

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 or Text 07786 200 814

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:

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

An alternative format of this plan, based on the recommendations from the Royal National Institute of the Blind, is available on our website.

However, please contact us at the above address or call 0191 433 2091 and we will be more than happy to provide additional copies, translations and alternative formats.



POLICINGPLAN

2011-2014



Total Policing

Northumbria
Police Authority



FOREWORD

Welcome to the joint Northumbria Police and Northumbria Police Authority Policing Plan for 2011-14.

Northumbria Police continues to be one of the highest performing police forces in the country, with 7,327 fewer crimes (an 8.2% reduction) and 3,594 fewer incidents of anti-social behaviour (a 3.0% reduction) compared to this time last year. Additionally, the percentage of crimes we detect has increased from 39.6% to 41.0% over the same period. We have achieved this performance whilst keeping the cost of policing to local people as one of the lowest in the country.

This has been achieved by listening to our communities and working closely with our partners to give people the service they tell us they want and need.

The next twelve months will be particularly challenging with cuts to our budget from April 2011. We knew these cuts were coming so plans have already begun to meet the economic challenges that lie ahead while continuing to provide the high quality service the public expect and deserve.

We are committed to continuing to deliver excellent front-line policing despite financial restrictions. Over the coming year, we will ensure that Northumbria Police remains both efficient and effective. Our approach is not about simply cutting costs but doing the right things in the best

possible way. This means giving the best and most efficient service by doing things differently – not necessarily doing less.

We are determined that our communities will continue to see sustained improvement in the service they receive from us.

This plan sets out our priorities for the next three years - how we will respond to the issues raised by our communities and deliver the best possible policing in our area.

There is no doubt that we are entering challenging times, but these are ones we can face with confidence. We will continue to work with partners and build on our excellent record to deliver top quality policing to the people of Northumbria.



Mick Henry

*Chair
Northumbria Police Authority*



Sue Sim

*Chief Constable
Northumbria Police*



NORTHUMBRIA POLICE AUTHORITY

The Authority's aim is to ensure Northumbria has a police service in which all local people have trust and confidence.

Northumbria Police Authority is an independent body made up of 17 people - nine local councillors and eight independent members - whose role is to ensure that Northumbria Police is doing a good job and fighting crime.

In publishing this plan, the Authority sets the strategic direction for policing for 2011-14. Each year we talk to local people, our partners - such as councils, and those in business and commerce. The Authority also works with young people across Northumbria through the Northumbria Youth Police Authority. This gives people a voice and an opportunity to share their views on policing and helps us to understand local policing priorities.

Using this information together with other national and local policing issues we have agreed the priorities in this plan.

This Policing Plan allows the Authority to monitor how the police are performing when delivering the priorities in the plan. By meeting regularly with Northumbria Police, receiving reports and continuing to engage with local communities we ensure that resources are used effectively to reduce crime and disorder and provide value for money for local people.

Our role

Northumbria Police Authority has a number of key responsibilities which include:

- Listening to communities throughout Northumbria to ensure they get the policing services they want.
- Setting policing priorities and targets.
- Checking the police are fighting crime by measuring, scrutinising and managing performance.
- Setting and controlling the police budget each year so that the money is spent wisely and not wasted.
- Deciding how much people pay for their police service through local council tax.
- Appointing senior police officers and making sure they are effective.
- Working with partners to improve the quality of life in Northumbria.

Our plans for 2011-12

In 2011-12, Northumbria Police Authority will:

- Continue to engage with communities across Northumbria to set policing priorities which meet local needs and priorities and increase public confidence.
- Focus on value for money while still delivering policing services local people want.
- Work closely with our partners to improve policing services and community safety.
- Respond to any proposed national changes in policing, while maintaining the high levels of confidence that local communities already have in Northumbria Police.



