

Police and Crime Plan Annual Performance Report 2016/17

PUTTING VICTIMS FIRST



Initial contact

The average answer time for 999 calls has remained consistent throughout 2016/17, whilst the answer time for 101 calls has improved compared to 2015/16. Satisfaction with ease of contact for victims of crime and anti-social behaviour continue to be high, 98% and 96%, respectively.

Crime recording at source has been introduced; all officers can create a crime at the scene using their mobile devices. Contact handlers can now also record a crime when they first speak to the victim. These developments will further improve the timeliness of crime recording, which is below the levels required (72% of crimes were recorded within 24 hours; 74% in 2015/16), and more importantly, the service to victims of crime.

An improvement plan has been developed in response to the answer rates for 101 calls. The improvement plan focuses on reducing demand into the Communications Department, as well as ensuring resources are better aligned to meet the demand. The plan has resulted in an improvement in performance with answer rates now at 84%.

A victim-centric approach to meet calls for service has been introduced (THRIVE). Contact handlers are empowered to make decisions using the THRIVE (threat, harm, risk, investigative opportunities, vulnerability and engagement) model. Contact handlers use professional discretion to effectively identify vulnerability at the first point of contact and manage risk, by making an assessment of the needs of the caller and the circumstances of the incident. An assessment of THRIVE conducted has shown that contact handlers correctly identify vulnerability on 97% of occasions. Further training is being delivered to contact handlers to reinforce their application of THRIVE.

A new Incident Management System (IMS) has been introduced which automatically searches information relevant to the caller and location, which is updated directly onto the incident log. This has reduced time spent by contact handlers inputting data and allows them to provide a better quality of service at the first point of contact. Allocation of officer response is subsequently prioritised based on those victims assessed as most vulnerable. The introduction IMS, and with further enhancements to the mobile devices, officers are now able to see all relevant information immediately.

Victims

There has been a small reduction in the number of victims provided with a satisfactory needs assessment (83% down from 87% in 2015/16). 88% of victims' needs

assessments are completed within 24 hours (up from 82% in 2015/16). There remain a small proportion of victims who were not referred to Victims First Northumbria when they ought to have been (6% compared to 5% for 2015/16).

Resolution without deployment (RWD) has been introduced to reduced demand on frontline resources and improve services to victims. The RWD team dealt with approximately 7% of incident demand, 19% of all recorded crime, and 30% of missing and absent incidents during 2016/17. More recently, RWD performance has improved with the team dealing with 14.7% of incident demand in February 2017. This is projected to improve further in 2017/18.

Overall, the satisfaction level of those callers with an incident or crime managed through RWD is high (89%), with 99% saying they were listened to and things were explained clearly, 94% happy with the actions taken, and 91% felt that their issue was taken seriously.

Crime recording standards

Since Her Majesty's Inspectorate of Constabulary (HMIC) Crime Data Integrity inspection in August 2014, there has been considerable emphasis on crime recording standards and decision-making. As a result, there has been a significant improvement in compliance with National Crime Recording Standards (NCRS). Performance at the end of the year was 93% compared to 90% (in 2015/16). HMIC revisited the force in 2016 to carry out a further Crime Data Integrity inspection as part of their cycle of inspections of all forces. Their audit recognised significant improvements made and validated our compliance rate at 92.7% for all crime. HMIC also found that 97% of cancelled crime decisions were correct, with 100% achieved for rapes. These independent audit results show significant improvements. Nonetheless, the force is not complacent and has implemented a comprehensive plan to maintain and improve performance. The action plan covers four broad themes; leadership, training, changes to systems and improved quality assurance.

