

North Wales Police Authority And North Wales Police



Three Year Strategic Plan 2009 – 2012



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Introduction

It is recognised by North Wales Police and North Wales Police Authority, in line with the Home Secretary's Strategic Policing Priorities, that we must keep citizens at the heart of everything which we do. Together with a sound performance management structure and strong partnership activity we will deliver our policing pledge, which will assist in encouraging safer and stronger communities for the people of North Wales whilst building confidence in local policing.

This document sets out our strategy for North Wales Police over the next three years. We intend that it should give purpose and direction to our staff and our partners and build public confidence and public involvement in our work.

In line with the government's agenda our strongest emphasis is on building confidence in local policing. We aim to achieve this by identifying and addressing the crime and anti-social behaviour issues that matter most to your local area. We will listen harder to public concerns and will deliver a quality service that builds reassurance and satisfaction. Our focus will be on improvement work through Operation Quest; which is an initiative which helps forces lift their performance and effectiveness in relation to customer satisfaction, and our Citizen Focus Hallmarks programme which will improve the links between confidence and satisfaction and standards and values.

Working in collaboration we will build stronger partnerships and will work across force boundaries to achieve improvements, both in the interest of North Wales and the country as a whole. Our fight against the threat of terrorism relies heavily on the confidence that local communities have in the police service. We will build on the success of neighbourhood policing to further build trust and confidence by continuing to place officers in the heart of our communities.

Our commitment to neighbourhood policing will be further enhanced through our adoption of the Policing Pledge. Furthermore adoption of the Equality Standard for the police service will enhance community engagement and build trust by demonstrating our continuous drive to integrate equality throughout the service.

We will continue our success in driving forward the national Efficiency and Productivity Strategy in order to assist in delivering sustainable efficiency and productivity gains. Forces and authorities are required to achieve gains of at least 9.3% over the three year period 2008/2011. For North Wales Police this currently equates to £13.597 million which will be reinvested into services to drive productivity and performance.

Reinforcing our dedication to excellence, we have, for the second year running, received the highest grade possible from the Wales Audit Office in the recent national assessment of Police Use of Resources (PURE). Such an achievement demonstrates our commitment to providing a quality service that continues to utilise resources in the best possible manner.

The continued focus on efficiency gains will see us deliver more or better outputs for the same or less money. A challenge facing us however is to ensure that the public of North Wales are made aware of our success, in turn allowing people to feel safe and confident in their homes and communities.

Joint Statement

This rolling three year strategic plan, which will be refreshed and published annually, details how during 2009/12 we will deliver an excellent police service that allows the people of North Wales to live their lives in safety, confident that they are protected from crime and its effects. We will focus on neighbourhood policing and will build on the success already achieved to enhance trust and confidence. Despite the challenging efficiency gains that are to be achieved we will deliver sustainable benefits year on year. By giving you the public more of a chance to drive local priorities and by delivering a more personal service we will endeavour to ensure that we provide an efficient and effective police service that proves value for money, whilst delivering the reassurance that the people of North Wales deserve.

It is a key priority for us to keep you safe and to listen to you to ensure that we are delivering the service that you want. At the same time we want you to be reassured that this is one of the safest places to live in the UK and that crime is continuing to reduce.

The Role of the Police Authority

North Wales Police Authority.....

1. Currently has 16 members- 9 are county councillors and 7 are independent members appointed from the community;
2. Is a public body which exists to ensure that North Wales Police provides an effective and efficient service;
3. Consults and engages with local people to make sure communities have a say on the policing of their area;
4. Holds the Chief Constable to account for the policing service;
5. Decides the policing budget and oversees how resources are allocated;
6. Appoints the Chief Constable, the Deputy Chief Constable and the Assistant Chief Constable;
7. Sets policing priorities and targets;
8. Publishes an Annual plan, and a Three Year Strategic Plan, which tell local people what they can expect from their police service;
9. Oversees complaints against the police and deals with any disciplinary matters involving chief officers;
10. Appoints, trains, and manages Independent Custody Visitors to ensure that those held in custody are being treated appropriately.

To find out more information about North Wales Police Authority including dates of public meetings, consultation or to comment on this policing plan please follow the link to the [Police Authority Website](#).

Annual Policing Priorities 2009/10 & Strategic Objectives 2009/12

National Strategic Policing Priorities 2009-10

The Home Secretary has published, in a written Ministerial Statement the National Strategic Priorities (SPPs) for 2009-2010.

The SPPs in line with [the Policing Green Paper](#) reflect the need for a new deal between the police and the public, and between the service and the government. Increasing confidence in local policing and delivering a high quality service to the public at all levels is high on the agenda. The Home Secretary expects this to be achieved through working in collaboration with relevant partners to tackle serious and organised crime and to improve protective service capabilities.

The National Strategic Priorities are:

- Increase public confidence in the police, reducing crime in line with Public Service Agreements (PSA) 23 and 25, and effectively contribute to partnership working within the Criminal Justice System in line with PSA 24;
- Work jointly with police forces and other agencies, such as Serious Organised Crime Agency and UK Border Agency, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, tackle serious crime and organised crime and that the necessary improvements are made;
- Work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST); and
- Work in all of the above, in line with the Efficiency and Productivity Strategy for the Police Service, to ensure the best use of resources to deliver: significant cashable improvements; more effective deployment of the workforce; and to realise benefits of new technology

North Wales Police Annual Policing Priorities 2009-10

Our Annual Policing Priorities reflect those matters considered most important for police attention in 2009/10. They have been determined by listening to public bodies and the communities that we serve. They also take account of the Home Secretary's National Policing Priorities and the need to work in line with the Efficiency and Productivity Strategy for the police service.

- Giving people with whom we come into contact a higher quality of service
- Improving the safety of children, young people and other vulnerable people
- Improving the prevention, investigation and detection of serious and violent crime
- Providing a highly visible community policing service
- Reducing levels of alcohol related anti-social behaviour

Annual Policing Priorities have specific performance indicators and targets assigned to them to measure success and ensure improvements are made.

North Wales Police Performance Indicators and Targets

The Performance Indicators and targets were selected based on the following criteria:

The performance indicators need to:

- be already measured where possible
- have a baseline against which to measure progress
- be easily understood with minimum explanation
- relate to the outcome of actions taken by the police
- be within the Police's power to influence results

The targets need to:

- take previous performance into account
- take current performance into account
- consider the performance of similar Forces
- be challenging enough to show a real improvement
- be achievable with the resources available

Extensive consultation and discussion was undertaken between the Police Force and Police Authority to ensure that the above criteria were followed in developing the following set of performance indicators and targets.

