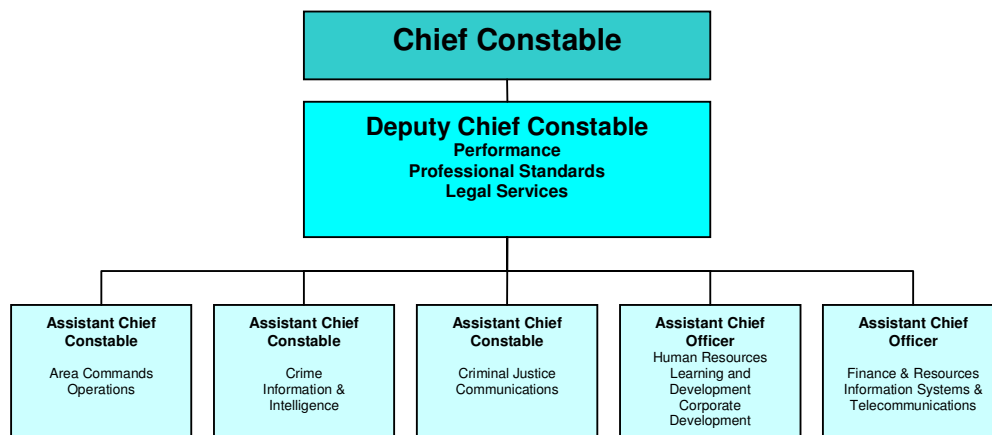
Further information about the members and work of the Authority can be found on the website www.northumbria-police-authority.org



Northumbria Police

Northumbria Police is one of the largest providers of policing services in England and Wales, serving over 1.4 million people within the 2,150 square miles of Northumberland and Tyne & Wear, including the cities of Newcastle and Sunderland, other heavily populated urban areas and large rural areas. Northumbria Police has six policing areas, or 'area commands', covering the Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland local authority areas, supported by ten specialist departments. Northumbria Police has over 4,100 Police Officers and more than 2,500 members of police staff, including more than 400 Community Support Officers. We also benefit from the support of Special Constables. At present, 1.5% of our Police Officers are from minority ethnic communities and 26% are female.

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



Further information can be found at www.northumbria.police.uk



Total Policing

Our Vision and Values

Our Vision

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

Our Values

In all we do, our officers and staff are attentive, responsive, reliable, skilled, polite and fair.

Effective leadership and communication at all levels ensure we deliver effective, efficient and professional services, making communities safer, enabling us to put the needs of those we serve first and take pride in all we do, so Northumbria Police can remain one of the highest-performing police services in the UK.

Strategic Aims

Northumbria Police's strategic aims help to deliver the Vision and our objectives.

People: creating a culture of empowerment, innovation and personal development to ensure a diverse, responsive and flexible workforce.

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

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

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

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

Innovation and Technology: ensuring that we exploit opportunities in science and technology as part of a modern and efficient Criminal Justice System.

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

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

Our Achievements

We are particularly pleased to have maintained our year on year reduction in crime. Compared to this time last year, total crime has fallen by 15%. Violent crime has fallen by 11%, burglary by 17% and vehicle crime by 26%. Anti-social behavior has fallen by 16% over the same period.

We are also pleased to have embedded the Policing Pledge, which sets out what you can expect from us. Northumbria Police has been one of the few police services assessed as 'good' for the way in which we have brought the Pledge to life.

We have also been highly rated across our 'Police Report Card' (see page 35) achieving 'excellent' or 'good' ratings across a range of measures including reducing and solving crime and public confidence, though we still have more to do.

Particular successes this year have included the introduction of our Total Policing Task Force, which has had a major impact on disrupting the activities of organised criminals, who cause the greatest harm to communities, not least through controlling and distributing illegal drugs. This work, disrupting criminal networks, bringing offenders to justice and seizing criminal assets will continue unabated over the next 12 months.

Meanwhile a specialist rape investigation team has also been set up to improve service for victims and bring more offenders to justice. The new team works closely with partner agencies to achieve prompt, successful investigations and prosecutions.

Our Objectives

These are the key areas we will address:

1. Continue to increase confidence through engagement with our communities and the delivery of effective and efficient local policing including delivery of the Policing Pledge and focus on local priorities identified through consultation.
2. Work in partnership to reduce and prevent crime and anti-social behaviour, particularly the harm caused by alcohol and drug misuse and youth offending.
3. Deliver effective protective services across Northumbria.
4. Work in partnership with other agencies and our communities to tackle terrorism and violent extremism.

5. Deliver an effective policing service to the vulnerable in all our communities, victims and witnesses and those who are susceptible to anti-social behaviour, ensuring that there is a focus on reducing re-victimisation.
6. Ensure that our people are skilled and deployed to provide the best possible policing service which meets the needs of our communities.
7. Maintain an effective and efficient policing service, maximising collaborative opportunities to deliver value for money and improved productivity.

We agreed these objectives after taking into account the views of local communities, partners and agencies alongside national priorities, our policing and business performance, the current local and national landscape and the prospect of future change. The following paragraphs provide information about how we identified the objectives in this plan.

Local Priorities

Talking and listening to the people in our area means that Northumbria Police and Authority can understand local priorities and therefore focus on delivering policing services that meet these needs. We continue to consult the public regularly, through User Satisfaction Surveys, Neighbourhood Meetings and a partnership Safer Communities Survey (with responses from more than 15,000 people since April 2009). Northumbria Police Authority hold 60 Police and Community Forums a year across Northumbria giving you the opportunity to ask senior local police officers about policing in your area and have your say on how effective it is.

This year, what local people are telling us are their main concerns in their neighbourhoods are speeding and dangerous driving, teenagers 'hanging around on the street' and inconsiderate parking. We will work closely with partners to deal with these issues.