Northumbria Police Authority Members

Councillor Mick Henry - Chair

Councillor Tom Foster - Vice Chair

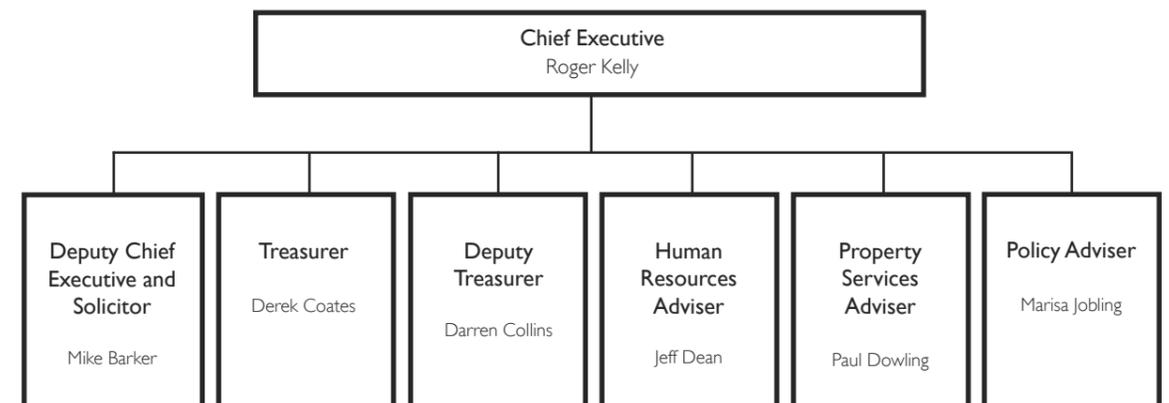
- Elected Mayor Linda Arkley
- Chris Clarke
- John Cooke
- Tina Drury
- Eleanor Hayward (JP)
- Councillor Stephen Lambert
- Councillor John McCabe

Janet Guy - Vice Chair

- Joan Moon
- Councillor David Napier
- Jill Remnant
- Councillor Lesley Rickerby
- Councillor Glen Sanderson
- Councillor Bill Shepherd
- Sohan Singh

Northumbria Police Authority Advisers

Advisers provide strategic support and technical guidance to members. They have leading roles in key areas of work of the Authority including legal services, finance, policy, asset management and human resources. They also facilitate links with stakeholders and partners throughout Northumberland and Tyne and Wear.



NORTHUMBRIA POLICE

Northumbria Police is one of the largest providers of policing services in England and Wales - serving more than 1.4 million people within the 2,150 square miles of Northumberland and Tyne and Wear.

The force area includes two cities, three heavily populated urban areas and large rural areas.

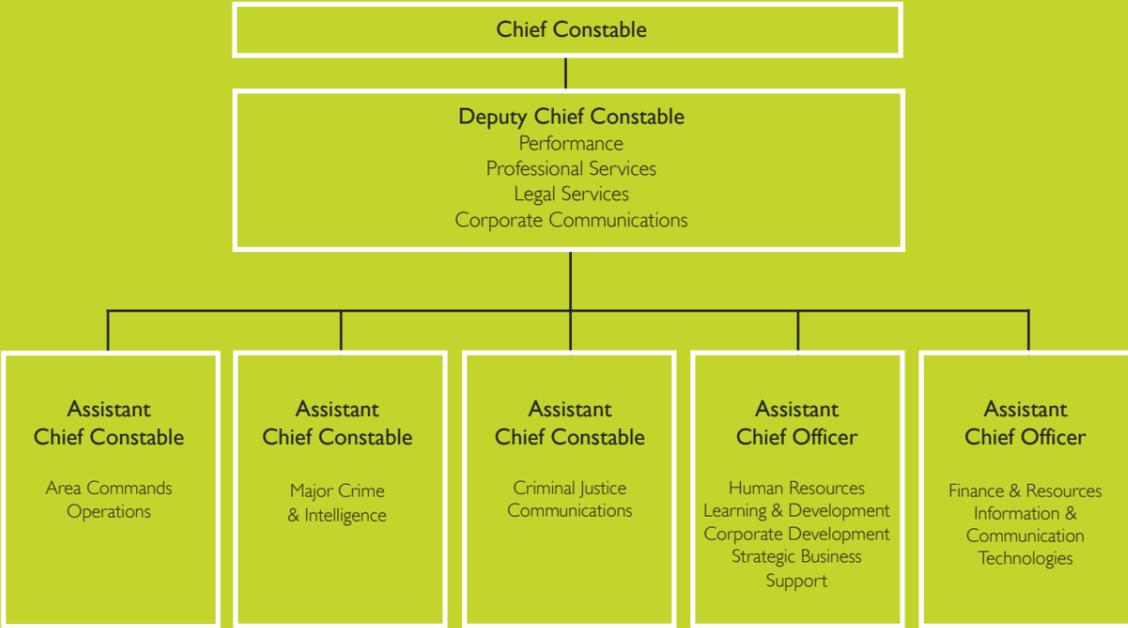
There are six policing areas - Area Commands - which cover the Gateshead, Newcastle, North Tyneside, Northumberland, South Tyneside and Sunderland local authority areas, supported by twelve specialist departments.

The force currently has more than 4,100 police officers and 2,600 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 support from the Chief Officer Team, manages operational policing, monitors performance, engages with local communities and partners, and manages the budget.