Annual Priority	Ref	Indicator	09/10 Target	Notes
Giving people with whom we come into contact a higher quality of service	1	Victims of overall crime satisfied with the whole experience	90%	These indicators are based on victim surveys carried out in accordance with Home Office guidance. All results are representative for North Wales.
	2	Victims of crime satisfied with the follow-up	75%	
	3	Victims of RTC satisfied with the follow-up	75%	
	4	Answer 999 calls within 10 seconds	92%	Reflects the Policing Pledge point 5.
	5	Respond to 999 calls in urban areas within 15 minutes	90%	Reflects the Policing Pledge point 5.
	6	Respond to 999 calls in rural areas within 20 minutes	90%	Reflects the Policing Pledge point 5.
	7	Answer all non-emergency calls promptly (within 40 seconds)	91%	
	8	Satisfaction with ease of contact	95%	
	9	IPCC Complaints Locally Resolved	53%	
Improving the safety of children, young people and other vulnerable people	10	Young person victim (17 and under) sanctioned detection rate	45%	
	11	Victims aged 65 and older sanctioned detection rate	18%	
	12	Reduce the number of collisions involving young drivers resulting in fatality/injury	-10%	
	13	Reduce Repeat Victimization of Individuals (12 months to Nov 08)	-10%	
	14	NEW Successful prosecutions for domestic abuse	892 (+10% on projected 2008/09 year end of 811)	
	15	The proportion of child abuse investigations led by or involving the police in which supervisory oversight is compliant with force policy.	100%	
	16	Measurement of compliance with Force policy in relation to the visiting of Registered Sex Offenders by monitoring officers	90%	
Improving the prevention, investigation and detection of serious and violent crime	17	All Crime Sanctioned Detection Rate	45%	
	18	Most Serious Violence Sanctioned Detection Rate	60%	Most Serious Violence includes– Murder, Attempted murder, Manslaughter, Infanticide, Causing death by dangerous driving, Wounding or other act endangering life, GBH without intent
	19	Recorded Most Serious Violence Crime Rate per 1000 population	-10%	

Annual Priority	Ref	Indicator	09/10 Target	Notes
	20	Hate Crime Sanctioned Detection Rate	60%	
	21	Increase Rape Offences Sanctioned Detection Rate	25%	
Provide a highly visible community policing service	22	Percentage of CBMs active in post	95%	
	23	Percentage of PCSOs active in post	90%	
	24	Proportion of time CBMs spent out of station	75%	
	25	Proportion of time PCSOs spent out of station	85%	
	26	Proportion of time Neighbourhood Policing Teams spent visibly working in their neighbourhood	80%	Reflects the Policing Pledge point 3.
Reduce levels of alcohol related anti-social behaviour	27	Recorded incidents of alcohol related anti-social behaviour	Develop baseline for 09/10	
	28	Number of test purchases undertaken	Increase number undertaken by 20%	
	29	Percentage of children and young people arrested (for any offence) who are under the influence of alcohol	Develop baseline 09/10	Newly recorded from 2009 – included as management information only to develop an understanding of this area

Confidence Target

The Home Secretary has published a single confidence target for Police Forces and Local Authorities in Wales and England to increase public confidence by 15%, in order to ensure that crime and anti-social behaviour issues that matter to the public locally are being addressed.

The single national target is just one part of the [Policing Green Paper](#), published last summer, which signalled a fundamental shift in police accountability and reporting. It is now local people, rather than central government, telling the police what service they need and holding them to account via the [Policing Pledge](#). The Policing Pledge, now in operation in all 43 police forces in Wales and England, for the first time makes clear what the public can expect from the police nationally and locally- such as minimum standards on response times, crime maps, local crime information and monthly public meetings.

North Wales Police and Local Authorities in North Wales have been set a target to increase public confidence from 44.7% in the 12 months to September 2008 to 59.3% by March 2012. There is a milestone target of 54.3% by March 2011.

This confidence target will be measured by questions asked in the regular British Crime Survey. In the region of 1,000 people take part in the British Crime Survey in North Wales each year.

North Wales Police Strategic Objectives 2009-12

In keeping with legislation North Wales Police have set strategic policing priorities which detail the proposed arrangements for the policing of North Wales for the next three years. In contrast to the annual policing priorities strategic policing objectives do not have performance indicators assigned to them. Instead they are assigned long term objectives detailing the direction to be taken over the life of the plan.

As the plan is refreshed every year progress will be made in line with the objectives and they will be updated accordingly. In some instances, in line with local and national agendas and findings from consultation, an objective may become high on the agenda. As a result it may become an annual priority with performance indicators and targets assigned to it.

Each objective has been subject to risk assessment and has been allocated resources to aid delivery:

- **Prevention of offending: Reduce levels of anti-social behaviour**

Anti-social behaviour is consistently identified by the public of North Wales as a matter of real concern which they wish the police, and other agencies, to tackle. Over the next three years we will continue to develop our powerful Dyna Ddigon brand and use it as a catalyst to develop powerful partnership and enforcement approaches to reduce anti-social behaviour. We will involve the public and identify the 'signal' crimes and disorder that cause them greatest anxiety and will work with the public to confront these issues. We will improve our knowledge base to ensure that the tactics employed by the police, partners and public are increasingly efficient, effective and always ethical.

- **Protect those at risk: Improve the safety of children, young people and other vulnerable people**

North Wales Police recognise that children and other vulnerable groups require additional police services; they may be unable to protect themselves or request an appropriate response from the Police. It is our duty to ensure that they receive the response from the Police to which they are entitled. The protection of children and vulnerable adults is nothing more than a duty to investigate crimes committed against them to ensure that they are protected from harm.

The priorities of North Wales Police in responding to child abuse and neglect are as follows:

- To protect the lives of children and ensure that in the policing of child abuse the welfare of all children is paramount
- To investigate all reports of child abuse and neglect and to protect the rights of child victims of crime
- To establish investigating child abuse and safeguarding children as a mainstream policing activity
- To take effective action against offenders so that they can be held accountable, through the criminal justice system, while safeguarding the welfare of the child
- To adopt a proactive multi-agency approach to preventing and reducing child abuse and neglect.

The priorities of North Wales Police in responding to vulnerable adults are as follows:

- To ensure that the individuals' privacy, dignity, independence, choice and rights will inform and guide any investigation undertaken
- To undertake a thorough investigation into criminal offences brought to our attention.
- To take effective action against offenders so that they can be held accountable, through the criminal justice system for their actions.
- To provide the victim with a level of service they deserve and which is tailored to their specific individual needs.
- Working alongside our partner agencies, we will contribute to multi-agency protection plans for any vulnerable persons that require safeguarding.

Working together with partner agencies and our Police colleagues in Wales, we continue to develop processes and procedures that are consistent with best practice.

- **Protect those at risk: Improve the safety of road users in North Wales**

Over the next three years we will seek to improve the safety of road users by achieving reductions in the numbers of people killed or seriously injured on our roads in accordance with Department for Transport targets.

Our activity will be delivered in accordance with the following principles- Education, Enforcement, and Engineering. Our enforcement will seek to improve compliance with road safety legislation in respect of offences that are most likely to cause or lead to fatal or serious injuries being sustained, referred to as 'The Fatal Five' - Drink/Drug Driving, Speeding, Seatbelt wearing, Mobile Phone use while driving and Dangerous Driving.

We will fully implement the principles of the National Intelligence Model and will target identified problem profiles as they are identified, currently they include motor cycles and young drivers who are over represented in our casualty figures. Working in partnership with the Vehicle and Operator Service Agency (VOSA) we will conduct strict and targeted enforcement activities against Large Goods Vehicle Operators in order to significantly improve compliance with road safety legislation. In order to achieve this we will provide specialist training to Roads Policing Unit (RPU) Officers and by 2012 will achieve an Accreditation target of 70% of our RPU Officers. We will utilise technology to target high risk groups; those with no insurance, disqualified drivers, drunk drivers and speed offences. We aim to increasingly divert driving offenders from the Fixed Penalty disposal option to National Driver Improvement Scheme, Speed Awareness Course and Rider Intervention and Developing Experience schemes. We will also aim for 100% compliance with legislation related to seat belts and mobile phones and will implement the first Wales Strategic Assessment and Control Strategy for Roads Policing.