Community Safety Partnerships

Working together, partners have a greater impact on crime, disorder, drug misuse, alcohol misuse and anti-social behaviour. Community Safety Partnerships (CSPs), also known as Crime and Disorder Reduction Partnerships (CDRPs), include a range of organisations: police, police authorities, local authorities, fire and rescue, probation, housing and health services. There are six CSPs, one in each of the local authority areas in Northumbria, and they identify and deal with local community safety issues improving quality of life for everyone.

Each partnership contributes to delivery of a Local Area Agreement (LAA). This agreement, made with central government, ensures that partnerships tackle community safety priorities in their area. Annually CSPs use a strategic intelligence assessment to identify local priorities, including those in the LAA and set priorities and targets for the following year. These local priorities and targets are taken into account when developing this plan.

Local Strategic Partnerships

These partnerships set the strategic direction for each of the six local authority areas. These partnerships are the conduit for the work to support the LAA. Strategic issues discussed at LSPs are informed by the work of the CSPs and other themed partnerships dealing with health, employment, housing, and transport issues.

Northumbria Local Criminal Justice Board

The board is responsible for the local delivery of national Criminal Justice System targets and priorities. Northumbria Police, the Crown Prosecution Service, HM Courts Service, Probation, HM Prison Service, the Youth Justice Board, and Legal Services Commission work together, with representation from Government Office North East. Priorities for this year include developing the service to victims and witnesses, focusing on offenders causing the most harm, improving the efficiency of the Criminal Justice System from arrest to sentence and crime reduction.

The Policing Pledge

A priority for the Authority and Northumbria Police is to maintain effective delivery of the Policing Pledge. This ensures that policing services provided are based on local concerns. It sets out minimum standards you can expect, including monthly updates on local crime and policing issues, improved services for witnesses and victims and a commitment to act on any problems that you raise. The Pledge promises that Northumbria Police will:

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at

- least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
 5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
 6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and:
 - If you are vulnerable or upset aim to be with you within 60 minutes.
 - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes.
 - Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
 - If agreed that attendance is not necessary we will give you advice, answer your questions and/or put you in touch with someone who can help.
 7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
 8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your police service is performing.
 9. If you have been a victim of crime, agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
 10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

We were recently inspected by Her Majesty's Inspectorate of Constabulary (HMIC) on how we have implemented the Policing Pledge: Northumbria was one of only eight police services, of forty-three inspected, to receive a 'good' overall rating.

You can get more information about the Policing Pledge at your local police station, by contacting your Neighbourhood Policing Team or by visiting the Northumbria Police website.

Equality and Human Rights

Northumbria Police and Authority are committed to delivering a service which meets the needs of our diverse communities and supports our staff.

Northumbria Police and Authority each have an Equality and Human Rights Scheme developed with people who live and work in the Northumbria Police area. Each of the seven priorities identified in this plan will be underpinned by effective delivery of these schemes ensuring that we understand, value and respect all aspects of diversity.

Our Equality and Human Rights Schemes set out our aims to:

- Remove any barriers people face when accessing services, getting information from or employment with Northumbria Police.
- Provide a policing service which is fair to all and can be accessed by everyone.
- Make equality central to all of our policies and functions.
- Make sure our service is free from discrimination and harassment.
- Promote and protect everyone's human rights.

National Priorities

The Home Secretary has provided five Strategic Policing Priorities:

- Continue to increase public confidence and deal with the anti-social behaviour and crime issues that matter in local communities.
- Reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, putting victims at the heart of criminal justice.
- Deliver effective Protective Services, including tackling serious and organised crime.
- Tackle terrorism and violent extremism.
- Ensure that value for money is central to improved policing and that best use is made of resources.

The key 2008–11 Public Service Agreements (PSAs), also identified by the Government for police services are to:

- Make communities safer (PSA23).
- Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public (PSA24).
- Reduce the harm caused by alcohol and drugs (PSA25).
- Reduce the risk to the UK and its interests overseas from international terrorism (PSA26).
- Lead the global effort to avoid dangerous climate change (PSA27).

Our Northumbria Police objectives have been selected to reflect these, whilst also delivering local priorities.

Inspection and Performance

Northumbria Police is regularly inspected by external organisations such as HMIC and the Audit Commission and internally by a team within our Corporate Development Department. We monitor ourselves against how well we and others have performed. 'Areas for improvement' from inspections are taken into account in deciding our priorities.

Collaboration

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

The Strategic Assessment

This assessment informs the priority setting process by bringing together information from the sources outlined above, which provide the views of local people, an understanding of future threats and risks facing communities together with Northumbria Police performance, national priorities and intelligence as well as the impact of known and potential future challenges.

Objectives

Objective 1 - Continue to increase confidence through engagement with our communities and the delivery of effective and efficient local policing - including the delivery of the Policing Pledge - and focus on local priorities identified through consultation

Why this is important

We want you to have confidence in how the police and others deal with crime and anti-social behaviour issues that matter to you and reduce your fear of crime. We want to ensure that our own services and those with partners are of a high standard and fully meet your needs.

Local people have identified, through surveys and local meetings, dangerous driving and speeding in neighbourhoods, teenagers hanging around and inappropriate parking as local priorities.

What we need to achieve

- Local people with a good quality of life, confident that they have a high quality police service and are satisfied with the service they receive.
- A police service that through engagement understands what is important to local communities and meets their policing needs.
- Services which meet the needs of all diverse communities and develop in line with changing need.
- People that know how to contact their Neighbourhood Policing Team and how to find the information they want on crime and anti-social behaviour in their area.
- Victims and witnesses who are kept fully informed about progress in relation to what they report to us.

