Force Management Statement
The Northumbria Police Force Management Statement sets-out our understanding of the levels, nature and challenges associated with the demand we currently face, as well as the assets we have in-place to meet them. It also sets-out our plans to further improve the way we go about delivering service in the future, in order to become even more efficient and effective.

It highlights the emphasis we place on ensuring vulnerable victims receive the best possible response, at the right time, according to their specific needs and based on the threat, harm and risk they face as individuals – as we continue to build on our well-established, comprehensive approach to safeguarding, as recognised within influential reports, such as that presented by Mr David Spicer; which, highlights our proactive, hugely effective response to sexual exploitation, as part of operation Sanctuary.

Our vision is very clear; we want to be ‘outstanding in the service we provide’, and we go about delivering policing services with the mission to serve our communities with pride; seeking to increase, even further, the trust and confidence others have in us. The way we go about our duties is also influenced by a set of core-values that we adhere to across the organisation and they too reflect what is important to us; driving our aspirations through simple, easily understood, guiding-principles. The activities highlighted within our Force Management Statement directly and intrinsically support the priorities of our communities, as laid-down by our Police and Crime Plan, which, of itself, places vulnerable victims at the heart of everything we do.

The needs and expectations of our communities continue to change and we are experiencing growing citizen expectations of the services they receive. Our communities, undoubtedly, deserve a responsive service and are rightly seeking easier, often bespoke, ways of engaging with us – hence all our plans are underpinned by an ambitious digital programme that will make it easier for the public to engage with us and access our services in ways that best suit their individual requirements. The nature, manner and means of committing crime is, equally, evolving at a rapid pace, not least those enabled by or reliant upon ever-advancing levels of technology. Therefore, we will continue to set-in-place new and creative approaches to tackling emerging issues head-on, such as through our use of specialist, skilled resources from private industry in the form of ‘cyber-specialist’ volunteers.

We are experiencing ever-increasing demand from complex, high-harm incidents, such as the increasing threat and risks from human-trafficking, sexual exploitation and modern slavery. Alongside
this we are seeing a greater awareness of vulnerability within and across our communities, resulting in increasing levels of third-party and partner agency reporting; bringing with it an obvious and increased need to provide multi-agency, problem-solving approaches and enhanced support. In this regard we are already engaged in many innovative activities, such as our formalised Multi-Agency Tasking and Coordination (MATAC) approach to tackling Domestic and Sexual Abuse and we are seeking to generate consistently effective responses to such matters across our entire region as we lead the introduction of a formalised Whole-Systems Approach to Domestic Violence, as part of a Transformation Fund programme of activity.

Crucially, it must be both recognised and remembered that the various levels and varying nature of increasing demands are set-against the context and reality of increasing financial pressures, being experienced across both policing and public services more widely. The effects of this manifest themselves in many ways, requiring us to adopt pioneering ways of tackling issues such as the increased reliance on the police to deal with mental-health matters – in consequence of which Northumbria Police has received critical acclaim from experts in the field and we have used our experience to share effective ways of tackling the issue across the service nationally.

There is no doubt, at all, Northumbria Police is a good performing force and it is one that continues, consistently, to achieve, the highest levels of satisfaction. However, as the public should rightly expect of us, we continue to grow our knowledge and actively develop our understanding of demand for our services and the associated challenges we face now, as well as those of the future. We must also acknowledge the need to constantly improve consistency in the standard of our investigations and we are working hard to maintain our understanding of emerging issues in order to set-in-place further measures to improve.

Our detailed assessment of our current activities shows we are experiencing unprecedented increases in the level of demand we face in terms of calls for service and those arising from year-on-year increases in recorded crime, across all major crime types. It is true to say and reassuring to know, much of the increase in recorded crime is attributable to the increasing confidence victims now have to report crime to us and to the improvements we continue to make in the way we go about recording it. However, there is no doubt, whatsoever, we are experiencing an actual increase in certain crime types and there still, additionally, remains an element of unknown demand arising from the significant under-reporting of some crime types, such as Hate-Crime and Stalking and Harassment.

These are challenging and difficult times, in terms of meeting the increasing demand with the available level of resources. Indeed, it should be recognised, as an individual force, Northumbria Police has sustained the largest financial cut of all Forces in England and Wales, as a result of the Comprehensive Spending Reviews in 2010 and 2015; leading to planned, albeit undesirable, year-on-year reductions to an ever-dwindling work force. As we look ahead, we are working extremely hard to find new ways to create sustainable approaches to the demands we will face and to further improve the service we provide. We have embarked on an effective and extensive improvement programme, to design and reshape the way we deliver service and enhance our resourcing models to better meet demand; in an effort to continue investing in the important areas of protecting and safeguarding the most vulnerable, as well as increasing our investigative capability and achieving efficiency requirements borne of on-going funding challenges. Also, we remain of the firm belief that education, prevention and multi-agency problem solving are key to preventing people becoming victims in the future. Therefore, we are committed to retaining a Neighbourhood Policing model that focuses on community engagement, crime prevention, deterrence and problem solving with partners. We also recognise the importance of utilising, to best-effect, proactive approaches to early education and awareness of our young people to the dangers of exploitation and victimisation, as highlighted by the significant investment we have made to develop the highly acclaimed Safetyworks training venue we now operate in conjunction with other ‘blue light’ partners.

In-keeping with everything we seek to achieve, by way of delivering the highest levels of service to all of our communities, Northumbria Police is built on and around a dedicated, highly skilled,
engaged, resilient and caring workforce. As such, it is essential we maintain a holistic approach to all aspects of wellbeing, across our entire workforce, so as to ensure we attract, develop and retain a truly representative mix of the right people with the right skills, the right knowledge and the right values; who will continue to deliver a policing service that our communities can always be proud of.

Winton L Keenen
Chief Constable
Northumbria Police
Force Management Statement
The vision for Northumbria Police is to be ‘outstanding in the service we provide’, with a mission to serve the communities of Northumbria with pride through our people.

Our commitment to delivering outstanding service for the public and the most vulnerable in our communities has enabled Northumbria Police to consistently achieve the highest levels of victim satisfaction.

We recognise the needs of the public and our communities are changing with:

• Growing citizen expectation of public services that are more responsive and easy to engage with.
• Evolving nature of crime through advanced technology to enable crime and increased demand relating to complex, high harm incidents and increased threat from human trafficking, sexual exploitation and modern slavery.
• Greater awareness of vulnerability and an increased need to provide a multi-agency response and support.
• Financial pressures on public services, leading to contraction of services and the need to deliver value for money.
Police and Crime Plan

The Force Management Statement sets-out our understanding of the challenges and demands facing Northumbria Police, the assets we have to meet this demand and our plans for improving efficiency and effectiveness, in order to deliver the objectives within the Police and Crime Plan.

• Domestic and Sexual Abuse
• Putting Victims First
• Effective Criminal Justice System
• Reducing Anti-Social Behaviour
• Cutting Crime
• Community Confidence
Clear Vision and Direction – Northumbria Police Strategy 2025

Our Northumbria Police Strategy 2025 provides a clear vision and sets our strategic priorities in delivering outstanding service for the future and increasing trust and confidence. Our core values also reflect what is important to us and drive our aspirations and intentions through guiding principles.