Northumbria Police's Chief Officer Team is:

- Chief Constable**
Sue Sim
- Temporary Deputy Chief Constable**
Jim Campbell
- Assistant Chief Constable**
Greg Vant
- Assistant Chief Constable**
Steve Ashman
- Temporary Assistant Chief Constable**
Dave Pryer
- Assistant Chief Officer – Finance and Resources**
Steve Culkin
- Assistant Chief Officer – Human Resources**
Bernie McCardle



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



OUR COMMITMENT TO YOU

The Chief Constable's Commitment to you:

“At Northumbria Police we want to give the best possible service to our communities.”

“We can only do this with your help. We want to get to know our communities and meet you at public meetings. My officers will also make themselves available in the places you use, such as shops and community centres, to hear your concerns and feed back important information to you.

We will treat everyone with respect at all times, making sure you have fair access to all our services. We are a caring, professional organisation and

whenever you get in touch with us we will always try to respond in the most appropriate way, answering all calls promptly. My officers and staff will attend emergencies as quickly and safely as possible.

Your local officers are there to help you, patrolling in areas where you say you need them most. Get to know them, use our website and, most of all, work with us for a safer community where you live.”

OUR OBJECTIVES

Our objectives reflect national and regional priorities for the police and by consulting the people of Northumberland and Tyne and Wear, the force and the Police Authority can also focus on the needs and priorities of our communities.

To do this, we conduct public surveys to ask people what they think about the services we provide. Firstly, we ask people who report crime and anti-social behaviour about the quality of service they received from us, and secondly we ask local residents how we can help to improve their neighbourhood. The responses are used to improve our service and meet the needs and expectations of the people we serve.

The Safer Communities Survey is conducted with 12,000 people every year to help us identify and respond to any crime and anti-social behaviour issues in local neighbourhoods. It is conducted in partnership with the police, local councils and criminal justice agencies. This enables us to respond more effectively as many neighbourhood problems require more than a police response alone.

Northumbria Police is currently the only force in England and Wales which conducts a survey like this in partnership.

The survey has recently been changed from a postal questionnaire to a telephone interview. This allows a two-way discussion and helps us to understand what people think in a way that is not possible in a postal questionnaire. We receive more detailed feedback about local issues and the services we deliver at a neighbourhood level.

The most recent telephone survey showed that people are most concerned about:

1. Teenagers involved in anti-social behaviour
2. People being drunk or rowdy
3. Vandalism and graffiti
4. People using or dealing drugs
5. Speeding or dangerous driving

In setting the force objectives we have also considered the national picture. This includes examining reports such as 'Policing in the 21st Century', directions from the Home Secretary and advice from Her Majesty's Inspector of Constabulary.

Additionally, we have held a number of focus groups with vulnerable and diverse groups, statutory and voluntary partners as well as police practitioners. The purpose of the sessions was to identify those objectives that these members felt should be considered over the forthcoming years.

They felt that the activities to support the following themes were important:

1. Continue to engage with communities
2. Reduction and detection of crime
3. Protection of the public
4. Maintenance of partnership activity

In setting our plan we also consider the risks and challenges that may face the force and our region over the next few years and assess the impact these may have on our activities. The identification of those issues which may pose a significant challenge to the achievement of our objectives is an important aspect of our strategic plan. The force and the Police Authority will continue to coordinate activity so that we can respond effectively to them.

Our objectives will allow us to provide the quality of service that you have come to expect taking into account these issues.

We have put all this information together to shape our objectives, as illustrated in the diagram opposite.



¹Counter terrorism, domestic extremism, serious and organised crime (including cross-border crime), civil contingencies, critical incident management, major crime, public order, roads policing and firearms

MEASURING PERFORMANCE AGAINST OUR OBJECTIVES

Northumbria Police is ultimately accountable to the public it serves. It is vital that we inform, consult with and involve the public in the activities we undertake to meet our objectives. They will be the best placed to judge how well we deliver policing to their neighbourhoods and we will seek out and listen to their views in a number of different ways.

Part of the role of Northumbria Police Authority is to ensure that we are fighting crime, and tackling the things that are important to our communities. This information is obtained through regular public consultation, and the Chief Constable and her team report to the Police Authority formally on a monthly basis.

We regularly assess our progress against our objectives and their related targets using both quantitative and qualitative data; the Chief Officer Team formally assesses our progress with senior leaders monthly. All staff within the force have personal objectives which ensure we coordinate activity effectively.

In the remainder of this plan you will see a number of targets and indicators which are benchmarks of success for each objective. Some measures include conducting an assessment of a particular area of policing which will involve local reviews and inspections alongside national comparisons and identification of good practice.