Furthermore we will develop our Community Roads Policing agenda promoting Community Speed Watch, Bikesafe, Safer Roads Officers, School Liaison and Driver Training. This will be coordinated by two Roads Policing Community Sergeants. We will continue to develop partnerships with the Welsh Assembly Government, VOSA, Local Highways, Health and Education Authorities, as well as Volunteer Organisations.

Primary responsibility for this Policing activity lies with Specialist Roads Policing Officers, the Protective Services Intelligence Unit, and the All Wales Safety Camera Partnership. Secondary responsibility lies with officers within the Conflict Management Unit, Air Support and Dogs Unit.

- **Protect those at risk: Prevent Terrorism/Extremism**

North Wales Police and North Wales Police Authority will continue to work towards the Government's CONTEST strategy - the four strand approach to delivering national security, divided into four principal threads: PREVENT, PURSUE, PROTECT, and PREPARE.

The PREVENT strand is concerned with tackling the radicalisation of individuals. The PURSUE strand is concerned with reducing the terrorist threat to the UK and to UK interests overseas by disrupting terrorists and their operations. The PROTECT strand is concerned with reducing the vulnerability of the UK and UK interests overseas. This covers a range of issues including; strengthening border security; protecting key utilities - working with the private sector; transport - reducing the risk and impact of attacks through security and technological advances; and crowded places - protecting people going about their daily lives. The PREPARE strand is concerned with ensuring that the UK is as ready as it can be for the consequences of a terrorist attack. The key elements are:

- Identifying the potential risks the UK faces from terrorism and assessing their impact
- Building the necessary capabilities to respond to any attacks

The force is working in line with the nationally defined work plan to ensure efficient and effective delivery of the strategy. The aim is to improve our resilience to attack and increase our capability to pursue those who would aspire to mount a terrorist atrocity.

To achieve this a CONTEST lead for the force has been identified, together with the appointment of a lead for the individual strands, as required, in line with the structured implementation of the overall strategy. This is supported by the development and completion of force delivery plans with activities on the PREVENT strand, being the initial primary focus, well underway. The process is overseen on a force basis by the Security Review Group led by the Assistant Chief Constable. This activity is further under-pinned by the full engagement with our relevant partner agencies and the development of Divisional multi Agency CONTEST boards.

Following the agreement by the four Chief Constables in Wales to the formation of WECTU – the Wales Extremism and Counter Terrorism Unit, this implementation is nearing completion with the delivery of an all Wales counter terrorism service now being delivered. The guiding principle of WECTU is that whilst being centrally controlled, the unit will deliver locally thereby enhancing capacity, capability, and professionalism in dealing with the current threat of Counter Terrorism and Domestic Extremism within the Principality of Wales.

- **Resource management: Demonstrate increasing efficiency through the exploitation and improved management of assets**

We will aim to increase the efficient utilisation of our assets, including buildings, fleet and IT, maximising efficiency and effectiveness, driving down cost and therefore increasing value for money. One key aspect which will enable the delivery of this agenda will be the Agility programme, which aims to increase the utilisation of the force estate, and also ensure that people maximise the effectiveness of their time. The aim will be to release redundant cost direct to the front line services. The use of assets will be mapped to operational delivery in order to ensure the best and most effective use.

- **Build customer satisfaction: Ensure a quality and fair response to calls for assistance**

The Operational Communications Division (OCD), through their Quality of Service and Satisfaction Strategy, aims for continual improvement focussing on quality and satisfaction with the services they provide. Over the next three years the programme of work relating to this will focus on the following objectives: ensuring all staff are aware of the important role they play in attaining high quality standards and customer satisfaction; collating focused and meaningful data which informs continual business improvement; clearly understanding and communicating areas of strength and weakness; clarity of accountability and responsibility; and maintaining an equal balance of quantitative and qualitative measures and targets. These objectives will be achieved by assessing the quality of call handling and dispatching, analysis of customer satisfaction, immediate management of feedback both negative and positive, regulatory compliance on data quality, and benchmarking against other forces.

Furthermore, Operation QUEST which is a jointly funded performance improvement programme between the Home Office and individual forces is being utilised in North Wales. The programme identifies opportunities to improve operational performance by designing quality ways of working. The focus will be quality of service and customer satisfaction. The areas to be focused on in North Wales are incident management and resolution; crime recording and investigation and defendant management.

- **Reputation development: Improve levels of public confidence**

Through the use of surveys, close examination of public feedback and national performance indicators it is apparent that we need to continue to focus on improving levels of public confidence not only in North Wales Police but in the wider criminal justice system, and in our Community Safety Partners.

We will improve confidence and satisfaction by increasingly effective public involvement, by ensuring that the quality of service provided is consistently high, by listening to and acting on feedback from the public, and by developing our performance management approach to ensure that it supports a quality service. We will also invest in developing our staff to help them provide a consistently high quality service and we will exploit technology to support staff in providing an excellent service.

Performance: achievements and indicators

Performance 2008/09

North Wales Police is one of the top performing police forces in Wales and England, continuing to improve the quality of life for the people who visit, work and live in North Wales. The force publishes local performance information to the public on a [monthly basis](#) through the force's Management Information Bulletin and annually with the production of the [Chief Constable's Performance Report](#) which contains performance data from March 2008 to April 2009.

Furthermore residents throughout North Wales are also given access to the latest local crime information through an [interactive crime map](#) which is part of the police services commitment to strengthen community engagement. The map is accessible via the front page of the [force website](#) and provides the public with the opportunity to see where crime has happened; making comparisons with other areas, and learn how crime is being tackled by their local neighbourhood policing team.

The Police Authority also publishes an annual report and comment on the performance of the police force over the previous year. Please follow the link to the Police Authority website to access the [Annual Report](#) by the Chair of the Police Authority, Ian Roberts.

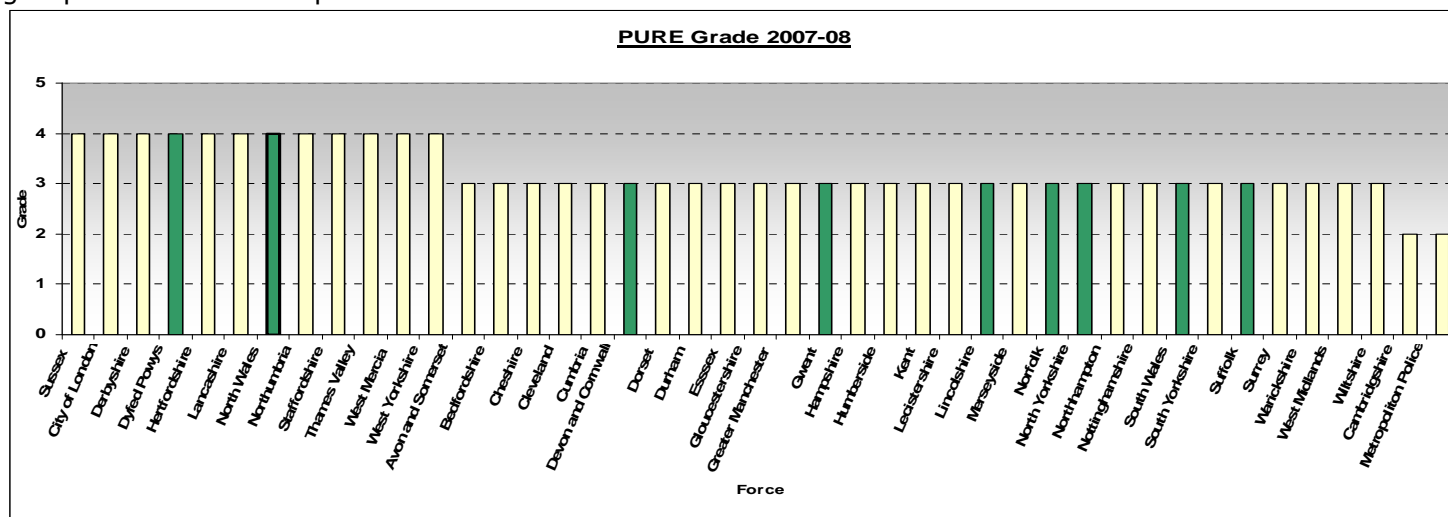
Police Use of Resources (PURE)

North Wales Police are one of only twelve forces in the UK to have attained a Grade 4 in the 2007-2008 national Police Use of Resources assessment (PURE) (this is the most recent PURE assessment).