The strategy aligns our enablers and assets to deliver five strategic priorities which directly support the Police and Crime Plan, and places vulnerable victims at the centre of our service:

- **Vulnerability**: Placing vulnerable victims at the centre of our service and focusing on prevention.
- **Community Engagement**: Increasing opportunities for making contact and continued engagement with communities.
- **Responding to the Public**: Adoption of a response based on threat, risk and harm, resolving calls for service at the earliest point of contact.
- **Investigation**: Development of an investigative capability that meets the changing nature and complexity of crime, ensuring that there is an efficient approach to investigation.
- **Prevention and Problem Solving**: Adopt a problem solving approach that builds on our strong relationships with partners and communities.

We value our people and are committed to embedding wellbeing in our culture, leadership and people development to enhance our capability and capacity. We understand that only when our people are happy, motivated and supported can our service be outstanding.
4. Better Understand our Demand
4.1. Northumbria Police takes an integrated approach to understanding demand and performance across all service areas and has invested in our ability to better analyse, plan and forecast demand in order to have a strong evidence-base for decision-making, resource planning and improvement activity.

4.2. Each year we conduct a Strategic Assessment that lays out the current and emerging position in respect of the threats posed by a wide range of criminal and illegal activities across the Northumbria Police area. The key findings from the Strategic Assessment 2018 are as follows:

- **Sexual Offences**: There were 3,773 recorded sexual offences in Northumbria which is a 32% increase compared to the previous year (year ending June 2017). There has also been an increase in sexual abuse against the elderly.

- **Child Sexual Abuse (CSA)**: Recorded sexual offences against children in Northumbria increased in 2017, with the main threat being under-reporting. Non-familial CSA committed by lone offenders making initial contact through social media continues to be a significant risk.

- **Child Sexual Exploitation (CSE)**: The threat from CSE continues to be a significant risk throughout the North East, with the primary risk being the under-reporting of incidents and inconsistencies in the measurement of this form of criminality.

- **Modern Slavery and Human Trafficking (MSHT)**: The overall volume of recorded MSHT offences is low but is a key emergent form of criminality that requires close monitoring, and is likely to come from labour exploitation (e.g. cannabis farms). Vulnerable members of the public may be at greater risk of exploitation.

- **Domestic Abuse**: Northumbria responded to just over 31,000 incidents of domestic abuse over the last 12 months, with volumes of incidents rising by just over 4% compared to the previous year. There have been just over 12,500 crimes recorded in the past year, which is an increase of slightly more than 50% on the previous year.

- **Hate Crime / Community Tension**: Incidents which have had the potential to generate public order issues have increased in 2017 from a full spectrum of activity.

- **Alcohol-Related Crime and Disorder**: The number of alcohol-related violence against the person offences have decreased, despite an overall rise in these types of offences.

- **Anti-Social Behaviour (ASB)**: The 12 month period ending 31st August 2017 saw a total of 58,564 incidents of ASB in the force area; a decline of 4.7% when compared to the previous year.

- **Burglary Dwelling**: Nationally, the number of recorded crimes has increased in the year ending June 2017, which is consistent with the Northumbria Police area.

- **Drugs**: Drug trafficking remains a high volume cross-cutting threat across the force area. There were 2,668 recorded drugs offences in the year ending June 2017; a reduction of 20%. County Lines is considered a potential threat in the future, as well as the use of the darknet to distribute drugs.

- **Firearms**: The most common type of firearms used are air weapons or BB guns. There has been a notable increase in Section 1 firearm possession and discharges by organised crime groups and known criminals. Despite this rise, overall discharges remain low compared with other regions.

- **Cyber**: The upward trend in cyber-crime continues. Cyber-dependent offences are believed to be largely under-reported with recorded activity accounting for around 1% of cyber-crime.

- **Counter Terrorism and Domestic Extremism**: The generic threat to the UK from International Terrorism remains SEVERE, meaning an attack is highly likely.

- **Foreign National Offending**: It is anticipated that Organised Crime Groups (OCG) will remain active around immigration abuse. Between 2016 and 2017, there was a 2% increase in crimes involving foreign nationals in the force area.
4.3. The Force Management Statement is being used to develop our forecasting capability, and work with our partners, and with other organisations, such as the College of Policing to understand and forecast future demand.

4.4. Calls for Service

4.4.1. The force has experienced an increase in calls for service, with 14% more emergency calls and 11% more 101 calls. Nationally, there have been increases associated with mental health, severe weather variance, fear and threat of terrorism, as well as a result of partner agency service withdrawal. A comprehensive improvement plan is in place to effectively meet this increased demand.

4.4.2. Recognising the critical importance of effective contact management we are further investing in the creation of a Customer Service Centre with appropriately skilled staff. The aim being to respond to secondary contact, reduce demand on contact handling allowing increased focus on threat, harm, risk, vulnerability, investigative and engagement opportunities (THRIVE) and a high level of service for customers with early resolution.

4.4.3. Increasing public interest in digital contact and engagement presents an opportunity for Northumbria Police to develop online services which offer choice and create organisational efficiency. Whilst we are developing a more digital approach we are only in the early stages of creating online services. We have experienced an increase in utilisation of online contact methods such as webchat and the ‘MyStreet’ mobile application, which is now live across all six Local Authority areas. The app is designed to signpost the public to report issues in their local area direct to the relevant agency. This allows members of the public to contact the right agency first and reduce demand on policing services.

4.4.4. Following rationalisation, demand for front office services has reduced significantly when compared to recorded footfall last year. It is anticipated that we will see further reductions in demand for this service as alternative opportunities for engagement and self-service transactions are introduced.

4.5. Incident Response

4.5.1. Despite the number of calls for service increasing, the overall number of incidents has remained largely the same and we continue to respond in a timely manner to incident demand; the 90th percentile of urban grade 1 incidents is attended within 13 minutes, 28 seconds and rural incidents are attended within 24 minutes, 34 seconds. The 90th percentile of grade 2 incidents is attended within 1 hour and 11 minutes.

4.5.2. Whilst performance is good, the cost of our response policing model is above average when compared to other forces within the 2017 Value for Money Profiles and needs to better meet demand. The force is currently designing a response policing model where policing functions are broken down based upon specific tasks. This model would see resources re-aligned to dedicated teams, with a range of shift patterns to complement the varied nature of the tasks undertaken by each team.

