

**STRATEGIC POLICING PLAN 2011-15
STRATEGIC AIMS AND LOCAL PRIORITIES: SIX MONTH REVIEW****PURPOSE OF THE REPORT**

1. This report provides a position statement against the Strategic Policing Plan 2011-15 in respect of the individual local priority measures for 2011-12 along with a number of observations.
2. It was previously agreed at the full Police Authority meeting on 22 March 2011 that Members would review the priorities and measures in six months time. The intention of this report is therefore to provide a position statement and seek Members views and comments. Please note that the report in most cases covers a five-month period due to the timing of this meeting.
3. In addition, discussions previously occurred at the then HR Committee concerning the development of a small number of employment targets to encourage a much more diverse workforce that reflects and fully understands the communities they serve. These were not included during the development of the Strategic Policing Plan but are now attached at Appendix 2 for Member consideration and approval. The targets will be monitored via the HR Scorecard, which is a standing item on the Resources Committee agenda.

BACKGROUND

4. On 18 January 2011, the Police Authority held a Strategic Planning Workshop. This was followed by a range of Workshops and final approval of the Strategic Policing Plan 2011-15 on 22 March 2011.
5. Prior to final approval, a number of changes were made, and on 30 June 2011 the Police Authority updated the Strategic Policing Plan with the inclusion of year-end performance information.

SIX-MONTH REVIEW

6. At the Members Planning session on the 6th September, a short briefing was provided on the key issues which were emerging from an initial review of the first six months of the policing year. Members expressed a need to understand the context, complexity and detail behind some of the findings. As a consequence the Chief Executive has met with the Deputy Chief Constable and arrangements are being made to hold joint briefings between members and Chief Officers to at least include the following areas:
 - The revised vision of the Force,
 - Performance against peers,

- Victim satisfaction,
 - Criminal damage,
 - Violent crime, and
 - Integrated offender management,
 - Use of reserves.
7. The briefings will supplement anything members raise today, or indeed at any other Authority or Force meetings e.g. Deputy Chief Constable's performance challenge.
 8. Appendix 1 shows a breakdown of the five Strategic Aims contained in the Strategic Policing Plan 2011-15, split into their relevant priorities and measures, with observations / comments for Members to consider prior to reaching any recommendations for potential changes.

LOCAL EMPLOYMENT TARGETS

9. Police Authorities are expected to encourage and promote a more representative police service. It is recognised that the police service is under-represented by the Black and Minority Ethnic (BME) community and those members of the community with a disability. In addition, the progression of female police officers through the rank structure is below the national average at the most senior ranks and at Sergeant and Inspector level. The targets proposed at Appendix 2 therefore reflect local circumstances and community needs.

OPTIONS, RISKS AND OPPORTUNITIES

10. The Strategic Policing Plan 2011-15 contains a number of strategic aims for 2011-15 and local priorities for 2011-12. Members will need to be assured that the Strategic Policing Plan 2011-15 is achievable and determine areas where they believe there could be a risk of not attaining the required levels.

POLICING PLAN AND PERFORMANCE

11. The Strategic Poling Plan 2011-15 is central to the aims set out in this report.

IMPACTS ON OR LINKS TO COLLABORATION

12. Strategic Aim 4 links to both local and regional collaboration. The Business Development Committee considers any issues around the direction of regional collaboration.

FINANCIAL IMPLICATIONS

13. The Medium Term Financial Strategy is regularly discussed at Business Development Committee.

LEGAL IMPLICATIONS

14. None identified at present.

EQUALITY AND DIVERSITY AND HUMAN RIGHTS

15. Strategic Aim 1 specifically considers equality and diversity issues, through maintaining a focus on hate crime, as well as raising both trust and satisfaction. In addition, the views of diverse communities were taken into account in developing the Strategic Policing Plan, through local consultation and the requirements of the Equality Impact Assessment. Furthermore the inclusion of local employment targets at Appendix 2 reinforces the Police Authority view that equality is vital for policing and improving trust and confidence.

RECOMMENDATIONS

16. It is recommended that Members:
- (i) Consider progress with the five Strategic Aims as outlined at Appendix 1, split into their relevant priorities and measures, with observations / comments;
 - (ii) Make observations and comments for revising the policing plan targets mid-year, if appropriate; and
 - (iii) Agree the local employment targets attached at Appendix 2,
 - (iv) Note the intention to receive supplementary briefings with Chief Officers.