- Operation Verify was introduced in 2016, to further improve NCRS compliance. A small team of Sergeants and Constables have been brought together to validate crime-related incidents which have not resulted in a crime record, and correct those that are non-compliant with NCRS.
- Audit activity includes an increased emphasis on improvement and lessons learned. Working with officers to improve performance and organisational learning. Area Command and Department SMTs ensuring lessons learned are disseminated to staff to aid continuous improvement.
- Dedicated work with the newly formed Safeguarding Department to ensure crime recording standards are improved and maintained.
- Further training is being delivered. This training is role specific and supports the implementation of crime recording at source, as well as training for specific areas, such as cyber-crime and modern slavery.
- Supporting the introduction of crime recording at source to ensure crimes are recorded correctly at the earliest possible opportunity.

Satisfaction

The force has sustained high levels of satisfaction and confidence for victims of crime over many years. Overall satisfaction levels remain high, with the force placed first nationally for overall service (90%), and in the top three for all other aspects of service:

- 98% Ease of contact (2nd nationally)
- 91% Time of arrival (not measured nationally)
- 87% Action taken (2nd nationally)
- 84% Follow up (3rd nationally)
- 97% Treatment (1st nationally)
- 90% Whole experience (1st nationally)

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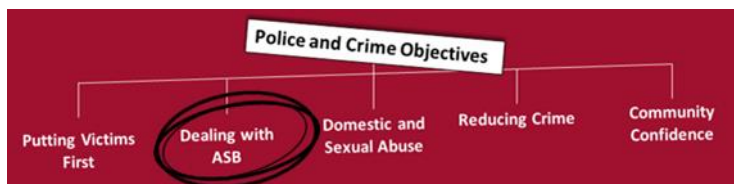
The force is consistently good at identifying vulnerable people at the first point of contact and investigates crimes linked to vulnerability to a high standard with excellent levels of supervisory oversight and victim care.

Northumbria Police uses THRIVE in its communications centre to assess the initial risk of each incident. All staff have been trained to use THRIVE and the model is used effectively to assess the level of threat, harm and risk to the caller correctly.

Investigative opportunities are a significant consideration during most incident-related calls. Safeguarding and personal safety advice is also given during the initial report through the assessment of threat, harm, risk and vulnerability.

(Pages 22 and 32, HMIC PEEL Police Effectiveness – Northumbria 2016)

DEALING WITH ANTI-SOCIAL BEHAVIOUR



Satisfaction

Overall satisfaction levels remain high. 86% of ASB victims are satisfied with the overall service provided.

- 96% Ease of contact
- 94% Time of arrival
- 86% Action taken
- 86% Follow up
- 97% Treatment
- 86% Whole experience

Perceptions of ASB within the wider community have reduced. The percentage of the community who think ASB is an issue in their neighbourhood has remained consistent (12%), whilst the percentage of victims of long term ASB problems who experienced no further incidents since their original report have increased to 57% compared to 51%.

ASB scheduling

In March 2017, a new ASB scheduling facility was launched providing the opportunity to make appointments for incidents to be resolved by Neighbourhood Policing Teams. Neighbourhood staff, utilising their skills and ASB related knowledge, seek early intervention opportunities and aim to resolve incidents from the outset. This aims to reduce the demand on response officers and provide an improved service. An evaluation of this new approach will be conducted to ensure lessons learned can improve the service to victims.

Problem solving

Area commands continue to undertake a significant amount of activity with partners to tackle ASB issues, despite budget pressures on other service providers. The force has a clear model and approach to problem solving, utilising both the OSARA and RARA risk management models, and staff have received training in relation to these processes. The Neighbourhood operating model ensures multi-agency working and information sharing at sector, Area Command and force levels. The force prioritises repeat victims and uses the creation of bespoke harm reduction plans to address vulnerability issues.

A review of harm reduction plans was carried out in July 2016 and showed that 88% were considered to be of a good or outstanding standard. There was consistent use of partner

agencies to support victims using a wide range of resources, clear ownership of plans with transparent actions, and regular contact with victims and evidence of the victim being involved in the design of the plans. This exercise has recently been repeated (in March 2017) and a review of 50 harm reduction plans found that 98% had a satisfactory plan in place that addressed victim vulnerabilities.