4.5.3. Northumbria Police have benefitted from the Night Time Levy (NTL) which was introduced by Newcastle City Council in November 2013 with the introduction of the Police Reform and Social Responsibility Act (PRSRA) 2011. PCC funding raised from charges applied to suppliers who sell alcohol late at night (between midnight and 6am) has allowed a range of partnership activities to be delivered to create a safer night time economy. These have included taxi marshalling, CCTV improvements, Street Pastors, street cleaning, enforcement activity, personal safety initiatives and the Safe Haven which was created in partnership with North East Ambulance Service (NEAS). These initiatives within the city centre have reduced risks associated to vulnerability, while ensuring visitors are able to enjoy themselves in a safe and friendly environment. This has resulted in reductions in reported incidents, and alcohol related violent crime / anti-social behaviour.
4.5.4. In keeping with our longer term goal of a new response policing model, we continue to identify and successfully implement initiatives that will reduce demand upon frontline service delivery and offer an improved level of service to victims and other customers. These include:

4.5.5. Street Triage Team

4.5.6. We have created a Street Triage Team, comprising police officers and mental health nurses to support vulnerable people, through the provision of a face-to-face response. Street triage has reduced the number of people unnecessarily being detained under Section 136 of the Mental Health Act 1983 and improved quality of care to people in crisis. The role has also been enhanced enabling mental health specialists to resolve incidents via phone where support and referrals are required.

4.5.7. The impact of Street Triage has been commended by the College of Policing for its commitment to partnership working and leadership around mental health issues. A multi-agency simulation style training package called RESPOND has also been developed by the force in conjunction with the Mental Health (MH) Trust and other key organisations. This allows professionals to come together and understand each other’s roles whilst being assisted by individuals with experience of mental health. The training was evaluated by the Academic Health Science Network in 2017. Feedback has been excellent and there has been much interest nationally in rolling out RESPOND including support from HRH Prince William who asked to attend the workshop at last year’s national Mental Health conference. The force utilises ‘specialist department’ schedule cars. These include neighbourhood policing schedules that provide initial attendance at anti-social behaviour incidents and safeguarding cars that are deployed to reports of some sexual offences. There is still work to do to maximise appointment times and flexibility of service in order to continue to meet customer needs.

4.5.8. Resolution Centre

4.5.9. In January 2016, the force introduced a centralised team to respond to non-emergency incidents, providing a telephone based service and initial investigation activity. During 2017, the resolution team dealt with 57,600 incidents and 32,586 crimes. This equates to 12% and 22% of total force demand, respectively. For the period 2017/18, 87% of those dealt with by the team over the telephone were satisfied with the whole experience and we are currently exploring opportunities to expand the type and volume of incidents appropriate for resolution over the telephone or via other methods such as Skype.

4.5.10. Scheduled Appointments

4.5.11. In keeping with customer needs the force has an appointment service and uses a scheduling system to offer appointments for non-emergency incidents/crimes. Typically there are 32 schedule or diary cars that operate across the force area between 8 am and 9 pm with officers from Response Teams allocated to fulfil scheduling commitments. The force utilises ‘specialist department’ schedule cars. These include neighbourhood policing schedules that provide initial attendance at anti-social behaviour incidents and safeguarding cars that are deployed to reports of some sexual offences. There is still work to do to maximise appointment times and flexibility of service in order to continue to meet customer needs.

4.6. Crime and Investigation

4.6.1. Total recorded crime levels have significantly increased by 109% since 2014. All local authorities have experienced increases in recorded crime and in all major crime categories.

4.6.2. The increase in recorded crime does not necessarily indicate a marked rise in offending; the increases are in part, attributable to increased confidence of victims to report crimes and improvements in crime recording (the force currently has a National Crime Recording Standards compliance rate of 96%). This is supported by the Crime Survey for England and Wales, which reports that the risk of personal and household crime in Northumbria continues to reduce. The force is 8th lowest in the country (8.8%) for risk of personal crime, and the risk of household crime in Northumbria is the lowest in the country, and the lowest it has been since the
4.6.3. There have been noticeable increases in some crime categories, such as burglaries that occur within dwellings and aspects of vehicle crime. The impact of social media and emergence of cyber-crime has also been significant, with increases in stalking and harassment and the introduction of new offence types, including sending letter or social media message with intent to cause distress or anxiety. The force has also experienced increases of serious crime, including sexual offences, child sexual exploitation, modern slavery and human trafficking.

4.6.4. As a result, there is a clear requirement to increase the proportion of police time directed towards public protection work (managing high-risk offenders and victims who are at risk and often vulnerable) as well as the investigation of complex crime, requiring more resource and the need to include digital devices within the scope of many investigations.

4.6.5. Although crime levels have increased, the force’s overall spend on investigative capacity has not. The most recent value for money profiles suggest that Northumbria Police has one of the lowest spends on investigative capacity per head of population of all 43 UK police forces. The force also spends the least of all forces in relation to investigative support and is the lowest in terms of investment in scenes of crime officers from our most similar group of forces (MSG). The force invests less in relation to major crime investigation, economic crime and cyber-crime than the average spent by MSG forces. As a result the force is developing a cost effective, sustainable operating model that delivers high quality investigation capability to meet increasingly complex future demands.

4.7. Volume and Serious Crime

4.7.1. Volume and serious crime is likely to continue to increase. Unlike other forces nationally, Northumbria Police has not experienced difficulties in attracting police officers in to investigative roles. We have invested additional temporary investigative resources within the Homicide and Major Enquiry Team to increase capacity whilst we better understand demand and review our operating model.

4.7.2. In order to meet the changing profile of crime types, levels of vulnerability and inconsistency in file standards we have implemented a range of improvement actions including a comprehensive succession plan to improve our capability in respect of appropriately skilled PIP I/PIP2 investigative roles.

4.7.3. The force’s overall positive outcome rate is the same as England and Wales (15%) and the conviction rate at Magistrates’ Court has increased from 82% to 83%; however, this is still below the national average of 85%. Guilty plea at first hearing and effective trial rates remain below the national average and are impacted upon by a number of local factors including file quality, court culture and behaviours plus national issues in terms of the increased use of postal requisition (and subsequent poor attendance at court rates) with limited sanctions for those who fail to attend. An additional impact on performance is the high victim and witness attrition rates, which are linked to lengthy listing times at court and low level support for victims post charge.

4.7.4. The recent changes to the Local Criminal Justice Board and creation of both a Performance and Victim and Witness sub group made up of police representatives and those from the main partner agencies is expected to have a significant impact in driving up performance in these areas. The sub groups will be supported by a Local Criminal Justice Board Business Manager and will report on progress and improved outcomes to the board on a bi-monthly basis. It is noteworthy that despite the issues with our technology and file building, the efforts of the staff engaged in the Criminal Justice (CJ) process achieve overall outcomes at court which are only slightly below the national average, despite over 90% of files provided to them failing against the National File Standards. This is achieved at an average of 3.17 hearings/contested cases, which places Northumbria 4th in the country and further evidences the efficiency of CJ activity.

4.7.5. To ensure that we have a consistent approach to the allocation of crime investigations
we are developing an investigative strategy which will set standards and allocate crimes based upon vulnerability, severity, complexity and solvability to the most appropriately skilled resource.

4.8. Digital Forensic Investigation

4.8.1. The increases in volume and serious crime requiring digital evidence gathering continues to challenge our digital forensic capability. A new operating model has been introduced with a triage process in place to facilitate a more proportionate based approach to digital evidence gathering with 13 digital evidence suites created to enable local interrogation of devices and digital investigation (over 1k mobile phones each month).