Our performance monitoring does not just consider the indicators tabled against each objective. As shown in the diagram opposite, we use a variety of methods to measure performance across all aspects of policing and the views of the public are the ultimate test of our success.

Our performance framework and details of our specific targets in support of the objectives can be viewed at:

www.northumbria.police.uk/about_us/targets_and_performance/index.asp

Alternatively, call us on 0191 4332091 and we will be happy to provide details of our targets and performance in a convenient format.

Further information about crime and policing in your area, including Crime Maps, can be viewed at:

www.police.uk

Public Involvement



We conduct regular surveys, both of victims of crime and the wider public.



We use Community Messaging systems.



To help communities assess our performance we publish performance information and explain our priorities and actions (including local crime mapping*)



We consult with, and obtain feedback through Police and Community Forums and from specialist groups in the form of Independent Advisory Groups.



We have interactive Facebook, YouTube and Twitter sites, highlighting our activities and seeking feedback.



We work with the media to publicise our activities.



Police and Communities Together meetings are held in each neighbourhood, sometimes on the street, with local officers in attendance to discuss matters and address problems.

*<http://maps.police.uk/view/northumbria>



Police Authority Scrutiny

Northumbria Police Authority is responsible for ensuring that local policing services are accountable to local people. Members meet throughout the year to discuss policing issues, agree future policing policies, agree spending on equipment and facilities and discuss ways of improving the service provided by Northumbria Police.

The Police Authority regularly consults with the public to find out exactly what people think of the way their area is policed and the standard of policing.

The Police Authority then ensures that policing priorities for the year ahead respond to people's concerns.

Accountability is achieved through formal reporting to Police Authority committee meetings, ensuring that appointed members scrutinise and question current performance directly with the Chief Constable and her team.



Northumbria Police Delivery

Forcewide Performance

- Effective leadership and communication throughout the organisation help to ensure every member of staff continues to build on our strengths in delivering an effective, efficient and professional policing service.
- Targets are set in order to achieve continuous improvement and deliver our objectives. We compare our progress with that of other forces and national best practice.
- Survey findings are reviewed quarterly by the Chief Officer Team.
- Performance is reviewed monthly at a Strategic Management Board where the Chief Constable and Chief Officers hold Area Commanders and Heads of Department to account.

Area Command and Department Performance

- Local policing services are delivered by our six area commands, based on local authority boundaries, and supported by specialist departments.
- Individual Business Plans covering each area command and department are developed in support of force objectives. These plans are then monitored by the Chief Officer Team.
- Survey results are broken down to area command level so that they can be reviewed and prompt action taken.
- Tasking and co-ordination meetings review performance across neighbourhoods and officers are deployed in response to emerging issues.
- Each year we publish a Local Policing Summary which is sent to every home and business in the force area and provides details of local policing activities, performance and contact information for Neighbourhood Policing Teams.

Neighbourhood Performance

- Neighbourhood Inspectors lead and manage a team of police officers and staff who police local areas. Together with local partners it is their role to make our neighbourhoods safe places to live, work and visit.
- Neighbourhood meetings give members of the public a chance to meet their local policing teams and to discuss any community concerns they may have.
- Inspectors are provided with survey results down to neighbourhood levels, ensuring they can respond to community concerns.
- The Area Commander holds their Inspectors to account for meeting the needs of neighbourhoods and addressing their priorities.
- Individual appraisal ensures that each member of staff is working towards delivering effective policing across Northumbria.



OBJECTIVE 1

Reduce and prevent crime and anti-social behaviour and improve confidence by working together with our partners

Why is this important?

We will continue to improve the safety of people in Northumbria. A key part of this is continuing to reduce crime and anti-social behaviour, which can have a negative impact on the lives of local people.

We are determined to keep Northumbria a safe place to live, work and visit.

What will we do?

- We have already reviewed where our officers are, what we do and how we do it; implementing these findings will ensure we work better across local boundaries and that neighbourhood officers focus their activity on tackling local crime and anti-social behaviour.
- Focus on crime and disorder offences committed against vulnerable and repeat victims.
- Maintain effective partnerships and identify new opportunities to work with other organisations.
- Increase the use of Volunteers and Special Constables, and involve the public more directly in tackling crime and disorder.
- Target those prolific offenders who have the worst impact on communities and are responsible for the most crimes.

How will we do it?