Kevin Sharp
Chief Executive

Contact Officers: Paul Wainwright -
Strategic Development Manager (Corporate Business)
Richard Gray -
Strategic Development Officer (Corporate Business)
Neil Kingston -
Strategic Development Manager (Assistant Chief Executive)

Background Papers: Strategic Planning Workshop (18 January 2011)
Strategic Planning Workshops (25 January 2011 and 22 February 2011)
Police Authority Papers (15 February 2011 and 22 March 2011)
Equality Impact Assessment (January to February 2011)
Strategic Policing Plan 2011-15 (approved on 22 March 2011)

STRATEGIC AIM ONE:

IMPROVE LOCAL TRUST, CONFIDENCE AND OVERALL SATISFACTION

PRIORITY ONE: IMPROVING RESPONSIVENESS – BEING THERE WHEN NEEDED AND CONTINUING TO ANSWER CALLS EFFECTIVELY

CONFIDENCE IN THEIR LOCAL POLICE:

Current Performance: 86.2% (12 months to July 2011)

Targets: 2011/12: 86%, 2012/13: 87%, 2013/14: 88%, 2014/15: 90% (9 out of 10)

The targets were back-loaded to take account of any potential short-term performance issues primarily as a consequence of the impact of CSR cuts and local socio-economic issues. Performance in the current year is hitting the 2011/12 target, although it did fluctuate very slightly in earlier months (12 months to: June 86.0%, May 85.7%, 2010/11 85.8%). On present trend the target should be achieved at the end of the year.

Divisional performance shows the following at present (12 months to July 2011):

A-Division: 85.5%, B-Division: 85.3%, C-Division: 86.3%, D-Division: 87.6%

Members are requested to consider this performance, including the steps to:

- At least maintain this level of performance for the remainder of the year;
- Understand the aspiration, as well as the structures, systems and strategies required to support this; and
- Reach the overall aim of 9 out of 10 people having confidence in their local police by 2015.

In addition, work has been carried out by the Police Authority to determine the drivers of 'trust' in the local police. It is suggested that the results of this work be brought back to Members of the Policing Committee for further discussion and analysis.

PEOPLE STATING THAT LOCAL POLICE CAN BE RELIED ON TO BE THERE WHEN NEEDED:

Current Performance: 68.6% (12 months to July 2011)

Targets: 2011/12: 66%, 2012/13: 68%, 2013/14: 71%, 2014/15: 75%

The targets were back-loaded to take account of any potential short-term performance issues primarily as a consequence of the impact of CSR cuts and local socio-economic issues. Performance in the current year is exceeding both the 2011/12 and 2012/13 targets and has risen considerably since earlier months (12 months to: June 68.0%, May 67.5%, 2010/11 65.5%). At this current trend, the target should be achieved at the end of the year.

The Force has additionally developed targets for each division, in order to meet the required force-level target. There is a clear North/South Bank split in performance at present, although it should be noted that all divisions are improving:

A-Division: 65.4% (not meeting target but improving) [target 66.0%]

B-Division: 66.5% (exceeding target and improving) [target 66.0%]

C-Division: 71.3% (exceeding target and improving) [target 70.3%]

D-Division: 71.0% (exceeding target and improving) [target 67.9%]

Members are requested to consider this performance, understand any reasons for this improvement and monitor the change over the next several months.

CALLS BEING ANSWERED ON TIME – EMERGENCY AND NON-EMERGENCY:

Current Performance: 96.7% (999) and 86.7% (non-emergency) [August 2011]

Targets: 2011/12-2014/15: 97% (999), 90% (non-emergency)

The national 'targets' for 999 and non-emergency calls have been set at 90% within 10 seconds and 30 seconds respectively for some time. The Force has comfortably achieved this for 999 calls for the last two years, so a more challenging ambitious target was introduced by Members for the current year. The Force has achieved or got very close to the 97% target this year so far, which is commendable performance and well above other forces nationally.

The 90% target was kept for non-emergency as the Force had not reached this requirement for any period during the last two years. This is reflected in the recent data, with the highest level being 89.3% in April 2011. This remains a challenging target.

Members are requested to consider this performance, including the steps to:

- Maintain this level of 999 performance for the remainder of the year and whether Members believe this remains realistic;
- Request the Lead Member to look at steps being taken to improve the non-emergency rate;
- Understand the aspiration, as well as the structures, systems and strategies required to support this; and
- Maintain this performance year-on-year between now and 2015.