4.8.2. This has initially brought demand on the Digital Forensic Unit to a manageable level; however, nationally concerns from pro-privacy groups over the use of digital evidence suites and kiosk technology for mobile telephone downloads could lead to a significant increase in demand within the Digital Forensics Unit and create delays in investigation. Whilst it is unlikely that kiosk technology will be removed, there may be a requirement to be more robust in its terms of usage in regard to the European Convention on Human Rights (ECHR). This may be evident in more stringent governance processes.

4.8.3. Furthermore, the National Police Chiefs’ Council (NPCC) has recently written to forces outlining that although 1.8m cyber-dependent offences occur nationally, only 19,000 are reported. In the period April – September 2017, the number of cyber-dependent offences reported to Northumbria Police was 178 which supports the national under-reporting picture. The NPCC has agreed a model for investigating this criminality based upon a regionally managed and locally delivered model which will encourage increased reporting and demand on currently limited capacity and capability.

4.8.4. In addition, the National Cyber Security Centre (NCSC) has recently released (supported by the NPCC lead) a framework for the allocation, investigation and victim care pathways when it comes to cyber-dependent crime.

4.8.5. This outlines that cyber-dependent crimes could be dealt with by anyone from GCHQ to a response officer, depending upon the scale of harm and impact caused. To support the framework the force has increased awareness and knowledge in terms of cyber dependant crime and digital investigation across the force over recent years.

4.9. Safeguarding Vulnerable People

4.9.1. The force has experienced significant increases across a range of complex incidents and crimes including those relating to child abuse, child and adult rape, adult vulnerability and domestic abuse.

4.9.2. In response to the overwhelming increases in demand and our unswerving commitment to ensuring vulnerable victims are at the centre of our service, we have created a Safeguarding Department to provide professional leadership on the development and delivery of services around safeguarding and vulnerability. The department brings together our specialist trained resources, providing a high standard of investigation, including national best practice in our response to victims of rape, serious sexual offences and domestic violence. A new safeguarding operating model is being implemented to further enhance our service provision.

4.9.3. Central to the new safeguarding operating model is the development of Multi-Agency Safeguarding Hub (MASH) arrangements within all six local authority areas, which create the ability to provide a holistic response to vulnerable children and adults based on their individual needs and the needs of the family as a whole. Improved information sharing to fully understand and assess risk will deliver a more successful co-ordinated response aimed at identifying the need for early intervention to prevent escalation of issues which impact heavily upon individuals and families and which place huge demands on agencies.

4.9.4. The model also provides a dedicated complex abuse function with nationally heralded
multi-agency victim’s teams providing bespoke support to victims as well as a proactive centralised MAPPA team to manage the high and very high risk RSOs.

4.9.5. Rape and Sexual Offences

4.9.6. Both rape and other sexual offences are at their highest recorded level since the National Crime Recording Standards were introduced in April 2002. Rape has increased by 146% and sexual offences by 136% since 2014. The increase is due to improved crime recording standards, victims’ confidence to report abuse, including historical abuse, and complex investigations which uncover multiple victims and offenders.

4.9.7. Projections over the next five years, based on historical trends and estimates of reporting rates from the Crime Survey for England and Wales, suggest further increases of 90% and 100% for rape and serious sexual offences respectively.

4.9.8. Overall reports received in respect of adults where there is an identified concern for their safety or welfare increased by almost 28% in 2017/18 and the number of crimes involving vulnerable adults has similarly increased. The total number of recorded crimes involving children has risen by more than 2,000 between 2016/17 and 2017/18 and the force has seen a 56% increase in the number of online child sexual exploitation referrals it receives from the National Crime Agency.

4.9.9. We have achieved improvement in the conviction rate for rape and sexual offences in the last twelve months, from 49% to 53% and 77% to 83%.

4.9.10. Under-Reported Demand

4.9.11. Further to these considerable increases there still remains an element of unknown demand with significant under-reporting of some incidents and crimes, for example, Female Genital Mutilation and stalking and harassment.

4.9.12. Recorded crimes relating to Honour Based Abuse (HBA), Female Genital Mutilation (FGM) and Forced Marriage (FM) remain low, with only HBA showing a slight increase during 2017/18, but still remain largely under-reported.

4.9.13. To enhance our understanding of the issues in order to provide a more effective response Northumbria Police are working in partnership with the Angelou Centre and the NHS in order to share data to determine whether relevant pathways are working correctly and accurate assessments are being made by those involved. The Angelou Centre is a charity in the west end of Newcastle which provides black, Asian and minority ethnic and refugee women with training, personal development, counselling and legal advice for immigration and domestic abuse. This will assist with determining whether or not there is under-reporting of these crime types.

4.9.14. Northumbria Police works with local partners to identify and support marginalised victims but also provides an alternative to victims who steadfastly refuse to engage with statutory bodies through the ‘CHOICE’ helpline which is a free regional service which covers Northumbria, Durham and Cleveland areas.

4.9.15. The Northumbria Police Violence Against Women and Girls Strategy outlines our commitment to working in collaboration to target HBA, FM and FGM and the Police and Crime Commissioner (PCC) Advisory Groups include representatives from organisations that help to shape the police approach as well as providing input on external communications and media considerations such as working with local minority radio stations. The Northumbria Police Strategic Independent Advisory Group (SIAG) process also feeds into the overall collaborative way in which these issues are tackled in the most appropriate manner. Northumbria Police is part of N8 consortium (regional police force / academic institution collaboration) which is a research based project led by West Yorkshire Police and academics from Manchester University. Research will attempt to establish what the barriers are to reporting honour based crimes; enabling forces to reach out and support marginalised groups through a clearer understanding of the issues.

4.9.16. Implementation of Multi-Agency Safeguarding Hubs (MASH) will encourage intelligence / information being shared to establish the true prevalence of HBA, FM and FGM in Northumbria.

4.9.17. Recognising our absolute commitment
to supporting victims, the force has developed strong and innovative links with partner agencies e.g. Safe Reporting Centres, Arch, True Vision, Tell Mama, the Community Security Trust & Stop Hate UK to improve and encourage the reporting of hate crime. Since April 2017, there have been 10 hate related reports from Safe Reporting Centres, nine of which were concerning disability/mental health related vulnerability. A review of third party reporting services is being undertaken by Newcastle City Council to understand their effectiveness and consideration of other alternatives. In addition, NHS England has provided funding for locally based Sexual Assault Referral Centres (SARC) crisis workers. This will deliver 24/7 access to support services for victims of sexual assault.

4.9.18. Domestic Abuse

4.9.19. Since April 2013, Northumbria Police has seen a consistent increase in the number of domestic abuse incidents and crimes, with the trend projected to continue (both in terms of internal analysis and the Crime Survey for England and Wales). A linear trend over the past four years suggests an increase of 13% in domestic abuse over the next five years. The current definition of domestic abuse only includes victims and offenders over the age of 16; if the definition is expanded to include adolescent to parent abuse, this projection would be even greater.