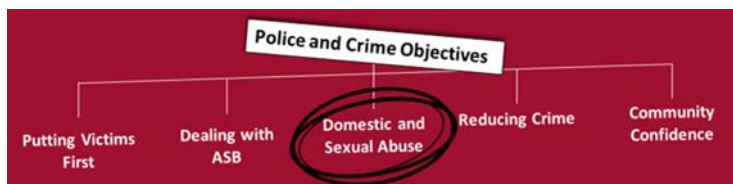
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The force and local authorities have made full use of available powers to tackle anti-social behaviour. The force ensures that the use of such powers is appropriate and proportionate, and community confidence is maintained through local arrangements to agreed priorities, plans and decisions.

Northumbria Police has a good approach to problem solving in communities. The force does regular problem-solving work, and works with communities and other public services to resolve community concerns.

(Pages 14 and 15, HMIC PEEL Police Effectiveness – Northumbria 2016)

DOMESTIC AND SEXUAL ABUSE



Rape, sexual offences and domestic abuse

The report to conviction rate for rape offences has reduced from 12% to 8% and is lower than the national average of 9% (2015/16). The report to conviction rates for both sexual offences and domestic abuse have reduced compared to 2015/16, with the rate for sexual offences matching the national rate (13%) and the rate for domestic abuse slightly lower than the national rate (16% Northumbria; 19% national). Despite an increase in the conviction rate for domestic abuse from 71% to 73%, it is below both the 75% target and the national average (74.5%).

The report to conviction rate for rape and sexual offences is influenced by improvements in crime recording and a reduction in the charge rate; although the charge rate remains high compared to other forces nationally. Further work to understand the attrition at different stages of the criminal justice process is being developed with partners. An improvement plan has been developed to drive forward activity in this area and is being managed through the Local Criminal Justice Board (LCJB). The improvement plan focusses on:

- The development of a Rape Steering Group – including the Deputy Chief Crown Prosecutor, Superintendents from Criminal Justice, Safeguarding and Area Commands.
- Introducing and embedding a police Detective Inspector within the Rape and Serious Sexual Offences (RaSSO) section of Crown Prosecution Services (CPS) North East. This RaSSO ‘gatekeeper’ role will develop an understanding amongst investigators regarding the requirement of the role and their responsibilities.
- Joint Police/CPS engagement and awareness sessions to further embed ‘gatekeeper’ process, sharing good practice/lessons learned.
- Joint Police/CPS review of Plea and Trial Preparation Hearings (PTPH) to further address blockages to case progression.
- Development an effective standardised ‘Adverse Outcome’ template and ensure use of the ‘Advocacy Skills Assessment’ to measure counsel performance.

A survey of domestic abuse victims was launched in May 2016 to understand how the police can improve the service delivered. To date, over 600 surveys have been completed; results show that 94% of victims are happy with the overall service received and over 96% were confident in reporting any incidents in the future.

Safeguarding

The creation of a new Safeguarding Department has set a clear priority to reinvest resources into safeguarding the vulnerable. Work continues to develop a new safeguarding operating model, with a strong commitment to work with partner agencies to ensure that effective safeguarding measures are put in place.

The new safeguarding approach is based upon four pillars (Prepare, Prevent, Pursue and Protect) with the development of Multi Agency Safeguarding Hubs (MASH) across the six local authority areas within the Force area at its core. Through close working with partners, this approach will aim to identify risk at the earliest opportunity and maximise early intervention opportunities in support of all areas of vulnerability.