The PURE assessment is carried out by the Wales Audit Office and enables auditors to form judgements on the Police Authority and force arrangements to secure the effective use of resources. The assessment reviewed 5 themes - Financial Reporting, Financial Management, Financial Standing, Internal Control and Value For Money. An overall judgement score is awarded ranging from 1 which is below minimum requirements up to 4 which is well above minimum requirements - performing strongly.

The assessment is a challenging process which measures how economically, effectively and efficiently forces have maximised the use of their resources. Achieving this grade for the second year in a row confirms that we continue to utilise resources in the best possible manner and it underlines our commitment to excellence.

The following graph shows all forces ranked by PURE grade. The highlighted forces are in North Wales' Police 'Most Similar Forces' Group: forces that are similar to each other, in 2007/08. This group has since been updated.



Developments in PURE

For 2008-2009 the PURE regime has been revised to take account of developments in government and aligned to [Comprehensive Area Assessments](#) (CAA). It will be focused on outputs and outcomes of processes with value for money as a running theme within each area measured.

The new approach will focus upon three key areas, namely Managing Finances, Governing the Business and Managing Other Resources. For 2008/2009 the methodology for measuring results has been fundamentally changed and despite the awarding grades remaining the same i.e. grade 1 to grade 4, the new assessment approach will mean that forces will be measured in a completely different way to the previous PURE regime and therefore comparisons with previous results will not be possible.

Consequently, for the 2008/2009 PURE assessment the results will be the benchmark from which to secure improvement and development. We welcome the continuous improvement approach that PURE will bring to the Police Service as a means of evidencing our commitment to ensuring the best use of resources and delivering value for money outcomes to the people of North Wales.

Her Majesty's Inspectorate of Constabulary (HMIC)

Over the past year HMIC have continued to develop their approach of focussing their inspections on higher risk business areas, ensuring that both individual police forces and the police service nationally are adopting a consistent and co-ordinated approach to tackling many of the issues that all forces face within the national arena.

Over the past year the inspection teams have visited North Wales to examine our approach and performance with regards to Serious and Organised Crime, Major Crime, Neighbourhood and Citizen Focussed Policing, Civil Contingencies, Public Order and Critical Incidents. These inspections have been extensive, with the inspectorate meeting with our business partners and other individuals who work closely with us. Over 2008, this has included meeting with members of the Welsh Assembly Government, the Local Resilience Forum and the Independent Advisory Group.

North Wales Police continue to be one of the strongest performing forces in Wales and England, both in terms of operational performance and in terms of efficiency, where we have been awarded the top grading for our efficient use of resources. Despite this strong performance, we are keen to improve further. All reported 'Areas for Improvement' and 'Work in Progress' are captured in a recording matrix to ensure the associated improvement activity takes place. Links have also been further developed with the Police Authority to ensure that they are fully sighted on our feedback and any resultant improvement activity.

The inspection programme for 2009 has yet to be finalised, but is already scheduled to include inspections on Police Authorities, Counter Terrorism, the Management of Sex Offenders (a joint thematic inspection with the Probation Agency), an examination of our operations in light of the recent Stockwell Enquiry, the Policing Pledge, a county inspection and the completion of the new Rounded Assessments.

Copies of the published reports are available from the HMIC website, at <http://inspectorates.homeoffice.gov.uk/hmic/Inspections/>

APACS

The APACS framework was introduced in April 2008 and covers key services delivered by the police, working on their own or in partnership:

1. Promoting Safety
2. Tackling Crime
3. Serious Crime and Protection
4. Confidence and Satisfaction
5. Organisational Management

The aim of the framework is to both underpin the demonstration of performance to the public, and to help partners in Wales and England deliver and improve performance against national and local priorities.

As the Welsh local government performance measurement framework is different from the national indicator set used in England, the Home Office has recognised that assessments derived from APACS cannot apply to Community Safety Partnerships (CSPs) in Wales the same way as they do in England. However the Welsh Assembly Government (WAG) supports the Home Offices strategic aims for APACS. As there are no inconsistencies or tensions between APACS performance indicators and WAG strategies and targets, the Home Office is encouraging CSPs to use APACS data to monitor trends and assist in achieving reductions in crime.

The Home Office have published the final set of APACS indicators for 2009-10, of which there are 34, and development will continue in relation to a number of indicators with a view to inclusion in future years. For further information please follow the link to the Home Office [Assessments of Policing and Community Safety](#).

Working in Partnership

Public Service Agreements (PSAs)

The Home Secretary has set the strategic priorities for 2009-10 and has emphasised the need for the police service to work collaboratively with local Community Safety Partnerships to meet local objectives.

In order to achieve improvements the police service need a continuum of effective policing, which relies on effective collaboration and co-ordination amongst relevant partners. In order to achieve the delivery of the PSAs that are relevant to the police service we must work closely with our partners in order to align priorities and work towards national priorities at the same time as meeting local needs.

The PSAs which are relevant to the police service are:

PSA 23: Making Communities Safer

Rather than mandates from central government, the onus will be on the police and their partners to understand the full breadth of crime and community safety issues in their area and be able to demonstrate effective action to address them.

These issues can be the everyday and the extraordinary, spanning serious violence, acquisitive crime and antisocial behaviour.

Please follow the link to the North Wales [Community Safety Partnerships](#) site to access the Crime and Disorder/Community Safety Partnership Plans which detail how the PSA is to be delivered.

PSA 24: Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public

This PSA sits alongside PSA 23 and has been designed to build on the recent successes in reducing crime, but has a specific focus on protecting the public from the most serious crime.

The North Wales Criminal Justice Board meets to discuss ways in which Criminal Justice services can be improved within North Wales and have written a strategic plan for the period 2008-2011 which is based on three strategic objectives:

1. Victims and Witnesses
2. Reducing Re-offending
3. Welsh Language

A fourth objective is to be added for 2009-2010 which is to improve agency working.

The Criminal Justice Board are also looking to develop closer ties with the six Community Safety Partnerships across North Wales, and will be working closer around joint areas of work including Prolific and Priority Offenders, Domestic Abuse and Confidence and Community Engagement.