- Evaluate and improve our current partnership activity and increase the number of effective partnerships we are engaged in.
- Use officers and staff more effectively through the introduction of a centralised Command and Control Department to co-ordinate our response to calls for the police.
- Improve systems to identify repeat and vulnerable victims.
- Implement a policing model where our officers and staff work more closely together.
- Work with partners and the media to help improve relationships between people of differing ages and increase confidence amongst older people.

What do we want to achieve?	Target/assessment
Reduce crime and anti-social behaviour and catch more criminals	<ul style="list-style-type: none"> • Reduce recorded crime by at least 1% (from 82,463 crimes to 81,639). • Reduce the percentage of people who perceive a high level of ASB in their local area by at least 0.5% (from end of year British Crime Survey results available July 2011). • Increase the positive disposal rate (including detections and community resolutions) for total recorded crime by at least 0.5% (from 43.9% to 44.4%). • Reduce the number of personal/targeted ASB incidents, a new measurement for which we are creating new recording systems. • Reduce the number of ASB incidents by at least 1% (from 116,756 to 115,589).
Target resources on prolific and other priority offenders	<ul style="list-style-type: none"> • Monitor the number of offences brought to justice involving prolific & priority offenders and respond effectively.
Increased public confidence and satisfaction	<ul style="list-style-type: none"> • Increase the percentage of people who agree that the police and local councils are dealing with ASB and crime issues that matter in their area to at least 60.8% by March 2012 (from end of year British Crime Survey results available July 2011). • Increase the percentage of respondents who agree that the police in their area are dealing with things that matter to people in this community by at least 0.5% (from end of year British Crime Survey results available July 2011). • Increase the percentage of users who are completely or very satisfied with the overall service provided by the police by at least 0.5% (from 80.5% to 81.0%).
Increase the visibility and accessibility of our officers	<ul style="list-style-type: none"> • Ensure the alignment of resource to demand and business priorities. • Define (considering forthcoming national definitions), and then increase the percentage of the workforce in public-facing roles. • Increase the percentage of the workforce in public-facing roles who are in visible roles.
Improve our response to incidents	<ul style="list-style-type: none"> • Increase the percentage of users who are completely or very satisfied with the actions taken by the police by at least 0.5% (from 76.8% to 77.3%).
Increase involvement with the public and partners in the delivery of policing services	<ul style="list-style-type: none"> • Increase the number of volunteer schemes beyond the current single pilot and increase the number of Special Constables from 235 to 410. • Identify effective partnerships and critical gaps to policing provision to ensure partnership activity is productive and important services are maintained.

OBJECTIVE 2

Tackling the harm caused by alcohol related crime and disorder

Why is this important?

The link between alcohol and crime and disorder is well known and by tackling the harm caused to public safety we will improve the quality of life for many people in Northumbria and reduce the negative effect on local communities.

What will we do?

- Continue to work with partners to tackle alcohol-related crime and disorder and encourage changes to how people think about and drink alcohol to promote public safety.

How will we do it?

- Work with licensing authorities to encourage responsible management of pubs, clubs and off-licences and use robust enforcement to deal with problem premises and offenders.
- Improve links with programmes targeting repeat offenders, many of whom are alcohol dependent.
- Work with partners to protect our neighbourhoods from alcohol-related violence and disorder; through enforcement and awareness-raising campaigns.
- Work in schools to promote a responsible approach to alcohol and actively target those who supply alcohol to those who are underage.

<i>What do we want to achieve?</i>	<i>Target/assessment</i>
Reduced alcohol misuse, which will result in fewer crimes and victims	<ul style="list-style-type: none"> • Evaluate the proportion of crime in the Northumbria area that is alcohol-related and identify opportunities for robust action.
Less alcohol-related violent crime, including domestic violence	<ul style="list-style-type: none"> • Reduce violence against the person with injury offences by at least 1% (from 7,927 to 7,848). • Increase the sanction detection rate for violence against the person with injury offences by at least 0.5% (from 60.4% to 60.9%). • Reduce the percentage of the highest risk victims of domestic abuse that suffer a further incident of domestic abuse within 12 months (from 24.4%).
Responsibly managed pubs, clubs and off-licences	<ul style="list-style-type: none"> • Conduct an assessment of the effectiveness of police activity in support of the licensing authority and licensed premises managers, identifying opportunities for improvement where appropriate.
Reduce the fear of alcohol-related crime and disorder	<ul style="list-style-type: none"> • Reduce the percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area by at least 1.5% (from end of year British Crime Survey results available July 2011)

OBJECTIVE 3

Work with our partners to identify and protect the vulnerable within our communities

Why is this important?

The police and other agencies have a responsibility to protect those who are most vulnerable in our communities. We cannot do this alone, so we need the help of our partners to identify those who are vulnerable and in need of support. We then need to make sure they get timely help from the most appropriate agency.