Violence against women and girls

The delivery of the policing and partnership aspects of the Violence against Women and Girls Strategy remains a high priority. Specific activity delivered to date includes:

- Introduction of DVSA (domestic violence and sexual assault) cars to support domestic abuse victims, operating at critical times utilising partners with specialist skills and offering early intervention/ support to victims of DV as well as improved safety plans.
- First force in the UK to implement a MATAC (multi-agency tasking and coordination) process to target the most harmful and serial domestic abuse perpetrators. 71% of perpetrators engaging with MATAC have subsequently reduced offending.
- Successful transformational bid based on 'Domestic abuse: A Whole System Approach'.
- Network of Domestic and Sexual Violence champions established and trained covering area commands and departments.
- Implementation of an adult MASH in Gateshead with a focus on domestic abuse.
- Safeguarding given to all Magistrates within the Northumbria area (with a focus on domestic abuse).
- Implementation of Operation Encompass in four local authority areas. Work is underway for implementation in the remaining two areas, with completion expected in 2017/18.
- A campaign: Words Leave Scars Too has been launched. The campaign aims to educate victims who are unaware they are being subjected to domestic abuse, and give them the confidence they need to seek help.

Funding has been secured to deliver innovation projects to test the use of polygraph and EyeDetect technologies to manage offenders and to explore safeguarding of sex workers.

A series of safeguarding Operations including Sanctuary, Shelter, Jupiter, Wren, Optic and Bluebell continue to run throughout the Force area, to protect victims, or potential victims of serious sexual offences. These are being carried out in conjunction with partners to ensure the most appropriate support is provided to those involved.

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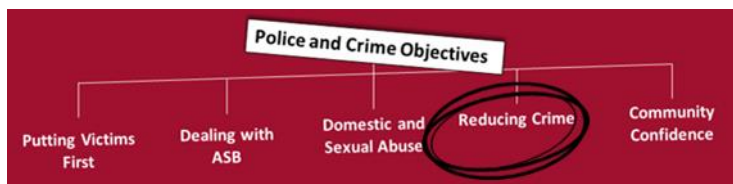
Northumbria Police's overall effectiveness at keeping people safe and reducing crime is good. The force also has some elements of outstanding practice in the way that it supports vulnerable victims.

The force has continued to develop the picture on hidden crime, such as child sexual exploitation, domestic abuse, and sex workers, and is working towards enhancing its understanding of modern day slavery and rape and sexual violence.

In more serious cases, such as rape, the force provides an excellent service to victims. It has robust supervisory oversight, good use of risk-assessments and a very good support service to vulnerable victims. This same level of service is also given to victims of domestic abuse and to vulnerable victims in general.

(Pages 7, 8 and 32 HMIC PEEL Police Effectiveness – Northumbria 2016)

REDUCING CRIME



Preventing Crime

A Prevention of Crime Strategy has been developed to ensure an integrated force wide approach to preventing crime; that is intelligence-led, puts the needs of victims first and protects the public.

The strategy is structured around the four P's:

- **Prepare** – Prepare our staff to respond effectively to crime.
- **Prevent** – Prevent people from engaging in crime.
- **Protect** – Protect our communities against crime.
- **Pursue** – Pursue those engaging in crime.

Total crime has increased by 33% compared to 2015/16. Northumbria is one of 40 (from 43 forces) that has recorded an increase in the 12 months to February 2017 and has the highest increase in recorded crime. The increase in recorded crime in Northumbria does not indicate a marked rise in offending; the increases are largely attributable to increased confidence of victims to report crimes and continued improvements in crime recording. Data from the Crime Survey for England and Wales (CSEW) indicates a continued reduction in personal and household crime. A breakdown of crime types at Force and local authority level is included in Appendix A.

The level of burglary dwelling compared to other forces in England and Wales is lower than the national average and below all forces within the most similar family group. Burglary dwelling offences have increased by 9% this year. Despite the increase in recorded burglary offences (and increased confidence in recording), the number of recorded burglary dwelling offences this year is 1% below the level recorded in 2011/12.