PRIORITY TWO: RAISING SATISFACTION OF VICTIMS OF CRIME

VICTIMS OF CRIME SATISFIED WITH THE OVERALL SERVICE PROVIDED:

Current Performance: 83.5% (12 months to August 2011)

Targets: 2011/12: 85%, 2012/13: 86%, 2013/14: 88%, 2014/15: 90% (9 out of 10)

The targets were back-loaded to take account of any potential short-term performance issues primarily as a consequence of the impact of CSR cuts and local socio-economic issues. Performance in the current year is not hitting the 2011/12 target and appears to have 'flat-lined to some extent' (performance in earlier months was as follows: 12 months to July 82.8%, June 83.0%, May 83.0%, April 83.3%).

Divisional performance shows the following at present (12 months to Aug 2011):

A-Division: 85.7% (exceeding target and improving) [target 85%]

B-Division: 82.1% (not meeting target but improving) [target 85%]

C-Division: 82.6% (not meeting target but improving) [target 85%]

D-Division: 83.3% (not meeting target but improving) [target 85%]

Members are requested to consider this performance, including:

- Understanding that at present (at the end of June 2011), Humberside is 30th (out of 43 forces) when compared nationally and to get to the four-year target of 90% would require (as

performance currently stands nationally) Humberside Police to reach roughly a 'top-five' position; and

- The Force and Police Authority needing to work together to understand this aspiration and the structures, systems and strategies required to support and achieve the 2015 target.

PRIORITY THREE: MAINTAINING FOCUS ON HATE CRIME AND DOMESTIC VIOLENCE

RACIALLY & RELIGIOUSLY AGGRAVATED CRIMES DETECTED:

Current Performance: 65.4% (April-August 2011)

Targets: 2011/12: 50.1%, 2012/13 - 2014/15: year on year improvement

The target was set to improve performance against our Most Similar Force Grouping.

Performance in the current year is hitting the 2011/12 target, being assisted in the main by excellent monthly rates in the earlier months of 2011 (May 90.9%, June 79.2%, July 45.8%). Members will need to keep an eye on performance for the remainder of the year to ensure that the rate does not continue to fall. Divisional performance shows the following at present (12 months to Aug 2011):

A-Division: 53.3% (exceeding target of 50.1%)	B-Division: 83.3% (exceeding target of 50.1%)
C-Division: 62.5% (exceeding target of 51.0%)	D-Division: 71.4% (exceeding target of 63.1%)

Members are requested to consider this performance, including:

- Maintaining this level of performance for the remainder of the year;
- Understanding the reasons for the improvements; and
- Discussing how realistic it is to continue improving performance year-on-year up to 2015.

HATE CRIMES – MEASURES SPLIT BY RACIAL / RELIGIOUS / HOMOPHOBIC / DISABLED:

Current Performance (April-August 2011): Hate Crime: 213 (Split into Racial: 177, Religious: 4, Homophobic: 25, and Disability: 7)

Targets: 2011/12: record, monitor and baseline development, 2012/13 - 2014/15: targets set where appropriate

This measure was set to understand performance in this area and develop relationships with diverse groups following consultation responses. Numbers of hate crimes are currently running at around 30% less than the same period in 2010. Divisional performance shows the following at present (April-August 2011):

A-Division: 68 (57 / 1 / 8 / 2)	B-Division: 28 (19 / 0 / 5 / 4)
C-Division: 30 (23 / 1 / 6 / 0)	D-Division: 87 (78 / 2 / 6 / 1)

Members are requested to consider this performance and develop an understanding of the hate crime picture locally, both now and in the future.

VICTIMS OF RACIST INCIDENTS SATISFIED WITH THE OVERALL SERVICE PROVIDED:

Current Performance: 82.4% (12 months to Aug 2011)

Targets: 2011/12: 78.7%, 2012/13 - 2014/15: tbc

This target was set as Members wanted to at least maintain current levels of performance. Performance in the current year is hitting the 2011/12 target, and was consistently rising in earlier

months (12 months to: May 79.4%, June 84.1%, July 85.5%). At this current rate the target should be achieved / exceeded at the end of the year.

Members are requested to consider this performance, including maintaining this level of performance for the remainder of the year, understanding the large confidence interval ($\pm 8\%$) for these results, and considering future targets as part of the priorities process for 2011 onwards.