4.9.20. The percentage of domestic abuse victims satisfied with the policing response also remains high (93%), with 93% of victims stating that they are confident to report further abuse to the police. Our conviction rate for domestic abuse has remained consistent at 72%.

4.9.21. To address the most harmful perpetrators of domestic abuse, in 2014, Northumbria Police and Office of the Police and Crime Commissioner (OPCC) secured Home Office Innovation funding to pilot a multi-agency tasking and coordination process (MATAC) to tackle serial domestic abuse perpetrators. Utilising ‘Recency, Frequency, Gravity’ (RFG) analysis of both police and partnership data we have been able to identify those serial and repeat offenders and deliver a greater focus on those offending against multiple victims. Between November 2015 and March 2017, the evaluation showed a 65% reduction in domestic abuse related re-offending of all perpetrators targeted through MATAC, and a 61% reduction in all types of offending behaviour.

4.9.22. Northumbria Police are the first force in the UK to implement this approach; a robust independent evaluation was carried out which evidenced the success of the approach and the process is now embedded as core business. MATAC is part of the ongoing PTF 2016-2019 ‘Transformation Project ‘Domestic Abuse: A Whole System Approach’ and is being rolled out across the region. Many other forces nationally have shown interest in adopting their own MATAC process, as well as international interest from the Swedish Crime National Prevention Forum and it is being supported by the Home Office as best practice.

4.9.23. Modern Day Slavery and Human Trafficking

4.9.24. There has been a growth in demand associated with Modern Day Slavery (MDS) and Human Trafficking. This coincides with an increase in national reporting and media interest. In 2017/2018, Northumbria Police recorded 97 crimes as defined by the MDS Act 2015. This compares to 59 crimes in 2016/2017.

4.9.25. Over the past 12 – 18 months, the force has experienced a number of positive outcomes in respect of Human Trafficking and MDS. For example, a recent investigation revealed a large, complex network of approximately 70 suspects and victims being recruited and trafficked across the UK on the promise of work. As a result of the investigation, nine defendants were charged with offences of trafficking, slavery and controlling prostitution.

4.9.26. A separate multi-agency investigation resulted in nine people being charged with offences including: hold person in slavery or servitude; conspiracy to require person to perform forced or compulsory labour; conspiracy to traffick people within the UK for exploitation and fraud by false representation. At trial four defendants were found guilty and sentenced to a total of 32 years imprisonment. The investigation received an accolade from the Independent Anti-Slavery Commissioner.
4.9.27. Whilst the positive media coverage associated with these investigations has increased victim confidence in the police and encouraged them to cooperate and disclose offences of MDS, the force acknowledges that further work is required to increase awareness amongst its own staff, and those of its partners, on the signs and indicators of MDS. An investment was made by Northumbria Police in ‘Hope for Justice’ - a MDS charity organisation that has helped to cement partnership arrangements and deliver training to partners. In addition, the Force has worked with Sunderland University to produce short films about MDS. This initiative was funded by the Police and Crime Commissioner and the videos are widely used as part of multi-agency awareness training.

4.9.28. Furthermore, the force is currently working on a joint MDS protocol that all local authorities will be asked to sign-up to. This will provide consistency of understanding and ability to respond to MDS.

4.9.29. Missing Persons

4.9.30. During 2016/17, Northumbria Police received 5,842 missing person reports (9,286 including no apparent risk), which equates to approximately 16 per day and creates a significant demand. In January 2018, Northumbria Police were subject of a thematic inspection by HMICFRS with regard to local child protection arrangements. Findings in relation to missing children were shared with Northumbria Police as part of an interim debrief which caused the immediate withdrawal of the use of the ‘missing without risk’ category with regard to children. In addition, discussions have been held with partners across the six Local Authorities to agree a full review of the multi-agency response to missing children as part of the work of the Safeguarding Strategic Forum. Local Safeguarding Children’s Boards were also encouraged to include the response to missing children as one of their priorities for 2018/19.

4.9.31. Reporting of crime types which can be linked to triggering missing episodes such as child sexual exploitation, modern slavery and trafficking often go unreported as victims lack trust and confidence to report or do not recognise themselves as a victim. The force understands this and since 2014 has invested resources in a dedicated Complex Abuse Investigation Team (formerly Operation Sanctuary) based on the 4P’s premise (Prepare, Prevent, Protect, Pursue) to work cohesively with partners to raise awareness of this criminality and the links between missing episodes and provide support to victims of these types of crimes. Missing from Home Coordinators are also placed within this unit. The use of the Complex Abuse Investigation Team ‘Victim Hubs’ is also to be expanded to undertake bespoke work with children who go missing from home on a regular basis but who may not be at risk of exploitation. This cohort of children will be subject of a multi-agency response which will seek to work with the children to better understand the ‘push and pull’ factors which may be in existence and which are the contributory factors in a child going missing.

4.9.32. The force has made significant positive progress in the way it works with partners which has been further enhanced through the development of Multi-Agency Safeguarding Hubs. The missing persons debrief is a locally commissioned service by Children’s Services using Barnardo’s and the SCARPA Project. (SCARPA is a Children’s Society project which gives targeted support to young people who go missing or are at risk of sexual exploitation). The review of the multi-agency response to missing children will examine the effectiveness of the current approach to debriefing children upon their return home to ensure both the approach (trusted adult based) and content, assist in understanding the nature of the missing episode. Missing Sexually Exploited and Trafficked (MSET) meetings form part of this multi-agency working to effectively respond to those children who have repeat missing episodes and who may be at risk from CSE & trafficking.

4.9.33. Early findings of the missing persons review has led to area command ‘Sanctuary Meetings’ (Vulnerability and Threat/Harm/ Risk meetings) being provided with data which will identify individuals and locations as having repeated episodes of missing. The emphasis is around adopting a multi-agency problem solving approach to prevent the volume of future occurrences. This approach, working in parallel with the MSET process and work of the Complex
Abuse Investigation Team ‘Victims Hubs’ will see a more coordinated approach to the issue of missing children and thereby reduce the potential for them to become victims of crime or other vulnerability.

4.9.3. Hate Crime

4.9.35. The number of hate crimes recorded by the force has more than doubled between 2015/16 and 2017/18. Whilst research suggests that external factors such as Brexit, Manchester and Westminster terror attacks have a significant impact, the proactive work by the Community Engagement Officers and teams across the force has increased the confidence in reporting incidents of hate crime through building relationships with all communities. We also believe that through our proactive engagement we have seen an increase in reported disability hate crime; a positive step.

4.10 Neighbourhood Policing

4.10.1. The current neighbourhood policing model within Northumbria Police is based upon the following four pillars: Safeguarding, Crime Prevention, Engagement and Problem Solving. The force has prioritised and maintained Neighbourhood Policing Teams (NPTs) including PCSOs across our 21 local sectors as an integral part of our policing model and commitment to community engagement. Our community confidence levels continue to be high, with a significant proportion of survey respondents (86%) agreeing that the police do a good or excellent job in their neighbourhood. Residents consistently experience high levels of feeling safe (97%) and although slightly reduced since 2015, 54% of residents believe that the level of visibility in their local area is about right.