What will we do?

- Further improve co-operation with partners to achieve earlier identification of those who are most vulnerable, offering suitable protection and support.
- Continue to reduce the risks posed by the most dangerous violent and sexual offenders.
- Ensure we speak to people sensitively and listen actively, maximising the opportunities to bring offenders to justice.
- Encourage the public to identify and help support the most vulnerable members of our communities.

How will we do it?

- Improve the way we identify and respond to repeat and vulnerable victims.
- Provide personal and practical crime prevention advice.
- Increase awareness of personal safety and security issues among vulnerable groups such as the young and the elderly.
- Ensure police officers and staff have the skills to recognise potential victims and identify the appropriate agency to support them.
- Ensure officers and staff can recognise potential offenders and those who are susceptible to radicalisation and that appropriate action is taken with partners.

What do we want to achieve?	Target/assessment
Earlier identification and improved care for vulnerable adults and children	<ul style="list-style-type: none"> • Identification of effective partnerships and assessment of information sharing to ensure partnership activity is productive and appropriate data is being shared and acted upon.
Enhanced support for repeat and vulnerable victims	<ul style="list-style-type: none"> • Conduct an assessment of the effectiveness of the harm reduction plans for vulnerable and repeat victims to identify opportunities to better support them.
A practical, sensible and sensitive approach to investigating and resolving crimes against the vulnerable	<ul style="list-style-type: none"> • Monitor the percentage of those who are repeat victims of crime and personal ASB within a 3 month time period (a new measurement) and respond effectively.
Personal and practical crime prevention advice	<ul style="list-style-type: none"> • Conduct an assessment of crime prevention initiatives to ensure vulnerable people receive the most appropriate and effective advice.
Improved support for victims and witnesses	<ul style="list-style-type: none"> • Conduct an assessment of support for victims and witnesses making recommendations to improve services where appropriate.
Better control of known dangerous offenders	<ul style="list-style-type: none"> • Conduct an assessment of the effectiveness of the management of serious offenders making recommendations for enhancements to control arrangements if required.

OBJECTIVE 4

Identify and tackle local priorities by listening to, and involving, our communities

Why is this important?

Northumbria Police is accountable to the people who live and work in our area. To tackle the issues that are important to our communities we must listen to and involve them in identifying priorities.

What will we do?

- Improve the accessibility of officers so that people know who to contact and how to do so.
- Improve problem-solving work with partners and communities to deliver practical solutions.

How will we do it?

- Ensure the crimes and behaviour of most concern to local communities are prioritised appropriately.
- Encourage two-way communication - particularly with those people we traditionally have had less contact with.
- Make officers available at convenient locations and times to listen to concerns from the public and provide them with information.
- Introduce a system to capture and join-up all contacts from the public and partners, ensuring we provide a more consistent service.
- Encourage public involvement through Neighbourhood Watch, Volunteering, the Special Constabulary and the Big Society agenda.

What do we want to achieve?	Target/assessment
Increased public confidence and satisfaction	<ul style="list-style-type: none"> • Increase the percentage of people who agree that the police and local councils are dealing with ASB and crime issues that matter in their area to at least 60.8% by March 2012 (from end of year British Crime Survey results available July 2011). • Increase the percentage of respondents who agree that the police in their area are dealing with things that matter to people in this community by at least 0.5% (from end of year British Crime Survey results available July 2011). • Increase the percentage of users who are completely or very satisfied with the overall service provided by the police by at least 0.5% (from 80.5% to 81.0%).
Better identification and resolution of local priorities	<ul style="list-style-type: none"> • Reduce criminal damage offences by at least 1% (from 18,259 to 18,077). • Reduce the percentage of people who perceive speeding or dangerous driving to be a problem in their local area from a baseline provided by survey results in April 2011. • Reduce the percentage of people who perceive people using or dealing drugs to be a problem in their local area from a baseline provided by survey results in April 2011. • Increase the percentage of respondents who agree that the police in their area are dealing with things that matter to people in this community by at least 0.5% (from end of year British Crime Survey results available July 2011).
More two-way communication, actively involving communities to address concerns	<ul style="list-style-type: none"> • Improve the percentage of respondents who believe that police-related priorities are being tackled effectively from a baseline provided by survey results in April 2011.
More accessible and accountable policing	<ul style="list-style-type: none"> • Conduct an assessment of the accessibility of policing services to ensure they are as accessible as possible.
Provide more useful information and feedback	<ul style="list-style-type: none"> • Increase the percentage of users who are completely or very satisfied with how well they were kept informed by the police (from 76.6%). • Increase the percentage of respondents who agree that police talk to people in your local area to keep in touch with what is going on from a baseline provided by survey results in April 2011.
Ensure communities know their policing team, how to contact them and how to let their voices be heard	<ul style="list-style-type: none"> • Improve the percentage of people who know how to contact local officers if they need to from a baseline provided by survey results in April 2011.