REPEAT DOMESTIC VIOLENCE VICTIMS:

Current Performance: 1,137 (April-July 2011)

Targets: 2011/12 - 2014/15: report performance / understand issues

This target was set to improve understanding of performance issues and drive suitable activity to address the concerns of Members. Numbers in the current year are higher than the same period in 2010 (19.4% higher – 185 more repeat victims). Divisional performance shows the following at present (July 2011):

A-Division: 226 (up 14 – 6.6%)

B-Division: 197 (up 16 – 8.8%)

C-Division: 223 (up 46 – 26%)

D-Division: 491 (up 109 – 28.5%)

Members are requested to consider this performance, including tasking the Lead Member for Domestic Violence to identify the reasons for the rise in numbers, and consider the next steps in understanding this information.

Members are also asked to note that a recent Force audit around domestic violence data quality showed that data is being correctly recorded.

DOMESTIC VIOLENCE INCIDENTS REPORTED WHICH HAVE BEEN IDENTIFIED AS HIGH RISK:

Current Performance: 484 (April-August 2011)

Targets: 2011/12 - 2014/15: report performance / understand issues

This target was set to improve understanding of performance issues and drive suitable activity to address the concerns of Members. Numbers in the current year are higher than the same period in 2010 (37.5% higher – 132 more). Divisional performance shows the following at present (August 2011):

A-Division: 89 (down 46 – 34.1%)

B-Division: 146 (up 104 – 247.6%)

C-Division: 183 (up 92 – 101.1%)

D-Division: 66 (down 18 – 21.4%)

Members are requested to consider this performance, including (as per for repeat victims) tasking the Lead Member for Domestic Violence to identify the reasons for the rise in numbers, and consider the next steps in understanding this information.

**STRATEGIC AIM TWO:
TACKLING ANTI-SOCIAL BEHAVIOUR (ASB)**

PRIORITY ONE: TARGETING NEIGHBOURHOOD RESOURCES WHERE MOST NEEDED (HOT-SPOTS)

REPEAT ANTI-SOCIAL BEHAVIOUR (ASB) INCIDENTS:

Current Performance: 2,723, down 14.9% (April-August 2011)

Targets: 2011/12 - 2014/15: year on year reductions

This reduction target was set to show the importance of ASB as an issue to local people and the national focus on repeat ASB. Performance in the current year is showing a positive reduction, currently 14.9% down on the same period in 2010.

Divisional performance shows the following at present (August 2011):

A-Division: 569 (down 76 – 11.8%)

B-Division: 776 (down 53 – 6.4%)

C-Division: 452 (down 181 – 28.6%)

D-Division: 926 (down 167 – 15.3%)

Members are requested to consider this performance, including continuing to reduce repeat incidents for the remainder of the year, and requesting the relevant Lead Member(s) to understand the reasons for these consistent positive reductions.

PRIORITY TWO: SIGNIFICANTLY REDUCING CRIMINAL DAMAGE

CRIMINAL DAMAGE:

Current Performance: 6,102, down 11.3% (April-August 2011)

Targets: 2011/12: 700 reduction, 2012/13: further 500 reduction, 2013/14: further 200 reduction, and 2014/15: further 200 reduction

This reduction target was set to improve the Force position (which was 42nd in the country in June 2011), to get out of bottom 10% in first instance and then continue to improve this in future years, as well as supporting ASB activity locally (direct link between ASB and criminal damage).

Performance in the current year is running above target by 775 crimes, so target is getting less realistic but could still be achievable. Member should note that even if achieved, the Force national position needs to be taken into account as other forces may also be improving.

Divisional performance shows the following at present (August 2011):

A-Division: 1,594 (not meeting target but steadily improving) [target 1,490]

B-Division: 1,153 (not meeting target but steadily improving) [target 1,039]

C-Division: 1,382 (exceeding target and consistent) [target 1,441]

D-Division: 1,973 (exceeding target and steadily improving) [target 2,024]

Members are requested to consider this performance, including:

- The steps being taken to accelerate these reductions for the remainder of the year in order to at least achieve the target;

- Understanding the aspiration (to improve the position), as well as the structures, systems and strategies required to support this;
- Considering the target and whether this requires re-alignment as a consequence of any improvements in other forces; and
- Consider the steps required to improve this performance year-on-year between now and 2015.