4.10.2. Incidents of anti-social behaviour have reduced by 4.7% for the 12 months to August 2017. This trend has continued during 2017/18 with figures showing a 11% reduction. Although some of this may be due to improved crime recording standards, a high percentage (79%) of victims of anti-social behaviour are confident to report further incidents following a policing response, whilst the proportion of victims that state they have not experienced any further incidents since the initial report is 54% (increased from 50% in previous years).

4.10.3. The Crime Survey for England and Wales also shows that Northumbria has the highest levels of community confidence in their most similar group of community confidence in their most similar group of forces, including reliability, respect, fair treatment, and overall confidence.

4.10.4. Whilst there is confidence in our Neighbourhood Policing model, there is a growing requirement to become more focused on safeguarding, prevention and deterrence and improve our ability to get ‘upstream of demand’ through increased problem solving and early intervention.

4.10.5. Recent activity analysis shows that Neighbourhood officers spend the majority of their time providing safeguarding, engaging with communities and undertaking a range of non-neighbourhood tasks such as backfilling for response police officers. PCSOs spend a large proportion of their time on crime prevention activities and engaging with communities.

4.10.6. The activity analysis also identified that opportunities exist to create capacity within our existing Neighbourhood teams, by providing greater role clarity and prioritising tasks, improving inefficient working practices and reducing resource abstractions to backfill response policing. The capability of our teams can also be enhanced by ensuring that tasks that do not require warranted powers are undertaken, where possible, by PCSOs.

4.10.7. Proposals have been approved for the management of low and medium risk sex offenders by Neighbourhood Policing Teams, with support provided by the Multi-Agency Public Protection Arrangements (MAPPA) unit. This new operational model will go live once the appropriate training is delivered.

4.10.8. Furthermore, the new Integrated Offender Management operating model has identified 300 active offenders based upon recency, frequency and gravity of offending. Whilst it is estimated that approximately 70% - 80% are currently subject to
statutory supervision, the remaining 20-30% will require active management by NPTs, in terms of prevention and deterrence activity. Analysis has been completed in regard to the demand this will create and this is being factored in to the design of the future Neighbourhood Operating Model.

4.10.9. Capacity for Neighbourhood police officers to undertake this additional work will be enabled by the upskilling of PCSOs to take on appropriate work previously carried out by police officers. A programme of continuous professional development for PCSOs is currently being rolled out. In addition, response officers are now expected to make an assessment of a victim’s vulnerability at first point of contact, implement any relevant safeguarding measures and also identify and record any longer term safeguarding requirements. This approach ensures that the force’s service delivery is focussed on prevention, problem solving and support from the outset, thereby removing demand from NPTs.

4.11. Managing Offenders

4.11.1. Demand arising from managing people who have been convicted of offences and who present a risk to others including registered sex offenders and repeat offenders has increased.

4.11.2. Registered Sex Offenders (RSOs)

4.11.3. At present, all RSOs within the Northumbria Police force area are managed by Risk Management Officers (RMOs) within the MAPPA teams. Both locally and nationally, there has been a continued increase in demand of approximately 7% in respect of MAPPA eligible offenders since 2007/8. The increase in the number of RSOs is influenced by sentencing trends, in which the number of people convicted of sexual offences is increasing. Additionally, many sexual offenders are required to register for long periods of time, with some registering for life.

4.11.4. Of the current 1,477 RSOs that are being managed in the community 180 are classified as very high / high risk. A further 619 are classed as medium risk with 638 regarded as low risk (30 are currently waiting to be assessed). This creates a demand in relation to visits and assessments equating to 2,772 visits per year based on statutory requirement.

4.11.5. Nationally, it has been acknowledged that with changes in legislation (Sexual Communication with a Child) and increased reporting rates, there will continue to be an increase in the number of sexual offenders being convicted and made subject of registration requirements.

4.11.6. Areas of business such as the Paedophile Online Investigation Team (POLIT), Cyber Crime and Operation Sanctuary have contributed significantly in terms of increases in demand. For example, over 2017/18, 85 of the 96 arrests for grooming-related offences resulted in positive disposals. These offences are automatic registration offences upon conviction and are managed in MAPPA.

4.11.7. National good practice suggests a RMO should manage no more than 60 sexual offenders, as this allows for effective prioritisation and proactivity. This is not achievable given the current structure and demand within the MAPPA unit.

4.11.8. RMOs within Northumbria Police are managing between 75 – 85 RSOs in the community at any one time. Given that the RMOs also continue to manage offenders that are in prison/hospital, the reality is that they currently manage a total of 80 – 100 sex offenders.

4.11.9. We are currently implementing a new approach that will see local management of low and medium risk RSOs by our Neighbourhood Policing Teams. This will improve local knowledge of offender activities, improve the wider intelligence picture, enhance engagement and support a more preventative approach. Centrally based RMOs will be retained to manage the very high / high risk RSOs, ensuring that proactive opportunities are maximised to mitigate risk posed.

4.11.10. Integrated Offender Management (IOM)

4.11.11. Northumbria has recently introduced a new operating model of IOM. The new model is designed to improve information sharing, coordination and multi-agency problem solving.
across the full range of offender management. This starts with a system of prioritising offender management based upon threat, harm and risk and incorporates intelligence and previous offending behaviour into identification of our highest risk offenders. A tiered approach has been adopted for intelligence gathering, enforcement and diversion activity, ensuring cohort offenders are allocated to the unit most appropriate to implement effective offender management.

4.11.12. Under the new model a cohort of those offenders posing the highest levels of risk and demand has been identified using an innovative algorithm based on the recency, frequency and gravity of their offending (RFG). The cohort incorporates adult and juvenile offenders and all offending types. Cohort offenders are allocated to appropriate case management officers from neighbourhood teams, YOT or specialist teams such as MAPPA or MATAC if they are a high risk sex or domestic abuse offender. Cohort offenders who are already subject to supervision by the Northumbria Community Resolution Company (CRC) are allocated to the seven dedicated IOM officers embedded with CRC.

4.11.13. Northumbria CRC manages 4,000 offenders on statutory community orders, suspended sentence orders and custodial sentences. The Risk of Serious Recidivism (RSR) is used to determine the CRC cohort based on factors including how many convictions, age at first conviction and current age. The Northumbria CRC is one of only two areas in the UK to meet performance targets in relation to offenders.

4.11.14. Of the 4,000 offenders managed by CRC those assessed most likely to reoffend receive more intensive supervision as part of an IOM cohort. The IOM cohort offenders have a 96% likelihood of being convicted of one or more further offences within the next 3 years. Northumbria Police co-ordinates with CRC on a daily basis through embedded IOM officers and a monthly IOM meeting to review risk and offender management activity in relation to offenders from the police and CRC IOM cohorts.