How we will do this

During 2010-11 we will:

- Continue to talk and listen to local communities, so we understand their needs better.
- Keep the promises in our Policing Pledge.
- Be a visible, known, consistent 'face', close to our communities, benefiting from the better, earlier intelligence this will help communities to share with us.
- Work to maintain and build a relationship in which we are trusted and respected, sharing information which enables you, and us, to take better informed decisions.
- Have more of our staff working on the frontline.
- Align our resources to priorities by freeing up officers from less urgent tasks, improving emergency response and increasing visibility to reassure people and deter crime and anti-social behaviour.
- Take a practical, proportionate approach to minor breaches of the law, using discretion and professional judgement and Community Resolution where appropriate.
- Work with partners to limit the incidence of reoffending, a priority for the CSPs.
- Continuing to work with partners, to deal with the issues local people have identified as important to them, identified through local policing surveys and public meetings.

Actions include

- Further development of joint problem solving activity with partners to deliver sustainable solutions.
- A new department supporting our work in promoting confident communities.
- Undertaking work to understand what increases confidence and satisfaction, and develop better ways to engage with communities.
- Implementing a measure to gauge how local people perceive speeding and inconsiderate parking in their neighbourhood and whether it is improving.

How we will measure success

Indicator	Performance 2009/10	Compared to previous year	Targets			
			2009/10	2010/11	2011/12	2012/13
Percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area	56.3%	+2.2%pt	+4%pt	+3%pt	+3%pt	N/A
Percentage of people who agree that the police in their area are dealing with the things that matter to people in their community	57.1%	-0.9%pt	+0.3%pt	+1%pt	+1%pt	+1%pt
Percentage of users who are completely or very satisfied with the overall service provided by the police	79.9%	+0.9%pt	N/A	+1.1%pt	+1.1%pt	+1.1%pt
Percentage of people who perceive inconsiderate parking to be a problem in their local area	33.7%	New Indicator	N/A	To reduce		
Percentage of people who perceive speeding or dangerous driving to be a problem in their local area	33.5%	New Indicator	N/A	To reduce		

Objective 2 - Work in partnership to reduce and prevent crime and anti-social behaviour, particularly the harm caused by alcohol and drug misuse and youth offending

Why this is important

We are concerned by the amount of crime, particularly violent crime related to drug and alcohol misuse.

More than a quarter of our recorded incidents relate to anti-social behaviour. One of the main concerns of local people is about young people who act anti-socially. It is a small minority of young people who behave in this way or commit crime, but we want to make sure that fewer young people become involved.

What we need to achieve

- Less crime and anti-social behaviour in your area with more criminals caught and brought to justice.
- By 2013, 2,600 fewer crimes, 500 fewer violent crimes¹ and fewer incidents of anti-social behaviour.
- Even safer areas, in which people want to live, work, visit and invest, despite economic pressures.
- Less harm from alcohol and drug misuse.
- Fewer young people involved in crime and disorder, and more taking part in diversionary activities.
- Fewer repeat victims.
- Better control of known dangerous offenders.
- People confident in our policing and satisfied with our service.

¹ violent crimes against the person with injury

How we will do this

During 2010-11 we will:

- Improve links with programmes targeting repeat offenders, many of whom are drug or alcohol dependent. Targeting and managing these offenders can reduce the crimes causing the most harm to communities.
- Continue to work with partners to tackle alcohol, drug, and youth related crime to improve the wellbeing of our communities, with the benefit of increased confidence and a reduction in the perception of crime.
- Work with our partners to deter youths from crime and disorder and reinforce parental responsibilities.
- Work with the media to improve intergenerational relationships, reducing stereotyping of young people and increasing confidence amongst older people.
- Tackle broader causes of offending with preventative work, and earlier identification of, and intervention with partners in, problem families - preventing a future 'criminal generation'.
- Make sure our officers have the confidence and leadership skills to deal with situations in a firm but appropriate manner to engage and gain the respect of young people.

Actions include

- Building upon work to identify and further manage dangerous offenders and prolific offenders using Multi Agency Public Protection Arrangements (MAPPA).
- Continuing to develop Community Resolution where minor infringements are dealt with at officers' discretion, enabling victims to have quick resolutions of their crime.
- Developing 'Safer Schools Partnerships'.
- Highlighting successes and promoting positive messages about the majority of young people.
- Working with partners to improve employment prospects, mitigating the effects of unemployment and increasing our involvement with young offenders to improve rehabilitation.
- Targeting enforcement on persistent problem premises and offenders.

How we will measure success

Indicator	Current performance 2009/10	Compared to previous year	Targets			
			2009/10	2010/11	2011/12	2012/13
Percentage of people who perceive a high level of anti-social behaviour in their local area	14.6%	-3.4%pt	-1.5%pt	-1%pt	-1%pt	-1%pt
Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area	25.5%	-5.1%pt	-2.5%pt	-1.2%pt	-1.2%pt	-1.2%pt
The risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences)	5.7%	-0.5%pt	-1.1%pt	-0.6%pt	-0.6%pt	-0.6%pt
The risk of a household being victim of a household crime once or more in the previous 12 months	16.4%	-1.8%pt	-1.4%	-1.1%pt	-1%pt	-1%pt
Total recorded crimes per 1,000 population	63.9	-15%	-2%	-1%	-1%	-1%
Positive disposal rate ² for total recorded crime	41.7%	2.4%pt	N/A	+1.5%	+0.5%	+0.5%
Sanction detection rate for serious acquisitive crime	18.6%	+0.4%pt	+0.5%pt	+0.5%pt	+0.5%pt	+0.5%pt
Household burglaries per 1,000 households	2.8	-21%	-2%	-1%	-1%	-1%
Vehicle crime offences/1000 population	6.1	-26%	-2%	-1%	-1%	-1%
Violence against the person (with injury) offences per 1,000 population	6.4	-15%	-3%	-2%	-2%	-2%
Criminal damage offences per 1,000 population	16.1	-17%	-4%	-2%	-2%	-2%
Anti-social behaviour incidents per 1,000 population	85.7	-16%	-2%	-2%	-2%	-2%

² Positive disposals consist of sanction detections and community resolutions. Sanction detections include charges/summons, cautions, offences taken into consideration, penalty notices for disorder and formal warnings for cannabis possession. Community resolutions are locally agreed penalties for minor crimes that don't involve the courts, such as asking an offender to pay for, or repair damages.