PRIORITY THREE: DEALING EFFECTIVELY WITH THOSE WHO CAUSE MOST HARM IN OUR LOCAL AREAS (PERSISTENT OFFENDERS)

PEOPLE STATING THAT LOCAL POLICE DEAL EFFECTIVELY WITH CRIME AND ASB IN THEIR NEIGHBOURHOODS:

Current Performance: 71.0% (12 months to July 2011)

Targets: 2011/12: 72.0%, 2012/13: 76.0%, 2013/14: 83.0%, and 2014/15: 9 out of 10 (90%)

The targets were back-loaded to take account of any potential short-term performance issues primarily as a consequence of the impact of CSR cuts and local socio-economic issues. Performance in the current year is not quite hitting the 2011/12 target but has risen slightly since earlier months (12 months to: April 70.7%, May 70.8%, and June 71.0%).

In addition, the Force adopted the 72% target for each Division (apart from D-Division which was already exceeding this requirement) in order to meet the required Force-level target. All Divisions are improving:

A-Division: 70.1% (not meeting target of 72.0%)	B-Division: 67.9% (not meeting target of 72.0%)
C-Division: 70.5% (not meeting target of 72.0%)	D-Division: 75.4% (exceeding target of 73.2% and still improving)

Members are requested to consider this performance, including:

- Understanding the reasons for this apparent rise, especially D-Division, and monitor the change over the coming months; and
- Noting that to achieve the four-year target of 90% requires a 'step-change' in performance in 2013-14 and 2014-15.

**STRATEGIC AIM THREE:
REDUCE LEVELS OF LOCAL CRIME**

PRIORITY ONE: FOCUS ON LOCAL HOT-SPOTS FOR VIOLENCE

OVERALL CRIME:

Current Performance: 33,851, up 1.2% (Aug 2011)

Targets: 2011/12 - 2014/15: year on year reductions

This reduction target was set as certain volume crimes (including violent crime and criminal damage) needed to reduce in a number of areas as they were seen as high, due to the public's request to cut crime, and also due to the clear link to the Home Secretary's vision to "*cut crime, plain and simply*". Performance in the current year is above same period in 2010 by 417 crimes and there is a noticeable split between the North/South Bank with regards to results. Given the present trend overall, the force-wide target could be achieved at the end of the year, although Members will need to be mindful of the position (currently 41st) compared to other forces nationally.

Divisional performance shows the following at present (Aug 2011):

A-Division: 7,068 (down 4.5%)

B-Division: 5,957 (down 3.4%)

C-Division: 7,674 (up 1.6%)

D-Division: 13,152 (up 6.9%)

Members are requested to consider this performance, including:

- Understanding the reasons for the apparent rise on the North Bank, especially D-Division, and monitor the change over the coming months;
- Understanding and clarifying the terminology "year on year reductions" and whether a specific numerical target would be more suitable, especially given the position compared to other forces nationally; and
- Considering the extra steps required in the coming years to continue these year-on-year improvements.

ALL VIOLENT CRIME WITH INJURY:

Current Performance: 3,327, down 2.0% (Aug 2011)

Targets: 2011/12: 225 reduction, 2012-15: further 225 reduction each year

The reduction target was set as it focuses on an area of concern to the public, as well as to improve the Humberside Police position nationally and get out of the bottom 10% nationally (Humberside is currently 40th position). Performance in the current year is running above target by 216 crimes, although the target is still realistic and could potentially be achievable at the end of the year.

Divisional performance shows the following at present (Aug 2011):

A-Division: 653 (not meeting target but slowly improving) [target 635]

B-Division: 572 (not meeting target but slowly improving) [target 546]

C-Division: 826 (not meeting target and rising) [target 742]

D-Division: 1,276 (not meeting target but slowly improving) [target 1,186]

Members are requested to consider this performance, including:

- Continuing to improve on current performance in order to achieve the target;
- Understanding the hot-spot areas and how divisional resources are focused on the key areas; and
- Considering the extra steps required over the next few years in order to achieve or exceed future target requirements and improve the position nationally.