OBJECTIVE 5

Deliver an effective and efficient capability to tackle terrorism, serious crime and provide other protective services¹

Why is this important?

Criminal networks harm communities in many ways, whilst terrorism remains an international threat to our society. We must ensure we remain equipped to tackle these threats at all levels. Our resources must also be flexible in order to deal with emergencies such as flooding, pandemic illnesses, public disorder and critical and major incidents.

What will we do?

- Work with the public to identify and tackle the harm caused by organised crime in local communities.
- Disrupt organised criminals so communities are better protected.
- Regularly review our protective services to ensure they remain appropriate, and enhance our capability in accordance with national standards and good practice.
- Continue to collaborate with local and regional partners to investigate and prevent major crime.
- Increase information gathering and reduce vulnerability to terrorist attack and domestic extremism.

How will we do it?

- Intensify our activities against organised crime, including those who supply illegal drugs, by gathering community information, disrupting criminal activity and seizing assets acquired through crime.
- Strengthen existing partnerships with HM Revenue & Customs and the UK Border Agency to ensure information is shared and we work more closely together.
- Make effective use of our officers and staff by providing training to national standards and increasing our resilience.
- Work with partners to protect vulnerable individuals who could be susceptible to extremism.
- Refocus our specialist policing resources to deal with local policing issues, including roads and transport networks.
- Ensure effective emergency planning to enable the flexible deployment of our resources to deal with major public emergencies and disorder in our region.

¹Counter terrorism, domestic extremism, serious and organised crime (including cross-border crime), civil contingencies, critical incident management, major crime, public order, roads policing and firearms.

What do we want to achieve?	Target/assessment
Safer, stronger communities	<ul style="list-style-type: none"> • Increase the percentage of people who are confident that Northumbria Police are effective in dealing with serious and organised crime (from 88%). • Reduce the number of most serious violence offences by at least 1% (from 822 to 814). • Reduce the number of serious crimes by at least 1% (from 2,683 to 2,656).
Disruption of organised criminal groups	<ul style="list-style-type: none"> • Conduct an assessment of the impact of operations directed against organised crime groups. • Increase offences brought to justice involving organised crime groups, a new measurement for which a baseline will be established.
Increased capability and resilience to deal with major public emergencies and disorder	<ul style="list-style-type: none"> • Conduct an assessment of our capability to deal with major public emergencies and disorder to ensure the public is appropriately protected.
Reduced vulnerability to terrorist attack and more engagement with communities	<ul style="list-style-type: none"> • Increase our understanding of our communities and identify where radicalisation and extremism could occur.
Safer roads and other transport networks	<ul style="list-style-type: none"> • Reduce the number of people killed in road traffic collisions by a third by 2020 (from a 2004-08 benchmark average of 52 to 35). • Reduce the number of people seriously injured in road traffic collisions by a third by 2020 (from a 2004-08 benchmark average of 544 to 363). • Reduce the number of people slightly injured in road traffic collisions by a third by 2020 (from a 2004-08 benchmark average of 5562 to 3708). • Halve the number of children killed or seriously injured in road traffic collisions by 2020 (from a 2004-08 benchmark average of 89 to 45). • Reduce the percentage of people who perceive speeding or dangerous driving to be a problem in their local area from a baseline provided by survey results in April 2011.

OBJECTIVE 6

Provide effective, value for money policing which addresses community priorities and the challenge of financial constraints

Why is this important?

Northumbria Police, like all public sector organisations, is provided with a set budget to provide the service expected by our communities. We are conscious our finances are funded through taxpayers' money, and we are committed to getting the most from every pound we spend.

We will redesign our service provision to ensure that we continue to be effective and deliver the best level of service in the most efficient way.

What will we do?

- Ensure all officers and staff have the training and skills to work flexibly.
- Review and streamline how we work to give better service and improved value for money, benchmarking costs and services where appropriate.
- Ensure that partnership working is focused and productive.
- Continue to improve the standards of professional behaviour among staff.

How will we do it?