4.11.15. The new operating model focuses on the top 100 offenders within each Area Command with the highest RFG scores with the cohort reviewed quarterly. Of the current cohort approximately 30% who are subject to statutory supervision orders are being case managed by dedicated IOM officers embedded with CRC. Youth offenders (around 20%) are being managed by dedicated Youth Offending Officers (YOT) and around 15% of the cohort that are already being managed under MAPPA or Multi-Agency Tasking and Co-ordination (MATAC) processes will continue. The remainder of the cohort are assigned to Neighbourhood Policing Teams, this equates to around 30 offenders being managed by neighbourhood officers per area command.

4.11.16. When prosecuted cohort offenders are fast tracked to court by the criminal justice unit and cohort status is a factor in National Probation Service decision making in relation to their applications to the court. We believe our approach in this area is unique and will afford the force and partners the ability to focus efforts and resources on those offenders who cause the most harm in our communities.

4.12. Major Events

4.12.1. There is a continued requirement for all forces to meet national obligations and standards including those set out in the Strategic Policing Requirement and in relation to specialist areas of policing such as counter-terrorism, organised crime and public order demand.

4.12.2. Public Order

4.12.3. As well as having two major football clubs within its force area, Northumbria Police has a large amount of events that require police resources. The total number of events that the force supported / allocated resources to in 2017 was 1,345. This represents an increase of approximately 10% compared to the previous year. There are a number of major events throughout 2018 such as Football Lads Alliance, Great Exhibition of the North, Tall Ships Sunderland, Sunderland Air Show, and the Great North Run.
4.12.4. The majority of demonstrations cannot be successfully forecast more than 4 weeks ahead as the force is not informed of them that far in advance. This is perhaps best evidenced by a series of demonstrations which became a regular occurrence in 2017 requiring substantial police resources at short notice. Recent demonstrations against fracking in North Yorkshire have seen a change in protestor tactics and we are developing training on policing fracking demonstrations.

4.12.5. The force has recently reduced its number of PSUs trained and equipped for public order from 40 to 35. A recent National Police Coordination Centre (NPoCC) pressure test of the national mobilisation plan demonstrated that the force was able to exceed their requirements whilst maintaining business as usual: an indication that the numbers of staff trained are appropriate to meet our commitments and support mutual aid requests.

4.12.6. Civil Emergencies

4.12.7. The Northumbria Local Resilience Forum (LRF) community risk register has identified the following areas of risk for the force area: flooding, animal disease, pandemic influenza, industrial site accident, adverse weather and hazardous transport. In addition, there are a number of other risks arising from recent national incidents/threats. During 2017, there were three Counter Terrorism (CT) preparedness exercises. The exercises tested our response to a Marauding Terrorist Firearms Attack (MTFA) at both the Metro Centre and Newcastle Airport. We were also part of a national Tier 1 exercise that tested cross border CT command, government connectivity, Operation Temperer as well as MTFA response and Citadel management. This has been carried over into 2018 with a further exercise testing the response to a suicide Improvised Explosive Device (IED) attack at Central Metro Station.

4.12.8. Whilst operationally we did not activate the Strategic Co-ordination Centre (SCC) we did hold a number of virtual Strategic Co-ordination Groups (SCGs) during the move to critical national threat level and during severe weather events.

4.12.9. As a result of terrorist attacks elsewhere in the country, the force moved to a critical national threat level on two occasions in 2017, resulting in increased demand on civil contingencies teams nationally. Although not directly affected by these events there is the expectation that there is a national response to them. Indications suggest that further increases in the national threat level are likely in the future and that the volume of counter terrorism investigations and demand for resources will remain high.

4.12.10. Armed Policing

4.12.11. There were 156 firearms offences recorded in 2017 which represents a reduction compared to 2016, but in keeping with previous years. During 2017/18 Northumbria Police deployed armed officers on; 69 planned operations (not including crowded place patrols); 135 spontaneous firearms operations; 135 deployments to an RVP without authority. This total figure of 339 deployments is a significant reduction on the total number of deployments for 2016/17.

4.12.12. Specially Trained Officers (STOs) and/or Firearms Support Unit (FSU) under a ‘Taser only’ authority were deployed on 1,747 occasions. This is an increase on previous years. The FSU deployed to 1,085 (62%) of all Taser deployments. The impact of increased STO numbers on area commands is yet to be determined. Actual Taser use however, remains low. Overall, our current response times are viewed as being exceptional.

4.12.13. On a daily basis (under a Severe national threat level), the Firearms Support Unit (FSU) carry out a combined average of 38 hours per day of patrol at crowded places and across the transport infrastructure. Intelligence assessments within the 2018/19 STRA indicate an ongoing threat of low sophistication terrorist attacks resulting in an ongoing commitment to threat mitigation at crowded places and transport infrastructure.

4.12.14. National Armed Uplift (NAUP) annual funding only continues until the financial year 2020/21. It is unknown at this stage if central funding will continue beyond this date and we will continue to review our future armed policing capacity and capability.

4.12.15. Roads Policing
4.12.16. Road traffic incidents attended by a Northumbria Police officer (such as; damage only RTC; obstruction of the highway; miscellaneous incidents on the road network, have significantly reduced between 2016 (50,278) and 2017 (45,613). Traffic and Accident Data Unit (TADU) data for the number of collisions as well as those injured or killed as a result has also reduced since 2014.

4.12.17. Northumbria Police has been targeting speed, mobile phones, alcohol or drugs and seatbelts; focusing on education and prevention including promoting safety messages on social media as well as enforcement. Surveys completed with residents show that road safety perceptions are high; with 84% of the public thinking roads are safe in their local area. The use of mobile phones is the biggest public concern (61%), followed by speeding and dangerous driving (43%), and drink driving (9%).

4.12.18. We work in partnership with local authorities and other agencies to develop problem solving initiatives to road safety issues e.g. traffic calming measures and through data analysis we are able to target patrols and to reduce road casualties i.e. rural Northumberland was identified as an area to target for the anti-social use of motorcycles. The force also has Community Speed Watch groups working from 18 different locations across all three of our area commands. These schemes are co-ordinated and resourced by community volunteers.

4.12.19. Counter-Terrorism

4.12.20. Northumbria continues to have a strong and active right wing presence, although the region experiences less levels of disorder than other regions. During 2017, the dominant themes of right wing activity have been focused on child sexual exploitation (CSE) related activity, particularly Operation Sanctuary. Right wing activity has also focused its attention on anti-immigration and anti-Islamic issues with the emergence of new protest groups. Whilst these groups remain largely passive in protest activity there remains potential for progressive public order issues if more radical elements develop their influence. Groups in Northumbria have remained focused on local issues surrounding child sexual exploitation, 2018 has been relatively subdued in terms of left and right wing protest. However, recently there have been a number of protests relating sexual offences which could indicate the potential for further activity.
Maximise our Assets and Capability – Key Enablers
5.1. The Northumbria Police 2025 Strategy identifies a number of key enablers to improve our capacity and capability and support successful delivery of our strategic priorities.