If you want to read more about the North Wales Criminal Justice Board please follow the link to: <http://www.justicenorthwales.co.uk/>

Please follow the link to the delivery agreement for PSA 24: [CJB Annual Plan](#)

PSA 25: Reduce the harm caused by alcohol and drugs

The vision of this PSA is to ensure;

1. Fewer people develop drug problems
2. There is a safe, sensible and social drinking culture

PSA 25 is delivered via the All Wales Substance Misuse Strategy which places a duty on Community Safety Partnerships / Substance Misuse Action Teams to prepare an annual Substance Misuse Strategy. These are also available on the [Community Safety Partnerships](#) site.

PSA 26: Reduce the risk to the UK from International Terrorism

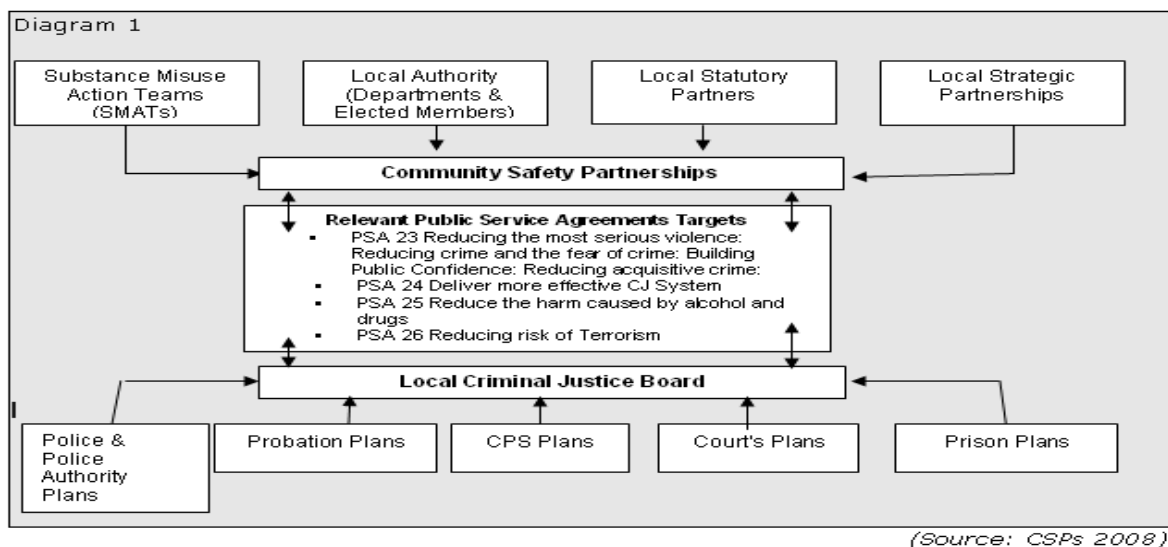
In order to achieve this PSA, the Government's specific objectives are to: stop terrorist attacks; Where we cannot stop an attack, to mitigate its impact; Strengthen our overall protection against terrorist attack; And stop people becoming terrorists or supporting violent extremism.

Please follow the link to the North Wales [Community Safety Partnerships](#) site to access the Crime and Disorder/Community Safety Partnership Plans which detail how the PSA is to be delivered.

Community Safety Partnerships (CSPs)

PSAs 23 and 25 are delivered in partnership with each of the 6 Community Safety Partnerships (CSPs).

The diagram below shows the link between all of the partners that contribute to the achievement of the relevant PSAs from the perspective of the Community Safety Partnerships.



Each of the Community Safety Partnerships must publish a local plan in response to the 'Delivering Safer Communities' document published by the Home Office. In order to access each of the Local Authorities Community Safety Plans, which have been written in partnership from a variety of sources including the police, and detail how the CSPs, in partnership will tackle the relevant PSAs, please follow the links below to each of the Local Authority's website.

Conwy:

<http://www.conwy.gov.uk/>

Gwynedd:

<http://www.gwynedd.gov.uk/>

Anglesey:

<http://www.anglesey.gov.uk/>

Flintshire:

<http://www.flintshire.gov.uk/>

Wrexham:

<http://www.wrexham.gov.uk/>

Denbighshire:

<http://www.denbighshire.gov.uk/>

Each Local Authority site can also be accessed directly via <http://www.nwcsp.org.uk/>

Considerations

Consultation

Promoting the involvement of the public in decisions about local policing is central to the work of North Wales Police and North Wales Police Authority.

We are committed to providing a range of opportunities to consult with the public. We want to enable local people to have a greater level of involvement in the process of making local policing decisions and identifying solutions.

There are a number of ways in which you can get involved in the work of North Wales Police and North Wales Police Authority, and we value opportunities to talk with you and listen to your views.

We use a range of different consultation and communication methods, including public meetings (some of these are called 'Police Authority Community Forums' - of which 13 are held throughout the year in different locations across North Wales), a Citizens Panel, surveys, through our websites, Force Strategic Threat Assessments, Joint Action Groups (JAGS) and Implementation Groups which address problems in specific locations in the community, and by holding Focus Groups with hard to reach communities. Sometimes, we will want views on specific subjects, such as what kind of budget rise Council Tax payers would be willing to support and policing priorities.

"Llais-y-Gogledd" (Voice of the North), is an exciting development in North Wales Police Authority's consultation process and is a Citizens Panel of 1,500 people representing a cross-section of the public of North Wales. The Panel, recruited by an independent market research company, is consulted on a periodic basis about policing in the North Wales area by means of questionnaires. The surveys address issues such as policing priorities, community reassurance and police funding. The views fed back from the survey assist North Wales Police Authority and North Wales Police in preparing their policing plans. The 5th Llais y Gogledd survey was conducted in October 2008 and looked at levels of policing, anti-social behaviour, awareness of partnerships, perceptions of the police, and policing priorities.

Please follow the link to the [Police Authority website](#) to access the [Llais y Gogledd](#) consultation report. Here contact details are also available for members of the public to provide feedback.

Operation QUEST

Operation QUEST is a jointly funded programme between the Home Office and individual forces that supports police forces in achieving significant improvements in performance and productivity. The achievements and success of Operation Quest have been noted positively in several recent government publications including the 2008 Green Paper, from the neighbourhood to the national: policing communities together; and Sir Ronnie Flanagan's, The Review of Policing (2008).

QUEST will address a range of processes and will show how efficiency can be delivered by tapping into the knowledge of those who deal with them every day. This is the fourth phase of QUEST and pilot projects are being undertaken in four police forces including North Wales. In North Wales Police we will initially focus upon Central Division over a six month period and will roll out the improvements force wide by March 2010. The objectives of the programme are:

- Build the capability to undertake operational process improvement work with lasting effect
- Deliver sustained benefits within each of the participating forces in the form of officer time savings, increased performance and improved customer satisfaction.

The areas that are to be focused on are:

- Incident Management and Resolution
- Crime Recording and Investigation
- Defendant Management

In order to gain more information about Operation QUEST please follow the link to be re-directed to the [Home Office internet site](#).

Protective Services 3 Year Improvement Programme

In 2007, a three year costed Protective Services improvement programme commenced, aimed at addressing gaps in capacity and capability in the protective services business areas. Crime Services Division witnessed the inception of a Force Major Incident Team, additional resources within Public Protection, extra support to intelligence gathering and also a more proactive capability for tackling serious and organised crime (level 2 criminality).

In 2008, investment was targeted towards resilience within the Force Major Incident Team, Public Protection, Intelligence functions and also the provision of greater capacity around counter terrorism.

2009 will see the consolidation of this plan, with additional resources invested in the Force Major Incident Team, improved analytical capability and also further capacity in tackling serious and organised criminality.