Objective 3 - Deliver effective Protective Services across Northumbria

Why this is important

Protective Services involve emergencies such as flooding, pandemic illness, public disorder and critical or major incidents. They also include dealing with the illegal use of firearms and organised crime, as well as roads policing and transport safety. Some of these aspects of our work are not very visible to the public, but are important in protecting us all. Road safety remains an issue with pedestrian and child casualties still high, particularly among low-income and ethnic minority families. This priority will also deliver policing services that deal with concerns expressed by local people, when consulted, about speeding and dangerous driving in their neighbourhoods.

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

Policing in support of the 2012 Olympic Games will make further demands upon our Protective Services.

What we need to achieve

- Maintaining and building the capability and resilience of our Protective Services to deal with major public emergencies and disorder.
- More collaboration with partner organisations and neighbouring police.
- Disruption of organised crime, so communities are better protected.
- Less drug dealing and associated harm.
- Fewer people killed or seriously injured on the area's roads.

How we will do this

During 2010-11 we will:

- Regularly review our Protective Services to ensure they remain appropriate to the changing environment and enhance our capability in accordance with national standards and good practice.
- Continue to work with partners and collaborate across Northumbria and beyond to investigate and prevent major crime.
- Intensify our activities against organised crime and send a clear message to criminals that we will disrupt their activities and seize assets acquired through crime.
- Ensure we get the best intelligence picture by working with partners and local communities, who often have vital pieces of the picture, and with specialist national and international organisations.
- Focus roads policing on preventing deaths and life-changing injuries in our communities.
- Better equip our staff by providing accreditation and training to national standards of good practice in Protective Services.

Actions include

- Preparation of a new Flood and Severe Weather Plan.
- More seized criminal assets, with court orders in place to recover £2.7m in 2010/11.
- Strengthening existing partnerships with Her Majesty's Revenue and Customs and the UK Borders Agency, to give more effective information sharing and conduct of joint operations.
- Using targeted patrols and technology to combat high-risk drivers who should not be on the roads or who are driving dangerously, including speeding in neighbourhoods where this is a problem, and those driving under the influence of drugs or alcohol.
- Focusing road safety education activity on high-risk groups such as motorcyclists and inexperienced drivers.

How we will measure success

Indicator	Current performance 2009/10	Compared to previous year	Targets ³			
			2010	2011	2012	2013
Qualitative assessment against the Protective Services Capability Plan (PSCAP) standards	N/A	New Indicator	N/A	To work towards meeting PSCAP standards.	N/A	N/A
Percentage of people who agree that Northumbria Police is effective at dealing with serious and organised criminals, such as those that cause harm through the drugs trade, large scale fraud and people trafficking	N/A	New Indicator	To improve			
Number of people killed in road traffic collisions	41 Jan-Dec 2009	New Dept for Transport Targets	50	48	46	44
Number of people seriously injured in road traffic collisions	543 Jan-Dec 2009		523	502	482	463
Number of people slightly injured in road traffic collisions	4814 Jan-Nov 2009		5341	5129	4926	4730
Number of children killed or seriously injured in road traffic collisions	83 Jan-Dec 2009		83	77	72	67

³ The Department for Transport sets calendar year targets not financial year

Objective 4 - Work in partnership with other agencies and our communities to tackle terrorism and violent extremism

Why this is important

The threat to the UK from terrorism remains high from a variety of sources including 'home grown' terrorists. The Government strategy to combat terrorism and prevent people becoming terrorists or supporting violent extremism has four themes - Pursue, Prevent, Prepare and Protect. We need to ensure that we work with partners and other police services to deliver these themes in the most efficient and effective way.

Extremism can be associated with crime and disorder and, where there is that link, we need to prevent our communities from the harm that can result.

Local communities working in partnership with their local authorities, police, education institutions and others are at the heart of preventing people becoming or supporting violent extremists.

What we need to achieve

- Reduced vulnerability to terrorist attack and domestic extremism.
- Greater awareness of local and regional risks.
- Better engagement with vulnerable communities.
- Increased intelligence to prevent terrorism or violent extremism.

How we will do this

- Gain the trust and support of local people who often have vital pieces of information or feel that 'something isn't right'.
- Disrupt terrorist activity to prevent the threat of attack.
- Take full advantage of the knowledge, expertise and intelligence available from a range of sources including local communities, other emergency services and others, ensuring that the way we work gives people confidence that they can and should report their fears and suspicions to us.

- Working with partners to prevent people wanting to become terrorists in the first place and delivering the best long-term solutions.
- Reducing and disrupting criminal activity associated with extremism while ensuring that peaceful protest can take place.

Actions include

- Working with partners such as local authorities, schools and universities to protect vulnerable individuals who might be attracted to extremism and the ideology which fuels terrorism.
- Further developing Neighbourhood Policing Teams skills in engagement and intelligence gathering.
- Sharing appropriate information with communities to support policing activity to tackle violent extremism.
- Working closely with local authorities to use Counter Terrorist Local Profiles effectively in developing and improving community cohesion.