PRIORITY TWO: PREVENT RISES IN SERIOUS ACQUISITIVE CRIME AND REDUCE HOUSEHOLD BURGLARY OFFENCES

SERIOUS ACQUISITIVE CRIME:

Current Performance: 4,852, up 2.1% (Aug 2011)

Targets: 2011-15: no more than 11,050 for each year

The target was set taking into account the historic performance reductions in this area of business. The Force is currently 31st nationally. Volumes in the current year so far are higher than 2010 levels by 2.1% (99 crimes), so the target remains realistic and could be achieved. The Force has adopted this 'no increase' target for each Division, in order to meet the required Force-level target. All Divisions are improving:

A-Division: 1,057 (currently meeting target) [target max 1,143]
 B-Division: 820 (currently meeting target) [target max 960]
 C-Division: 839 (currently meeting target) [target max 847]
 D-Division: 2,136 (not meeting target and not improving) [target max 1,803]

Members are requested to consider this performance, including understanding the apparent rise in D-Division (mainly theft from motor vehicles and dwelling burglary) and monitor the situation over the coming months, and the processes in place to at least maintain this level over the four-year period of the Policing Plan. Members may also wish to consider whether a specific numerical target would be more suitable.

HOUSEHOLD BURGLARY:

Current Performance: 2,097, up 4.8% (Aug 2011)

Targets: 2011/12 – 2014/15: year on year reductions

The target was established to ensure a continued focus on domestic burglary as previous levels, particularly in B-Division, were rising. Volume in the current year, so far, is higher than 2010 levels by 4.8% or 96 crimes, so the target is still possible and could be achieved. The Force has adopted the year on year reduction target for each Division, in order to meet the required Force-level target:

A-Division: 421 ((currently meeting target and steady) [target 438]
 B-Division: 379 (currently meeting target, and steady) [target 427]
 C-Division: 347 ((not meeting target and rising) [target 303]
 D-Division: 950 (not meeting target but steady) [target 829]

Members are requested to consider this performance, including:

- Understanding the apparent rise and monitoring the situation over the coming months;
- Understanding the improvement in B-Division and the previous position;
- Understanding and clarifying the terminology "year on year reductions" and whether a specific numerical target would be more suitable; and
- Considering the extra steps required over the next few years in order to achieve year-on-year improvements.

PRIORITY THREE: ENSURE INDIVIDUALS CAUSING THE MOST HARM IN LOCAL AREAS DEALT WITH VIA INTEGRATED OFFENDER MANAGEMENT, RESTORATIVE JUSTICE AND ANY OTHER MEANS

There are no specific measures in the Strategic Policing Plan 2011-15 at present. The aspiration at present is merely to improve efficiency and effectiveness, support victims and witnesses and reduce re-offending.

The Force currently monitors sanction detections, but also restorative justice disposals (triage diversions, restorative practice and discretions). The sanction detection rate for the Force (April-August 2011) is currently 28.5%, whilst the rate including discretionary policy rises to 29.3%.

Members are requested to consider this performance, including understanding the reasons for the development of this priority, and considering the work being undertaken by the Force and partners in this area of business and the impact on performance.

STRATEGIC AIM FOUR:

DELIVER IMPROVED PERFORMANCE THROUGH BEST USE OF RESOURCES

PRIORITY ONE: LINKING AVAILABILITY TO DEMAND

STAFF SATISFACTION:

Current Performance: 72.3% (staff survey 2009)

Targets: 2011/12 - 2014/15: >72.3%

This improvement target was set to consider the impact of CSR on staff morale. The Force has recently conducted a survey and the results are being analysed.

Members need to examine the results as soon as they are available and consider the impact.

IMPROVED PRODUCTIVITY (a) AND BUDGET REDUCTIONS (b) BY 2015:

Current Performance (a): £67k ahead of target for current year (detailed papers submitted to Business Development Committee on 13 September 2011).

Targets:

- (a) 2011/12–2014/15: to reduce budget / staff whilst achieving Strategic Aims 1-3 and improve position in Value for Money (VfM) profiles for areas of exception; and
- (b) 2011/12: -£11,035,368, 2012/13: -£11,098,932, 2013/14: -£1,924,208, 2014/15: -£4,622,946, and total by April 2015: -£28,681,454

These targets were set up specifically to address the front-loaded nature of the CSR 2015 proposals.

Members are requested to consider this performance, including:

- Determining whether Strategic Aims 1-3 are 'on track' (see earlier);
- Considering the results and progress made in the forthcoming VfM profiles from Her Majesty's Inspectorate of Constabulary (HMIC) – the latest iteration is due towards the end of September 2011; and
- Continuing to monitor progress with the CSR programme via the Committee Structure and Lead Member involvement.