During this period, the need to continually assess the changing threat, risk and harm posed to North Wales, alongside HMIC reports and the need to achieve Protective Services minimum standards by 2011, has led to the merging of the support functions provided by Crime Services and Operational Services divisions on the 1.4.09 and the formulation of the Public Security Division.

The vision for the newly formed Public Security Division is:

- to build capacity and capability by investment in the best available staff and equipment.
- To improve performance and service delivery and ensure a fit for purpose division.

A Protective Services Improvement Board is to be established to oversee the governance and smooth implementation of Protective Services business areas and to give support to the management and structures in 'narrowing the gap'. The board will comprise the Assistant Chief Constable, the Director of Finance and Resources, Detective Chief Superintendent of Public Security Division and nominated Police Authority members.

A small team will be formed to manage the change and transition on behalf of the new Division. The team will set a delivery plan and milestones for achieving the change agenda and will draw on good ideas and best practice.

Collaboration

The four Police Authorities in Wales have established a working model of collaboration by forming Police Authorities Wales (PAW) as a Joint Committee. In July 2007 a statutory Joint Committee for the Policing of Wales was signed by the four Welsh Police Authorities. PAW oversees all collaborative working.

PAW is committed to developing strategic policing capabilities, including protective services so as to reduce the risk posed by insufficient dedicated resources. Following a strategic assessment of gaps, areas of high need for policing in Wales were identified. March 2008 saw the agreement of the National Policing Plan for Wales which committed the four forces of Wales to the collaboration agenda. As a direct result of collaboration a Home Office demonstrator bid granted an additional £204K for research in serious and organised crime. A Welsh Extremism and Counter Terrorism Unit established one Special Branch for all of Wales to improve resilience, capacity and capability across all of Wales with domestic extremism and counter terrorism. PAW has full oversight of the programme.

Collaboration has resulted in significant benefits and efficiency savings for Welsh police forces with additional funds being secured and a contribution of £5.6 million in policing for Wales. North Wales Police Authority is committed to ensuring that collaboration is undertaken in order to enhance the policing services provided to our communities.

North Wales Police continues to develop its collaborative approach with the other Welsh forces, this having resulted in some significant operational benefits and improvements in processes. These include:-

- An all Wales e/crime prevention initiative. All forces contribute staff to this collective effort, ensuring that all Welsh forces capitalise on the fact that a North Wales Detective Chief Superintendent is the UK national lead in this important and developing area.
- The Disaster Victim Identification Cymru, has now been established between the four Welsh forces. It's a fully stand alone capability and has been highlighted by the HMI nationally as 'best practice'.
- Significant collaboration continues in the field of Protective Services, with joint and common policies being developed between the four forces. Various major crime policies have been disseminated and reviewed with the result that there are now several significant pan-Wales policies in existence, with many more currently being reviewed and progressed towards adoption.
- Post operation reviews are taking place throughout Wales, with the lessons learned being disseminated to all force leads, thus ensuring that all can capitalise and develop from the experience of others.
- All Wales estates group. Dialogue continues with the other Welsh forces to ensure that all opportunities are explored and where applicable, exploited, in situations where benefits may arise from the sharing of estate (and associated issues)
- North Wales Police has the benefit of a state of the art Fleet Commissioning / Decommissioning Centre. It has been utilised by the other Welsh forces as a proof of concept, and dialogue is now taking place to determine the most appropriate way of developing this approach.

North Wales Fire & Rescue Service and North Wales Police have co-located into one joint control room, now named as the Joint Communications Centre. All police and fire calls are routed into this facility, being answered and dealt with by staff from both organisations. The location benefits from a joint command platform, with incident commanders from both organisations sitting side by side ensuring a co-ordinated approach to the resolution of the many incidents that both organisations are called to attend. From an operational perspective, this is beginning to show benefit as the relative inter-communication and operational processes evolve to take full advantage of this working arrangement.

From this base, an opportunity has been explored by the two organisations regarding collaboration for provision of a joint SMS text facility and voice recording solution for the deaf and hard of hearing. By adopting this approach, both organisations can contribute effectively to the identification and resolution of potential issues, identifying one solution that meets the needs of both organisations. Through such collaborative effort, the overall cost is reduced to both organisations.

Equality Standard

The National Police Improvement Agency (NPIA) are in the process of developing an Equality Standard for the Police Service, a key issue which was highlighted in the Police Green Paper. The aim of the standard is to assist the service to continue to improve performance and mainstream activity with regard to equality and diversity, and to integrate equality into all business areas.

The Police Service will pilot the standard from April 2009 to integrate equality activity and drive service delivery improvement. The new developments will then be implemented by late autumn 2009. HIMC will use it as part of routine inspections from April 2010. Police Authorities will work with forces to use the standard to set local targets.

Citizen Focus Programme

North Wales Police have rolled out a new [Policing Pledge](#) in 2009 to all communities in the force area. The Pledge will strengthen local accountability against stated minimum standards, giving the public a greater say on how their communities are policed, and will help to confirm public confidence in the job that the police do.

The pledge includes clear standards for the amount of time spent on the beat tackling locally agreed public priorities, easy ways to contact your local neighbourhood policing team and clear response times to calls and incidents.

Complementary to the pledge, is a new crime mapping facility for the public which is intended to be a meaningful, readily accessible and regular local crime & policing information tool.

Further details of the policing pledge and local crime mapping together with useful information on how to contact your [local neighbourhood policing team](#) and what they are doing to tackle locally agreed priorities are [available here](#)

Work is also on-going around the implementation of the NPIA Citizen Focus Hallmarks. The Hallmarks are an assessment tool developed by the National Police Improvement Agency (NPIA) to support the force to determine how far progress has been made on the journey to become truly citizen focused. Action is currently being undertaken to assess, analyse and improve services to meet the hallmark standard and designing and delivering services that inspire public confidence.

For further information about the Neighbourhood Policing and Citizen Focus Programme please follow the link to the [NPIA internet site](#).

Learning and Development Strategy

Our staff are our most important resource and without the establishment and maintenance of a diverse, skilled and healthy workforce the force would be unable to achieve its strategic aims. Recruitment, training, development and providing a healthy environment for a healthy workforce are fundamental to the development and professional competence of individuals and the operational excellence of the force.

We are determined to ensure that all police officers, police staff and special constables are properly recruited, trained and developed to meet not just the policing challenges of today but to be prepared and equipped to meet the policing challenges of tomorrow. It is therefore also important that every opportunity is given for staff to be healthy and to work in a healthy environment.

The Learning and Development Strategy 2008/11 and the Human Resources Strategy 2008/11 are designed to support achievement of the North Wales Three Year Strategic Plan and the force's vision of a Safer North Wales.

The force's [Human Resources Strategy 2008/11](#) and the [Learning and Development Strategy 2008/11](#) together provide the objectives for our Human Resources Strategy for the next three years. The process of implementing these strategies, in support of the Policing Plan, is contained in the annual [Human Resource Delivery Plan](#) and the [Learning and Development Business Plan](#).

The 2009-12 Learning and Development Strategy and the 2009-12 Human Resource Strategy will be up-dated as soon as available.

Sustainable Development Plan

As part of the process of improving our overall environmental performance, North Wales Police has embarked on a Sustainable Development Action Plan.

The aim of the plan is to ensure that the force's actions today contribute to a better, safer and greener North Wales in the future through continuous sustainable development management – 'North Wales Police aims to be carbon neutral by 2012'.