How we will measure success

Indicator	Current performance 2009/10	Compared to previous year	Targets			
			2009/10	2010/11	2011/12	2012/13
Annual assessment of how well we understand our communities and our ability to identify where radicalisation and extremism could occur.	N/A	New Indicator	To increase our understanding of our communities and identify where radicalisation and extremism could occur			
Delivery of the objectives set out in the national 'Prevent' counter terrorism strategy.	N/A	New Indicator	N/A	To work towards implementation of national development plan for 2010/11	N/A	N/A

Objective 5 - Deliver an effective policing service to the vulnerable in all our communities, victims and witnesses and those who are susceptible to anti-social behaviour, ensuring that there is a focus on reducing re-victimisation

Why this is important

Vulnerable people need to be protected. Tragedy can be prevented by someone having the confidence to speak to us - people are much more likely to have that confidence, a desire to help and to feel able to voice their suspicions and fears, if they believe we will take their concerns seriously and take the necessary action with our partners.

Much crime is opportunistic, identifying weaknesses and exploiting them, so we need to ensure that vulnerable people receive advice and support. In addition disability hate crime has been identified by our communities as an issue.

What we need to achieve

- Improved co-operation with partners to achieve earlier identification and investigation of domestic abuse, vulnerable children and adults, 'honour-based violence' and hate crime.
- Earlier identification of and better support for repeat and vulnerable victims.
- Targeted and appropriate crime prevention advice.
- Improved support services for victims and witnesses.

How we will do this

During 2010-11 we will:

- Increase awareness of personal safety and security issues amongst vulnerable groups such as the elderly and students.
- Continue to reduce the risks posed by the most dangerous violent and sexual offenders.
- Work with colleagues from local authorities, voluntary groups and health agencies to protect vulnerable people.

- Ensure that vulnerable people, including domestic violence victims, have confidence and trust in policing and the Criminal Justice System to increase the number of offenders brought to justice.
- Ensure that enquiries are sensitive and effective, doing all that we can to bring offenders to justice.
- Work with partners such as the Crown Prosecution Service, HM Courts Service, Probation, HM Prison Service, the Youth Justice Board, Legal Services Commission and Local Safeguarding Children Boards ensuring that the Criminal Justice System supports victims, witnesses and communities.

Actions include

- Working with partners to identify vulnerable people and support them.
- Better support to repeat victims.
- Developing our Witness Care Unit and Victim Bureau to improve our service, including the use of Independent Domestic Violence Advisors (IDVA) through the Criminal Justice System.
- Further encouraging the reporting of hate crime.
- Crime prevention and awareness messages which meet the needs of our communities.
- Further development of Neighbourhood Watch.

How we will measure success

Indicator	Current performance 2009/10	Compared to previous year	Targets			
			2009/10	2010/11	2011/12	2012/13
Overall satisfaction with the contact with the criminal justice system by victims and witnesses of crime whose cases reach the point of being charged.	Oct 08-Sep09 Completely, very and fairly: 84% Completely or very: 48%	CVF: +1%pt CV -4%pt	CVF: 85% CV: To increase to 60%	CVF: 85% CV: To increase to 60%	N/A	N/A
Percentage of people who perceive a high level of anti-social behaviour in their local area	14.6%	-3.4%pt	-1.5%pt	-1%pt	-1%pt	-1%pt
Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area	25.5%	-5.1%pt	-2.5%pt	-1.2%pt	-1.2%pt	-1.2%pt
The risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences)	5.7%	-0.5%pt	-1.1%pt	-0.6%pt	-0.6%pt	-0.6%pt
The risk of a household being victim of a household crime once or more in the previous 12 months	16.4%	-1.8%pt	-1.4%	-1.1%pt	-1%pt	-1%pt
Percentage of victims of domestic abuse that suffer a further incident of domestic abuse within 12 months	N/A	New Indicator	N/A	To reduce	To reduce	To reduce
Percentage of households burgled and which are burgled again within 12 months	1.8%	-0.7%pt	N/A	To reduce	To reduce	To reduce

Objective 6 - Ensure that our people are skilled and deployed to provide the best possible policing service which meets the needs of our communities

Why this is important

We need to ensure we have the right structures, people and skills to deliver quality services to local communities and to meet regional and national needs. People want to know what we do with the officers and staff we have and that they are effectively and efficiently matched to public demand.

What we need to achieve

- Better capacity to deliver policing services.
- A workforce which is highly skilled and motivated, achieving high standards.
- A structure which ensures appropriate response to demands and priorities.
- A workforce mix able to provide high quality services.
- Officers and staff who have the confidence to deliver the right services at the right time in the right way.

How we will do this

During 2010-11 we will

- Use effective leadership and motivation to promote a culture that enables our workforce to improve services and build public confidence and satisfaction.
- Ensure we have the closeness and trust which may give us information early enough to prevent a terrorist attack or a child being injured.
- Get the best from our staff by helping them acquire and develop their skills, abilities and knowledge.
- Promote and maintain a safe and healthy working environment.
- Support staff to reduce absence through ill health even further.
- Prioritise officer and staff time to work more efficiently and productively.

Actions include

- Introduction of a Resource Management System to enable better planning of staff deployment and improved service to communities.
- Development of staff to ensure they are able to deliver high quality service. For example, we will provide leadership training for front-line sergeants and supervisors ensuring that they are equipped to lead effectively.
- Implementation of our People Strategy to ensure that we employ, develop and train a diverse, skilled workforce, able to respond effectively to the unique challenges of policing.
- Supporting staff through services such as occupational health counselling, physiotherapy and broader health advice.

How we will measure success

Indicator	Current performance 2009/10	Compared to previous year	Targets			
			2009/10	2010/11	2011/12	2012/13
The percentage of police officers in non-operational posts	N/A	New indicator	N/A	To reduce		
The level of alignment of resource to demand and business priorities	N/A	New Indicator	N/A	To ensure the Northumbria Police has appropriate resources available at appropriate times		
Percentage of officers and staff who have had their development objectives met satisfactorily	N/A	New Indicator	N/A	To increase		

Objective 7 - Maintain an effective and efficient policing service, maximising collaborative opportunities to deliver value for money and improved productivity

Value for Money Statement

The current economic climate is likely to have a significant impact on levels of public spending in the future at a time of increasing expectations.