The percentage of high or medium risk victims that have suffered a subsequent incident has increased overall (from 46% in 2015/16 to 48% in 2016/17). As mentioned earlier, a review of harm reduction plans has recently been carried out to ensure the service provided to victims is meeting their needs. The results showed that 98% of harm reduction plans examined had a satisfactory plan in place that addressed victim vulnerabilities. There was consistent use of partner agencies to support victims using a wide range of resources, clear ownership of plans with transparent actions, and regular contact with victims and evidence of the victim being involved in the design of the plans.

The conviction rate at Magistrate's Court has reduced slightly from 83% in 2015/16 to 82%, and is below the target of 85%. The percentage of guilty pleas at first hearing has reduced to 63% and is below the target of 70%.

Investigation standards

An assessment of investigative standards has been conducted during 2016/17. All cases reviewed were assessed as good or outstanding.

Proportionate investigation principles continue to be promoted. The percentage of volume crimes finalised within 14 days has increased to 65% (53% 2015/16). The percentage of crimes with no suspect identified that are finalised on the same day has also increased to 22% (up from 5% in 2015/16).

Digital policing

Work is underway to improve the Force's capability to tackle cyber-crime and support all areas of digital policing. A strategic lead for digital policing has been appointed and digital policing forms a specific part of the current Force improvement programme.

To increase capacity to deal with the current backlog of digital device examination the Force has restructured the Digital Forensic Unit, alongside the recruitment of additional temporary staff and the investment in new technology to improve efficiency.

Under reported crime

The force surveys all victims of hate crime to understand where we can improve our service to victims. Satisfaction of hate crime victims remains high, with 90% of hate crime victims satisfied with the overall service provided – placing the force 1st nationally for overall satisfaction of hate crime victims.

An assessment of the quality of investigations into hate crime was carried out in July 2016. 54 cases were reviewed and all were assessed as good or outstanding. Those investigations with a structured supervisory plan ultimately led to a positive outcome, even when no suspect was identified.

The Force continues to encourage the increased reporting of under reported crime. LGBT consultation is carried out at the PRIDE festival every year. The perception of barriers to reporting incidents to the police has reduced year-on-year, from 39% in 2013 to 31% in 2016. There was also an increase in the percentage of LGBT people who think Northumbria Police understand the issues that affect them (90%), and are doing all they can to tackle LGBT hate crime (67%). Consultation has also been carried out with the Asian and LGBT community this year to seek feedback about recruitment barriers and perceptions of the police.

The force has supported the National Hate Crime Awareness Week and held a series of events and initiatives to raise awareness of what hate crime is, the work that police and partners do to tackle it and the support available for victims.

The force recently carried out its first Anti-Slavery Day, working with Newcastle City Council, the National Crime Agency, Crown Prosecution Service, the Gangmasters Licensing Authority, British Red Cross, and Hope for Justice, as part of a coordinated effort aimed at tackling human trafficking, labour exploitation and modern day slavery.

Integrated Offender Management (IOM)

The force has conducted a review of IOM to improve the current operating model. This specifically focusses on a system to identify those offenders who cause the most threat, risk and harm in the communities, who fall outside the Community Rehabilitation Company (CRC) cohort (i.e. IOM+).

Consultation with CRC and the Probation Service is ongoing to increase the capacity for non-statutory work to target those offenders who cause the most threat, risk and harm.

Her Majesty's Inspectorate of Constabulary

Northumbria Police is good at preventing crime, tackling anti-social behaviour and keeping people safe. The force is aware of the threats it faces and it works with other public service organisations, at a local level, to understand the nature of these threats.

Overall, the public can have confidence that Northumbria Police investigates crimes to a high standard. Volume crimes such as theft, burglary and common assault, are investigated effectively, with good investigation plans and high levels of supervisory oversight.

Northumbria Police is also considering the threat posed by digital crime. It now has a force lead who oversees the implementation of a digital crime project plan to enhance force capability. The force has a backlog of outstanding digital evidence. The force's ability to examine digital devices is causing severe delays, hampering the quality of investigations and undermining the service provided to victims.