This will be achieved by fully integrating sustainable development management into our current operations; business processes and Corporate Strategy by developing a Sustainable Development Action Plan for the force.

We are in the second year of the 2008-2020 plan and the main actions relating to the Plan are:

- Measuring, recording and reporting the force's energy and fuel consumption with a view of reducing its overall energy and fuel consumption.
- Measuring, recording and reporting the force's greenhouse gas emissions with a view of reducing its overall greenhouse gas emissions ('or carbon footprint')
- Measuring, recording and reporting the force's water consumption with a view of reducing its overall water consumption.
- Measuring, recording and reporting the force's waste generation with a view of reducing the amount of waste going to landfill through increased recycling.
- Increasing the biodiversity value of the force's estate.
- Reducing crime and the fear of crime.

These actions will be supported by annual Divisional and Departmental Action plans. Please follow the link to access the [Sustainable Development Plan 2008/20](#) in its entirety.

Furthermore an annual [Sustainable Development Report](#) has been developed detailing our achievement to date.

Welsh Language Scheme

In accordance with our responsibilities to our communities and our duties under the Welsh Language Act 1993 we will treat the Welsh and English languages on a basis of equality. Our revised Welsh Language Scheme explains how we will work towards ensuring the provision of language choice in service delivery and within our internal processes during this period. We will work with relevant partners in order to ensure that genuine language choice is provided to those that come into contact with the Justice system.

Our eventual aim is to become a bilingual organisation. Working towards achieving this will include:

- The completion of objectives identified in our current Welsh Language Scheme
- Promoting the Welsh language as a business language in the workplace
- Enhancing the bilingual capacity of the force. This will include supporting staff to develop and make full use of their Welsh language skills as well as ensuring that all new joiners have a basic knowledge of Welsh as a minimum skill on appointment.
- Identifying language needs for posts within different areas of the force
- Facilitating and promoting the use of Welsh when we are contacted by the public
- Linking the principles of quality of service to the provision of language choice to users
- Providing a truly bilingual information service

Our aims are supported by a set of performance indicators, targets and service standards which allow us to measure our progress effectively. Please follow the link to our Freedom of Information site to access the force [Welsh Language Scheme](#).

Procurement

The Procurement Department holds corporate responsibility for all the Force's procurement arrangements, providing advice and guidance on best purchasing practice, to ensure that all commercial and European Union Policies on Public Procurement interests of the force are consistently represented and that the financial guidance used by the Police Authority is adhered to.

Central to this role is:

- The management of all tendering and contract award procedures for goods and services.
- The provision of information to enable budget holders to make effective purchasing decisions
- The co-ordination of the posting of all Official Journal of the European Union (OJEU).

In a climate in which all force's must embrace continuous improvements and community satisfaction, North Wales Police is constantly seeking to make the most prudent and effective use of its resources. The Government's current drive towards higher efficiency combined with annual constraints on public finance has brought new dimensions to the issue of resource management.

Please follow the link to access the North Wales Police [Procurement Strategy](#).

Diversity

North Wales Police are committed to embedding equality and fairness into all our activities. During the next year the National Police Improvement Agency (NPIA) are launching the Equality Standard for the Police, which is a major piece of work. This will provide an ongoing assessment of equality progress across Organisational Management and Operational activity. North Wales Police has requested the opportunity to be a pilot site for the development of the standard

The force's Diversity Unit and Finance Department have now built diversity into the annual cycle of budget planning. Departments now have to evidence how they have promoted diversity in the past 12 months and in their forecasts for the future. The process is aligned to the forces equality schemes by drawing evidence to clearly indicate progress. This information will be used to inform the public of the force's progress.

The force submission to Stonewall [Workplace Equality Index](#) enabled the force to measure its progress in supporting Lesbian, Gay and Bisexual staff and members of the community, the force achieved a placing of 50 (out of 317) with feedback from Stonewall which will guide us on future actions.

We will continue to provide an additional way for people who are deaf, or hard of hearing, to contact police. An SMS text message can now be sent to the police by members of the community who are deaf, hard of hearing, or who are speech impaired. The force will raise the understanding of disability issues by awareness days and the establishment of a disability support group. Consultation with staff and community groups will continue to direct changes to the Forces estate.

Community cohesion and increasing the confidence of minority communities to report incidents to the police will continue to play a major role for the Diversity Unit and the force in 2009. Disability, Trans and Homophobic Hate Crime levels are low and specific work will be developed to continue to address these issues in 2009/2010.

Work will continue with Equality Champions and staff associations, and with community members through the Independent Advisory Group and five external engagement groups. All of these will help to identify and guide the force in achieving equitable and fair outcomes in all aspects of work.

Following full consultation the force will develop its Single Equality scheme which will be published in line with the new Equalities Bill.

Finance

Police Efficiency and Productivity Strategy 2008/11

The Efficiency and Productivity Strategy for 2008-2011 sets out a framework for improvement and has been agreed by the Home Office, Association of Police Authorities (APA) and the Association of Chief Police Officers (ACPO). The strategy identifies opportunities for Authorities and Forces to assist in delivering sustainable efficiency and productivity gains.

Since the introduction of the Strategy the Home Office has also produced the policing green paper "From the Neighbourhood to the National; Policing Our Communities Together" in July 2008. This paper further outlines the local accountability and responsibility for Authorities and Forces to set challenging efficiency and productivity targets.

Consequently, the Authority reviewed and has agreed to achieve planned gains of at least £13.153m over the plan period 2008-2011 representing 9.3% of the agreed baseline gross revenue expenditure in 2007-2008. These gains include both cash releasing and productivity increasing gains and are therefore both monetary and non-monetary in nature.

Elements within the strategy to enable delivery of sustainable gains include:

a) National Workforce Modernisation Programme

This is currently being carried by eleven Forces as demonstrator sites and looks to increase performance, productivity, visibility and impact. The key element to this is matching tasks to skills.

b) Operation Quest

This focuses on process re-engineering and improvement work and is currently being carried out in four Forces to increase performance and citizen satisfaction.

c) Productive Time

This work stream looks at better deployment of officers and staff through improved supply/demand matching, tackling overtime expenditure and reducing sickness absence.

d) Management and use of Operation Information

This focuses upon major Force ICT systems and ensuring that benefits are realised. A major part of this is the mobile data agenda.

e) Corporate Services

This element focuses on collaborative procurement to enable efficiency gains and a review of corporate headquarters and services across Forces. Also transactional improvements through shared services and collaboration in Finance and HR services.

f) Protective Services

There are currently 13 demonstrator sites across Forces which are collaborating on protective service delivery.

How are we meeting the target?

North Wales Police has set priorities and targets over the forthcoming three year period and there are plans and processes in place to enable delivery of the efficiency and productivity target by 2010-2011. To date the Force has been successful in achieving the targets set by the Home Office and through continuation of progress it will seek to build on this success and drive forward improvements in pursuit of efficiency and productivity. We recognise that there are several cross cutting areas which overlap with the strategy areas and have constructed our plan as follows:

(i) Process Improvements

We recognise that in order to effectively manage our organisation we must manage and ensure maximum benefit is attained from our core processes. Therefore, we will review our internal

processes and seek to minimise resource utilisation by identifying and eradicating any duplication. The main part of our efficiencies from this area is in relation to Operation Quest which once implemented will deliver increased and sustained productivity and quality of service across the Force. Details of North Wales Police's Operation Quest can be found within the strategic plan. In addition, we will further seek to increase delivery of our processes electronically reducing bureaucracy and paper and releasing resources to frontline duties.