In line with our goal of delivering the highest standards of service overall we want not only to continually increase the number of crimes detected and offenders brought to justice, to limit harm and maximise protection, but to also manage our resources in the most cost effective way, providing the best value for money that is possible.

In the 2009 Policing White Paper, "Protecting the Public: Supporting the Police to Succeed", the Government published a commitment to require each Police Authority to publish in the 2010/11 Local Policing Plan a Value for Money Statement setting out how Northumbria Police is doing more with its money. This will provide greater accountability to the public on the expenditure of each force, and will be used as part of future HMIC inspections.

Outcomes

- A balanced budget, with resources managed well on behalf of our communities, including the delivery of £4.2m of cash-releasing gains in 2010/11 without impacting on operational policing.
- High quality, efficient services, including the delivery of 10.3% cashable and productivity gains by 2010/11.
- Effective policing that will cost each person in the region less than 7p a day in council tax.

A summary of planned gains covering the period of the Local Policing Plan is shown below:

Cashable efficiency & productivity gains	2010/11	2011/12	2012/13
Cash releasing gains	£4.2m	£12.0m	£13.0m
Other productivity gains	£6.5m	£3.5m	£3.5m
Total	£10.7m	£15.5m	£16.5m

How we will achieve this

The Force VFM Strategy sets out our high level approach to efficiency savings, namely to review business activity to promote operational process improvement and capacity development by way of:

- Process reviews;
- Thematic reviews;
- Individual targets for Area Commands and Departments.

During 2010-11 we will:

- Update the Value for Money Strategy in line with national guidance and best practice.
- Focus on making efficient use of resources, in collaboration with other forces or agencies where appropriate.
- Review our activities and improve our processes through a programme of six reviews.
- Bring the principles of responsible environmental management and sustainable service delivery into everyday business.

Planned activity includes

- Continue to deliver specific efficiency targets for central departments and area commands whilst minimising the impact on operational policing.
- Undertake six review programmes that we have identified will strongly contribute to our aims of ensuring we deliver high quality services to the public, whilst continuing to significantly improve the efficiency and effectiveness of our core processes and reduce bureaucracy.

These reviews will cover:

- Basic Command Units
 - Deployment
 - Contact management
 - Crime
 - Business support
 - Police Authority Support Services
- Actively seek collaborative opportunities with other forces and organisations where this will provide a benefit to the communities served by Northumbria Police.
 - Bringing the principles of responsible environmental management and sustainable service delivery into everyday business.
 - Work with Criminal Justice Partners to remove duplication and deliver a wholly joined up service.

Procurement

To reduce costs and improve productivity through:

- Making use of national buying power for vehicles, equipment and uniforms in line with Association of Chief Police Officers and Northumbria Police Authority/Northumbria Police procurement strategies.
- Participating in other public sector framework contracts for non-specific police goods and services where cost effective.
- Collaborating with other police forces to develop regional contracts for other goods and services which are better sourced regionally.
- Working with National Police Improvement Agency and regional forces to improve process efficiency through developing standardised procurement documentation and e-procurement systems across the police service.

Information Communications Technology

- Supporting the national impetus for joined-up IT services.
- Appointing a Regional Information Systems Improvement Strategy Delivery Manager and playing an active role on the Information Systems Improvement Strategy ICT Regional Collaboration board in order to reduce IT costs and improve productivity of frontline officers;
- Adopting a service management model to deliver significant business process improvements;
- Ensuring that any new, significant IT investments that may become necessary are made in alignment to ISIS and deliver outcomes that support frontline policing and improved public confidence.

Summary of planned activity 2010/11 2012/13

Project	Work stream	Projected savings		
		2010/11	2011/12	2012/13
Improved deployment of officers and staff	Improved deployment	£0.5m	£0.2m	-
A 10% reduction in overtime budgets for all officers and staff	Reductions in overtime	£0.5m	-	-
Six review programmes: <ul style="list-style-type: none"> • BCU • Deployment • Contact management • Crime • Business support • Authority Support 	Business process improvement	-	£9.0m	£12.0m
Procurement strategy	Procurement	£1.4m	£1.0m	£0.5m
Local efficiency plans	Other opportunities	£1.8m	£1.8m	£0.5m
Other productivity gains	Business process improvement	£6.5m	£3.5m	£3.5m
TOTAL		£10.7m	£15.5m	£16.5m

How we will measure success

Indicator	Current Performance 2009/10	Compared to Previous Year	Targets			
			2009/10	2010/11	2011/12	2012/13
Scores for the Police Use of Resources Assessment by the Audit Commission ⁴	Overall Score 3	New Indicator		To maintain an overall score of 3		
Delivery of net cashable, efficiency and productivity gains	3.4% in 2009/10 6.8% cumulative 2008-10		10.3% by 2010/11		N/A	N/A

⁴ The Police Use of Resources assessment enables auditors from the Audit Commission to form judgements on the Police Authority and Force arrangements to secure effective use of resources across the five themes of financial reporting, financial management, financial standing, internal control and Value for Money. A score of 3 means 'consistently above minimum requirements: performing well'.

We will manage our Finances and Resources in these ways

The Medium Term Financial Strategy

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

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

Revenue and capital budgets 2010/11

In preparing the budgets for 2010/11 the Authority considers the following:

- The key principles of the Medium Term Financial Strategy.
- The Local Government Finance settlement.
- Revenue and capital outturn for 2009/10.
- Budget pressures facing the Authority in 2010/11.
- Delivery of the Local policing plan, Northumbria Police's 2020 Vision and the Authority's corporate objectives.
- Value for Money.
- Council tax capping.
- Reserves and risk assessment.
- The Prudential Code for Capital Finance in Local Authorities.