- Put police where they are needed by freeing up officers from less urgent tasks so that they can work on the front-line, improving emergency response and increasing visibility.
- Adopt a multi-functional approach to increase resilience.
- Provide staff with opportunities to acquire and develop their skills, abilities and knowledge.
- Encourage cross-border collaboration with forces and partners for a more joined-up approach.
- Promote effective partnership working and best practice, and share resources effectively.
- Streamline back-office services to support front-line policing efficiently.
- Reduce management and supervisory costs, where appropriate.
- Increase the number of special constables, enhancing their effectiveness and deployment.

What do we want to achieve?	Target/assessment
<p>Continued high quality services and an efficient structure which ensures appropriate response to demands and priorities</p> <p>A trim 'back-office', working effectively in support of the front-line</p>	<ul style="list-style-type: none"> • Implement the programme for change.
<p>A well led, highly motivated workforce</p>	<ul style="list-style-type: none"> • Reduce sickness levels for officers and police staff to less than 7 days (currently 6.44 days per officer and 7.44 staff). • Conduct an assessment of standards of professional behaviour amongst all staff providing recommendations to improve standards where appropriate.
<p>Improved efficiency and enhanced capability in frontline services</p>	<ul style="list-style-type: none"> • Define (considering forthcoming national definitions), and then increase the percentage of the workforce in public-facing roles.
<p>Increased capacity to serve the public</p>	<ul style="list-style-type: none"> • Conduct an assessment of procurement and collaborative activity to identify further opportunities to increase capacity and reduce costs.
<p>A mixed workforce, demonstrating the principles of Big Society</p>	<ul style="list-style-type: none"> • Increase the number of volunteer schemes beyond the current single pilot and increase the number of Special Constables from 235 to 410.
<p>A balanced budget</p>	<ul style="list-style-type: none"> • Delivery of policing services within budget.

WE WILL MANAGE OUR FINANCE AND RESOURCES IN THESE WAYS

The Medium Term Financial Strategy

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

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

The Medium Term Financial Strategy is published on the Police Authority website¹.

Revenue and Capital Budgets

In preparing the annual revenue and capital budgets the Authority considers:

- The key principles of the Medium Term Financial Strategy
- The Local Government Finance settlement
- Revenue and Capital estimated outturn positions for the current financial year
- Budget pressures facing the Authority
- Delivery of the Policing Plan and the Authority's corporate objectives
- Value for Money / Budget Savings
- Council Tax capping
- Reserves and risk assessment
- The Prudential Code for Capital Finance in Local Authorities

Revenue Expenditure

For 2011-12, Northumbria Police Authority set a revenue budget of £287.7m comprising net expenditure of £307.3m offset by transfers from reserves of £19.6m. Last year the revenue budget was set at £292.4m.

Details of the revenue budget are published on the Police Authority website¹.

Capital Programme

The Police Authority has a capital programme for 2011-12 amounting to £26.0m, with a further £47.8m budgeted across 2012-13 and 2013-14.

Capital funding 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 2011-12 capital programme will enable the Authority to:

- Ensure its buildings remain fit for purpose, including delivery of the Newcastle City Centre Police Station and the Firearms Operation and Training Facility
- Maintain and develop the existing computer and communications infrastructure
- Invest in the vehicle fleet in line with policing strategies
- Provide significant support to the local economy

Details of the capital budget are published on the Police Authority website¹.

¹www.northumbria-police-authority.org/

Value for Money Statement

The Value for Money Statement outlines Northumbria Police's overall approach to improving value for money and includes savings which have been carefully considered to ensure the force and Authority can continue to deliver high quality policing services to our local communities.

Outcomes

- A balanced budget, with resources managed effectively on behalf of our communities, including the delivery of £17.7m of savings in 2011-12 without impacting on operational policing.
- High quality, efficient services.
- Effective policing that will cost each person in the region approximately 7p a day in council tax.

A summary of planned savings covering the period 2011-12 to 2012-13 is shown below:

Savings	2011/12	2012/13
Police Officer Reductions	£4.1m	£12.5m
Police Staff Reductions	£9.1m	£7.5m
Non Pay Reductions	£4.5m	£2.5m
Total	£17.7m	£22.5m

In addition, savings of £17.7m are planned for 2013-14.

How will we achieve this?

In order to achieve these outcomes the force and Authority have carefully assessed what we need to do to concentrate our efforts on meeting our communities' priorities and keeping them safe. From this we are implementing a programme of change which is focused on ways to reduce bureaucracy and be cost effective while continuing to deliver the excellent level of service the public expect and deserve.

In line with this principle associated budget savings have already been identified between 2011-12 and 2013-14 as outlined above. Planned savings of £17.7m are also included within the Medium Term Financial Strategy for 2013-14, and the detail as to how these savings will be achieved will be determined through the aforementioned programme of change.