Members of the Business Development Committee, at their meeting on 13 September 2011, discussed the review of the CSR programme by the DCC, the potential use of reserves to 'smooth' reductions, the links to performance, and the potential impact of regional savings when there is greater confidence in the figures being provided by the region.

PRIORITY TWO: ENSURE OPTIMAL LEVEL OF PUBLIC-FACING OFFICERS/STAFF

PERCENTAGE OF STAFF/OFFICERS WHO ARE PUBLIC-FACING:

Current Performance: Force Corporate Development Branch are currently developing a process to measure this level (original measure was part of a national thematic inspection by HMIC), with the aim of improving.

Target: 2011/12 - 2014/15: > 66.0%

The target was set to re-assure the public that CSR would not have visible impact on public facing policing.

Members will need to examine performance as soon as information is made available and consider the impact.

PRIORITY THREE: REGIONAL AND LOCAL COLLABORATION

Current Performance: the region has recently produced a draft Milestone Plan (presented to the Business Development Committee on 13 September 2011) which will be approved by the Joint Police Authorities Committee (JPAC) on 22 September 2011. Discussions have recently taken place regarding the allocation and levels of potential savings, with a solution being imminent.

Targets:

2011/12: total savings anticipated from Scientific Support £ 2.773m and Procurement £1.352m (excluding procurement contract savings)

2012/13: not known at present

2013/14: not known at present

2014/15: not known at present

There are nine potential areas being researched / developed at present for regional working (e.g. Criminal Justice and Fleet).

This measure was added to acknowledge and support collaborative working both regionally (see below) and also at a local level.

As mentioned earlier, Members of the Business Development Committee at their meeting on 13 September 2011 discussed the review of the CSR programme by the DCC, the potential use of reserves to 'smooth' reductions, the links to performance, and the potential impact of regional savings when there is greater confidence in the figures from the region.

Member will also need to consider information around the level of local collaboration and whether sufficient progress is being made.

STRATEGIC AIM FIVE:

MAXIMISE THE CAPABILITY TO RESPOND TO REGIONAL AND NATIONAL THREATS

PRIORITY ONE: MUTUAL AID AND INTER-OPERABILITY

CLEARLY VISIBLE REGIONAL WORKING; and (a) CLEAR COLLABORATIVE CAPACITY EXISTS TO DEAL WITH ORGANISED CRIME GROUPS (OCGS) WHERE REQUIRED (b):

Current Performance: regional structures are already in place for the Regional Intelligence Unit, Regional Asset Recovery Team, Regional Roads Crime Team, and Regional Organised Crime Unit.

Targets: 2011/12 – 2014/15: nine potential further areas regional working (see earlier)

This measure was added to acknowledge and support collaborative working regionally, specifically in respect of serious crime / protective service issues.

Processes are in place, via JPAC and the Regional Scrutiny Panel (RSP) to monitor performance in the area of regional organised crime issues. In addition, the Policing Committee scorecard contains a small number of measures to outline the results from such regional working. Members will need to be assured that capacity exists to deal with Organised Crime Groups (OCGs) where required.

PRIORITY TWO: ENSURE THAT LOCAL CAPABILITY TO DEAL WITH COUNTER TERRORISM REMAINS EFFECTIVE

CLEAR COLLABORATIVE CAPACITY EXISTS TO DEAL WITH COUNTER TERRORISM ISSUES WHERE REQUIRED:

Current Performance: Lead Member

Targets: 2011/12 - 2014/15: assurance

This priority was input to assure Members and the public that continuing capacity exists within the Force and region to deal with Counter Terrorism.

The Policing Committee, through the Lead Member approach, continues to monitor effectiveness.

LOCAL EMPLOYMENT TARGETS

HR Scorecard Reference	Indicator	Target
CD3	% of new recruits classed as BME / White Other	No target suggested due to recruitment freeze but monitor via HR Scorecard
CD4	% of leavers (police officers and police staff*) classed as BME / White Other	No more than 3% of all leavers.
New	% of leavers (police officers and police staff*) classed as Disabled	No more than 3% of all leavers
CD5	% of female officers that are Sergeants	11% by end March 2013 (consider again however during 2012-16 Policing Plan)
CD6	% of female officers that are Inspectors	3.5% by end March 2013 (consider again however during 2012-16 Policing Plan)

* police staff includes PCSOs, special constabulary and volunteers.