Value for Money Statement

In the 2009 Policing White Paper, "Protecting the Public: Supporting the Police to Succeed", the Government published a commitment to require each Police Authority to publish in the 2010/11 Local Policing Plan a Value for Money Statement setting out how the Northumbria Police is doing more with its money. This will provide greater accountability to the public on the expenditure of each police service, and will be used as part of future HMIC inspections.

The Value for Money Statement will outline Northumbria Police's overall approach to improving value for money, setting out where the Authority and Police have decided to focus to make gains and why these areas have been selected; and will detail the specific projects and forecast gains resulting from these projects.

The draft proposals include the requirement for the Value for Money Statement to outline the cashable efficiency savings and productivity benefits planned from:-

- Improvements in the deployment of officers and staff to match more effectively the demand for services and deal with risk, threat and harm.
- Reductions in overtime spend (which nationally will amount to at least £70m from 2008/9 levels by 2013/14).
- A programme of reviews to improve and streamline service delivery and reduce bureaucracy and duplication.
- Reductions in locally imposed bureaucracy, including reducing the number and extent of forms and eliminating all unnecessary data requirements.
- Quick adoption of national frameworks for procurement, including migration from legacy contracts.
- Support for the national aims for joined-up Information Technology services.
- Streamlining support services to account for less than 7% of the workforce by 2013/14.
- Local approaches and collaboration which are adding to these or to other approaches for value for money.

Our Value for Money Statement is being prepared; plans to achieve the required savings will be published in the June update of this Policing Plan.

What it costs to police Northumberland and Tyne and Wear

Revenue Expenditure

For 2010/11, Northumbria Police Authority set a revenue budget of £292.4m comprising net expenditure of £307.7m offset by transfers from reserves of £15.3m. Last year the net revenue budget was set at £285.1m.

The 2010/11 budget will enable continued development of policing and support us in delivering the objectives outlined in this plan. The procurement processes we use ensure that goods and services from contractors and suppliers represent the best value for money and promote equality and diversity and sustainable development.

Revenue Expenditure Budget	2009/10 £m	2010/11 £m
Employee expenses	282.6	285.6
Other running costs	53.3	52.5
Capital charges	4.9	6.1
Gross revenue spending	340.8	344.2
Income	40.5	36.5
Net revenue spending	300.3	307.7
Less appropriation from reserves	15.2	15.3
Budget requirement	285.1	292.4

Financed By	£m	£m
Government grant	249.9	256.2
Local precept	35.2	36.2
Total finance	285.1	292.4

Capital Programme

The Police Authority has a capital programme for 2010/11 amounting to £33.4m, with a further £61.9m budgeted in 2011/12 and £36.1m in 2012/13.

The funding for 2010/11 comes from the Home Office in the form of a capital grant, prudential borrowing and from the Authority's own resources in the form of capital receipts and reserves to meet the revenue costs of borrowing. The capital programme is to achieve:

	- £m	2011-12 £m	2012-13 £m
Major building schemes	20.5	50.4	27.3
Minor building schemes	2.2	1.3	1.2
Computers and communications	6.5	5.5	3.8
Vehicles and equipment	4.2	4.7	3.8
Total	33.4	61.9	36.1

The 2010/11 capital programme will enable the Authority to:

- Ensure that its buildings remain fit for purpose, including new replacement police stations at North Tyneside and Newcastle.
- Maintain and develop the existing computers and communications.
- Purchase vehicles to meet operational requirements following a fleet review.
- Provide significant support to the local economy.

Managing Our Performance

People in Northumbria can be confident that their policing service is provided by one of the highest performing police services in the UK. This is demonstrated by our record of year-on-year crime reduction as well as assessments by the Home Office, HMIC and other agencies which monitor the performances of police services. The outcome of the 2010 Police Report Card shows Northumbria as one of the top performing police service in the UK.

For each of our objectives, we have shown the targets and measures the Police Authority will use to assess performance on your behalf. At the end of this plan we have included a summary of last year's performance. More detailed performance information is available on the Northumbria Police website.

The Police Report Card

HM Government sets a single target for improving local confidence and has asked HMIC to play a stronger role in identifying and challenging under-performance. Police services are assessed against a 'Police Report Card' which provides national grades for four areas.

Our ratings for three of these areas (or domains), are shown below. HMIC have not yet graded police services for value for money as they plan to inspect this further.

Domain	Grade
Local crime and policing	Good
Protection from serious harm	Good
Confidence and satisfaction	Good
Value for money	not scored for 2010

Our report card states Northumbria Police "*remains one of the highest performing police services in the UK with an enviable record in reducing and solving crime*" and our grades for reducing and solving crime are both excellent. Our delivery of the Policing Pledge and our approach to neighbourhood policing are highlighted as good and we have greater public confidence than comparable police services.

There is however room for improvement in engaging with diverse sections of the community, and we'll be working hard to do this and to increase our visibility and performance in tackling anti-social behaviour as both areas are graded fair. Our successes in reducing crime and disorder are seen as setting a high standard for us to maintain but HMIC

has confidence that *"The performance of Northumbria Police in recent years raises the prospect that it will put energy and drive into areas where improvement may be needed"*.

Police and Partner Performance

Through Comprehensive Area Assessment (CAA), the government assesses public services in a geographical area. This examines how well local public bodies work together to meet the needs of the people in their area. As a result of CAA, Local Strategic Partnerships have agreed a range of challenges and will be supported in achieving these by our area commands. The most common are to strengthen the local economy (particularly in light of the recession), to create safe sustainable communities (including managing environmental impacts), and to improve the health and well-being of local people.