The force should widen its approach to integrated offender management to maximise its impact on reducing threat, harm and risk.

(Pages 17, 24 and 31, HMIC PEEL Police Effectiveness – Northumbria 2016)

COMMUNITY CONFIDENCE



Public perceptions

Residents within the force area are surveyed jointly by the police and local council about community safety issues. Results show that 85% of people think the police do a good job and 90% think the police would be there if they needed them. The perception of crime and anti-social behaviour within local neighbourhoods has fallen over the last two years and feelings of safety remain high, with 97% of people stating they feel safe in their local area. The force is placed first, compared to similar forces, in five of the eight public confidence measures within the Crime Survey for England and Wales, and first nationally for reliability.

Crime recording at source has been introduced which allows officers to create and manage crimes directly from their mobile devices, thereby maximising officer visibility within communities. The percentage of time neighbourhood officers spend in their neighbourhood has increased, whilst 58% of residents think the number of times they see officers on foot patrol is about right. The percentage of time neighbourhood officers spend outside a police station in their neighbourhood has increased from 48% to 49%.

A revised Neighbourhood Policing Model has been implemented which is focused on accessibility and committed to safeguarding, protecting the vulnerable, collaborative problem solving, engagement, targeted crime prevention and visible patrols. Effective engagement with new and emerging communities is underpinned by the recently developed Engagement Strategy.

Complaints

During 2016/17, 99% of investigating officers made contact with complainants within 24 hours of the complaint being registered. 63% of complaints have been finalised within 50 days (against a target of 50%). The number of allegations relating to incivility impoliteness or intolerance has reduced to a rate of 16 per month compared to 2015/16 (19 per month). The percentage of appeals made has increased slightly to 20%. However, there has been a significant reduction in the percentage of appeals upheld overall (21% compared to 30% for 2015/16).

Appeals considered by the IPCC have a higher upheld rate and for those complaints investigated; however, the rate of upheld appeals has reduced from 51% in 2015/16 to 39% for 2016/17.

Stop and search

Northumbria Police has been reinstated on the Best Use of Stop and Search Scheme. The percentage of stop and searches with sufficient grounds recorded has increased to during 2016/17.

A number of public engagement and consultation activities have been conducted to raise awareness and measure public confidence in the use of stop and search within the force area, including: telephone and online surveys and face-to-face sessions with young people within youth organisations.

The results of over 600 surveys show that that 98% thought the power was used about right or not enough, 97% that it is used fairly, and 82% thought it made their neighbourhood safer.

To further improve officers recording of stop and search, a mobile data application is currently being developed and will be available to all officers, via their mobile devices, for completion at the time of conducting a stop and search. This new technology will enhance the service provided to the community, and increase confidence.

A number of public consultation activities are now embedded throughout the force area to measure public confidence in the use of stop and search, including: telephone surveys, face-to-face sessions with youth organisations, and an online survey. A stop and search website has been developed, providing interactive advice on various areas including; best use of Stop and Search, know your rights, how to complain and the ride along scheme.

Her Majesty's Inspectorate of Constabulary

Northumbria Police actively seeks feedback from the community it serves. There are a number of well-established independent advisory groups (IAGs) that represent minority groups who could have less trust and confidence in the police.

The force also uses a variety of public perception surveys such as the Safer Communities Survey, anti-social behaviour survey and the victims of domestic abuse survey, to identify possible concerns and learning opportunities. The stop and search survey was directed at youth and members of black, Asian and minority ethnicity (BAME) groups. The targeted approach enables the force to meet with groups and talk through examples of stop and searches recorded on body-worn video cameras. This two-way process has enabled the force to breakdown some barriers with those groups who are likely to have less trust and confidence in the police.

(Page 11, HMIC PEEL Police Legitimacy – Northumbria 2016)