(ii) Crime Reduction/Investigation

We will continue to improve investigative standards by maximum use of resources to enable increased detection rates. We will also improve the safety of road users in North Wales to reduce the number of road traffic collisions.

(iii) Increased productivity

To enable increased efficiency from our resources we will continue to ensure that we minimise time lost from sickness absences and increase productivity across the Force by reviewing functions and roles to release resources where possible.

(iv) Corporate Services

Through regional and national procurement collaboration we will continue to deliver increased efficiency in the cost of services. Transactional improvements within corporate services processes will deliver efficiencies and reduce the burden on people throughout the organisation.

(v) Efficiency

The current economic environment and tougher financial settlement has increased pressure upon financial resources. We will, therefore, seek to maximise the use of our assets in order to maintain our service delivery and reduce any impact on our services.

(vi) Workforce Modernisation

Workforce Modernisation is about deploying the best mix of officers and staff at the frontline to maximise the capacity of the police to deliver increased customer service. We will continue to review that our people make the best use of their skills and training in the right roles across the Force.

(vii) Management of Operational Information

The Force is well placed to realise benefits from the continued introduction and exploitation of mobile data. We will seek to maximise operational productive time and increase the capacity of our Officers to remain out of station.

In accordance with our approach above, the following table outlines the efficiency and productivity gains anticipated by 2010-2011.

North Wales Police Efficiency and Productivity Plan 2008-11

Efficiency & Productivity Strategy Area	North Wales Police Authority Priority/Target	Area	Efficiency Savings £'000
Process Improvement	<ul style="list-style-type: none"> ▪ Effectively manage our organisational activities ▪ Partnership - Work in partnership to create safer communities ▪ Move from neighbourhood policing to neighbourhood management ▪ Development of recruitment and training 	Criminal Justice initiatives Reducing overtime E-Learning Process review	8.803
Crime Reduction/ Investigation	<ul style="list-style-type: none"> ▪ Partnership - Work in partnership to create safer communities ▪ Improve the safety of road users in North Wales ▪ Improve investigative standards 	Reduce Road traffic Collisions Increase crime detected	2.112
Increased Productivity	<ul style="list-style-type: none"> ▪ Efficiency and Development - Make the best use of our assets through efficiency and development ▪ Demonstrate increasing efficiency through the exploitation of our assets ▪ Maintain a supportive work culture 	Reduce sickness abstraction Records management	0.122
Corporate Services	<ul style="list-style-type: none"> ▪ Strengthen performance in the effective use of resources 	Procurement Transaction Processes	0.828
Efficiency	<ul style="list-style-type: none"> ▪ Efficiency and Development - Make the best use of our assets through efficiency and development ▪ Demonstrate increasing efficiency through the exploitation of our assets 	Devolved Budget reductions Force Budget reductions	5.912
Workforce Modernisation	<ul style="list-style-type: none"> ▪ Strengthen performance in the effective use of resources ▪ Partnership - Work in partnership to create safer communities 	Workforce Planning	0.250
Management of Operational Information	<ul style="list-style-type: none"> ▪ Service and Satisfaction - Deliver a service that builds reassurance and satisfaction ▪ Positive management of information ▪ Improving visibility by exploiting modern technology 	Mobile Data Increase out of station time Increase productive time	0.250
TOTAL:			18.277

How we will report our achievements

The Strategy requires Police Authorities to be satisfied that the plan in place and subsequent progress will deliver the efficiency and productivity target. The Authority will continue to receive details of progress against the plan on a quarterly basis against which an assessment of overall achievement can be made.

In addition to this the Force will provide details to the Home Office on efficiency and productivity achievements and forecasted gains at the six month point annually as prescribed within the Strategy.

Financial Strategy and Medium Term Financial Plan

The Financial Strategy and Medium Term Financial Plan are a key part of the Authority's integrated corporate planning process which links operational planning with financial and resource planning to ensure that all resources are directed towards policy priorities. The strategy describes the financial direction of the Authority and the Medium Term Plan outlines the financial pressures and requirements over a 4 year period. It also provides information on the Estates, Fleet, IT, HR, Procurement and Sustainable Development Strategies for the period.

To access the report in its entirety please follow the link: [Medium Term Financial Plan](#)

Costing our priorities

In keeping with best practice we have used activity analysis and a process of identifying how many resources are dedicated to particular policing priority, to explain as far as possible the projected costs of meeting our priorities:

1. Giving people with whom we come into contact a higher quality of service

All individuals working for North Wales Police has responsibility for giving people with whom they come into contact a higher quality of service.

Operation Quest a Home Office sponsored programme focused on operational performance improvement has highlighted potential net efficiencies, the majority of which will be reinvested into one of three of the policing priorities, those being:

- **Customer Satisfaction**
- Patrol and Proactive
- Detections

2. Improving the safety of children, young people and other vulnerable people

All individuals working for North Wales Police have responsibility for improving the safety of children, young people and other vulnerable people.

There are currently a total of 117.39 Whole Time Equivalents (WTE) Police Officers and 55.22 WTE Police Staff who are dedicated to functions that have overall responsibility for improving the safety of children, young people and other vulnerable people.

As part of the force three year Protective Services plan, by 2009-10 the force will have invested an additional £3.275 million into functions which are dedicated to:

- **Improving the safety of children, young people and other vulnerable people**
- Improving the prevention, investigation and detection of serious and violent crime

Including roles such as Public Protection, Intelligence, Force Major Incident Teams, Level 2 Operations, Scientific Support etc.

3. Improving the prevention, investigation and detection of serious and violent crime

North Wales Police traditionally spend between 43-46% of their resources on reducing and investigating crime (based on ABC returns to the Home Office).

As part of the force three year Protective Services plan, by 2009-10 the force will have invested an additional £3.275 million into functions which are dedicated to:

- Improving the safety of children, young people and other vulnerable people
- **Improving the prevention, investigation and detection of serious and violent crime**

Including roles such as Public Protection, Intelligence, Force Major Incident Teams, Level 2 Operations, Scientific Support etc.

Operation Quest a Home Office sponsored programme focused on operational performance improvement has highlighted potential net efficiencies, which will be reinvested in the main into three of the policing priorities, those being:

- Detections
- Customer Satisfaction
- Patrol and Proactive

4. Providing a highly visible community policing service

North Wales Police has a dedicated Neighbourhood Policing team of:

Community Beat Managers (CBM's) – Constables and Sergeants – 154
Police Community Support Officers (PCSO's) – 158

Broken down as follows:

Division	CBM	PCSO
Central	43	41
Eastern	67	66
Western	44	51
Total	154	158

5. Reduce level of alcohol related anti social behaviour

North Wales Police traditionally spend between 2.5-2.8% of their resources on dealing with Anti Social Behaviour (based on most recent ABC returns to the Home Office)

Statements of Accounts

To access the Statement of Accounts, which presents a detailed picture of the financial affairs of the Authority and comprise:

- Income and Expenditure Accounts
- Statement of movement on the General Fund Balance
- Statement of Total Recognised Gains and Losses
- Balance Sheet
- Cash Flow Statement
- Notes to the Accounts
- Police Pension Fund Account
- Annual Governance Statement
- Auditor's Report

Please follow the link to be re-directed to the [Police Authority](#) web-site.