Summary Performance Tables 2009/10

Improve performance in acquisitive and volume crime	Performance 2008/09	Performance 2009/10	Target
Serious acquisitive crimes per 1,000 population	11.4	8.6	-2%
Serious violent knife offences per 1,000 population	0.55	0.29	Monitor
Risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences)	6.2%	5.7%	-1.1%
Risk of a household being victim of a household crime once or more in the previous 12 months	18.2%	16.4%	-1.4%
Total recorded crimes per 1,000 population	75.1	63.9	-2%
Criminal damage offences per 1,000 population	19.4	16.1	-4%
Burglaries per 1,000 households	7.9	6.2	-2%
Sanction detection rate ⁵ for total recorded crime	39.3%	39.6%	+0.5%
Sanction detection rate for criminal damage	21.0%	19.8%	+0.5%
Sanction detection rate for serious acquisitive crime	18.2%	18.6%	+0.5%

Address alcohol and youth related crime and disorder	Performance 2008/09	Performance 2009/10	Target
Number of 'assaults with less serious injury' (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences	6.9	5.7	-3%
Sanction detection rate for assaults with less serious injury	57.0%	59.3%	+0.5%
Anti social behaviour incidents per 1,000 population	101.8	85.7	-2%

Provide effective local policing to address neighbourhood concerns and improve the quality of service delivery	Performance 2008/09	Performance 2009/10	Target
% of people who agree that the police and local councils are dealing with anti-social behaviour and crime issues that matter in their area	54.1%	56.3%	+4% (58.1%)
Percentage of people who agree that the police and local councils seek their views on anti-social behaviour and crime issues in their area			+0.3%
Percentage of people who perceive drug use or drug dealing to be a problem in their local area	28.6%	24.0%	-1.0%
Percentage of the public who think the police in their area are doing a good job	58.9%	58.3%	+0.3%
Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area			-2.5%
Percentage of users that are satisfied with the overall service provided by the police	86.9%	90.4%	+0.3%

⁵ Sanction detections include charges/summonses, cautions, offences taken into consideration, penalty notices for disorder and formal warnings for cannabis possession.

Provide effective local policing to address neighbourhood concerns and improve the quality of service delivery	Performance 2008/09	Performance 2009/10	Target
Comparison of satisfaction between white users and users from minority ethnic groups with the overall service provided by the police	=	=	Reduce gap to less than 5%
Satisfaction of victims of racist incidents with the overall service provided by the police	81.7%	85.7%	+0.3%
(i) Number of deliberate primary fires per 10,000 population	11.4	9.2	Monitor
(ii) Number of deliberate secondary fires per 10,000 population	44.8	41.1	Monitor
Sanction detection rate for racially and religiously aggravated crimes	55.3%	57.8%	+0.5%
Percentage of people who agree that the police in your area understand the issues that affect their community		70.7%	+0.3%
Percentage of abstractions (the temporary movement of a neighbourhood officer from their core role to perform other policing duties within the area or the force) from Neighbourhood Policing Teams	New indicator	5.3%	< 20%
Respond to % of incidents requiring immediate response within 20 minutes in a rural area		89.4%	95%
Response to % of incidents requiring immediate response within 15 minutes in an urban area	94.9%	93.6%	95%
Percentage of people who agree that taking everything into account they have confidence in the police in their area	71.0%	72.3%	+0.3%

Reduce the harm caused by serious and organised Crime	Performance 2008/09	Performance 2009/10	Target
Number of gun crimes per 1,000 population	0.06	0.05	Monitor
Value of cash forfeitures and confiscation orders per 1,000 population	£1,361	£1,731	£1,745

Provide effective Protective Services	Performance 2008/09	Performance 2009/10	Target
Number of most serious violent crimes per 1,000 population	0.56	0.63	-3%
Number of domestic homicides per 1,000 population	0.004	0.004	Monitor
(i) Number of people killed or seriously injured in road traffic collisions	548	556	
(ii) Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled	5.1	5.1	-3%

Work in partnership to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public	Performance 2008/09	Performance 2009/10	Target
The change in convictions for Prolific and other Priority offenders over a 12 month period	Apr 08 - Mar 09 Between -20% and -25%	Apr 09 - Sep 09 Between -40% and -50%	Monitor
Rate of proven re-offending by adults under Probation supervision	Predicted 15.5%	Actual 15.0%	Monitor
Rate of proven re-offending by young offenders aged 10 - 17	Apr 08-Dec 08 0.94	Apr 09-Dec 09 0.85	Monitor
Number of first time entrants to the Youth Justice System aged 10 - 17	3220	2073	Monitor
Compliance with Victims Code of Practice	New indicator	86%	Monitor

Make best use of resources to maintain operational performance whilst delivering the Value for Money Strategy	Performance 2008/09	Performance 2009/10	Target
Percentage of police officer recruits from minority ethnic groups compared to the percentage of people from minority ethnic groups in the economically active population (2.4%)	3.6%	1.3%	3.4%
Percentage of female police officers compared to the overall Northumbria Police strength	24.8%	25.8%	25.5%
Percentage of working hours lost due to sickness for police officers	3.7%	3.4%	3.8%
Percentage of working hours lost due to sickness for police staff	3.8%	4.0%	3.8%
Delivery of net cashable, efficiency and productivity gains	New indicator	6.8%	10.3% by 2010/11

Contacting Northumbria Police

By phone:

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

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

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

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

Writing to us:

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

Finding us online:

You can visit our website: www.northumbria.police.uk. Here you can

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

Contacting Northumbria Police Authority

By phone: **0191 433 2091** (ask for the Police Authority).

By email: enquiries.npa@gateshead.gov.uk

You can find further information about the Police Authority online at: www.northumbria-police-authority.org

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