5.2. Achieving Business Sustainability

Efficient and innovative corporate services that enhance the delivery of policing services:

5.2.1. Financial Management

5.2.2. Our financial position over the last 8 years has seen unprecedented cuts to the funding provided to policing. Northumbria has had to make £135.6m of cuts and efficiencies to manage the reductions over that period. Northumbria has taken the largest financial cut of all Forces in England and Wales through both the 2010 and 2015 Comprehensive Spending Review (CSR) periods. Central funding for policing in Northumbria has been reduced by 37% in real terms since 2010. Northumbria experiences the largest impact of cuts primarily because it receives more in grant in proportion to Council Tax, around 86% is grant for 2018/19. In addition, Northumbria has the lowest police precept in England and Wales and a low yield too.

5.2.3. Employee pay accounts for the majority of the annual revenue budget, therefore the savings successfully delivered to date have mainly been realised through reductions in the workforce. For context, between March 2010 and March 2018 the number of Police Officers has reduced by 24%, police staff and PCSOs have reduced by 35%, a combined workforce reduction of 28%.

5.2.4. Financial reserves have played a key part in the strategy to successfully balance costs with available funding since 2010, giving much needed headroom to establish strategies and implement change. General reserves have reduced from £71.0m in 2010 to £9.4m in March 2018, a reduction of 87% over that period. The use of reserves is not a sustainable option going forward as balances are fast approaching minimum levels, beyond which our financial resilience and ability to respond to unexpected pressures will be severely limited.

5.2.5. Despite reductions in our workforce, making efficiencies, transforming business areas through investment in technology, selling property and consolidating Area Commands and functionality, Northumbria still needs to reduce expenditure further to match spend with financial resources. The current four year Medium Term Financial Strategy (MTFS) has been established and aligned to the Force Improvement Programme to achieve the savings and efficiencies needed to operate within available funding without a dependency on reserves.

5.2.6. Estate Management

5.2.7. Over the last few years the force has significantly reduced the level of estate by being more closely aligned to changes in the force operating model and a focus on delivering policing services from community bases. In 2017/18 estates related revenue expenditure was £7.45m, this has significantly reduced from £9.42m in 2014/15, and equates to a reduction of approximately 30,000 square metres of floor space since 2014.

5.2.8. We will be investing £12.60m in our estate over the next 4 years, £30.47m over the next 10 years. The investment is mainly to address urgent works identified within a recent condition survey, improve accessibility and wherever possible improve the physical environment. Improving the physical environment will enhance the employee experience and influence engagement, creativity, productivity and wellbeing of our workforce. The provision of different modes of working will also support operational service delivery, improve resilience and support more agile ways of working.

5.2.9. Fleet Management

5.2.10. Our Fleet Strategy manages our vehicle capability (currently 709 vehicles) by continuously assessing demand requirements and maintaining a rolling four year capital investment programme. The overarching objective is to meet current and forecasted operational demand, using the minimum number of vehicles whilst ensuring operational resilience for major incidents or planned events.
5.2.11. We are committed to introducing a more environmentally sustainable fleet, along with developing collaborative opportunities within the region. Vehicle telematics are being used to understand the usage and demand on our fleet, along with a series of trials of hybrid cars and vans to assess their capabilities and viability in delivering a modernised environmentally sustainable fleet. This information will be used when engaging with the new national fleet contract, due spring 2019, to inform national specifications but also to allow Northumbria to gain advantage immediately from the new contract.

5.2.12. The biggest pressure on the Fleet revenue budget is accident repair costs and incident trends are being monitored and fed into organisational learning and driver training. We have also introduced a points system for officers to enable increased management intervention.

5.3. Enhancing the capability, capacity and wellbeing of our workforce

A skilled, engaged and resilient workforce, aligned to policing demands:

5.3.1. The Northumbria Police service is built on our people and therefore our ability to attract a representative mix of people with the right skills, knowledge and potential, behaviours and values to deliver our vision.

5.3.2. Diversity & Inclusivity

5.3.3. We constantly strive to create a workforce representative of our communities and we are energetically proactive in supporting underrepresented groups throughout the employee lifecycle, through recruitment, development and promotion. The Force has been successful in encouraging and attracting candidates from underrepresented groups (BME, females and LGBT candidates), although there is evidence of higher attrition rates at various stages of the process which we are addressing through our positive action plan. In respect of LGBT candidates Northumbria Police has taken part in the Stonewall Workplace Equality Index (WEI) which is an effective way for organisations to benchmark its efforts to tackle discrimination and create an inclusive workplace for Lesbian, Gay, Bisexual and Transsexual (LGBT) employees. The force’s position within the index has fluctuated in recent years however, following a successful launch of the LGBT+ Support Association in 2016, visible support from Senior Leaders and strong community engagement Northumbria Police achieved a place in the Top 100; a ranking of 69 was attained out of 434 organisations. This placed Northumbria Police 7th out of the 33 emergency services that took part in the survey. Following the feedback received from Stonewall work continues to improve upon this position.

5.3.4. Our female police officer representation continues to increase (currently 30%) and of our 2017/18 promotions 31% were females demonstrating a consistent improvement across all ranks (with the exception of the Superintendent rank). We have a strong local Women in Policing Association that provides a range of activities to showcase the achievements and aspirations of women in policing, our aim being to support and encourage female officers and staff to positively develop their careers.

5.3.5. We are making positive progress in relation to our equality objectives and have a clear plan to ensure the promotion of diversity, equality and inclusion. Northumbria Police also benefits from a number of staff support associations who play a significant role in helping the force. The associations not only raise awareness of the specific issues faced by underrepresented groups within the workforce but actively contribute to the various activities to achieve a more inclusive workplace and help build confidence in our diverse communities.

5.3.6. The force is also looking to attract talented people through alternative entry routes and is recruiting a number of officers through the Police Now scheme and police staff through the apprenticeship framework, which will increase our workforce and talent profile. We are also considering opportunities to increase our workforce mix in areas such as investigation and safeguarding where there is a requirement to increase our levels of capacity and capability.

5.3.7. Workforce Capacity & Capability
5.3.8. Northumbria Police has a dedicated workforce planning team who are working with our Force Improvement Team to develop a comprehensive understanding of demand across services and provide gap analysis in order to match knowledge, skills, and capability to meet that demand.

5.3.9. This analysis drives our recruitment, succession and training plans alongside recognised career pathways and personal development plans to ensure we have an effective and efficient workforce that enables personal responsibility for career development.

5.3.10. Resilience levels and workforce abstraction is monitored and managed effectively and we are consistent in maintaining absence rates below 7.5 days. The health and wellbeing of our people is critical to Northumbria Police and we have developed an extensive physical and psychological support framework including: Force Trauma Risk Management (TRiM) practitioners who provide peer support, over 70 Blue Light Champions and an Occupational Health Unit risk assessing high risk roles and ensuring fitness for work from a psychological and physical wellbeing perspective.

5.3.11. Volunteering

5.3.12. Northumbria Police supports the Citizens in Policing agenda and is committed to developing its volunteering capability. Currently, there are over 500 volunteers working to keep the public safe, including 183 Special Constables who performed over 47,000 duty hours in 2017. The force has an established special constabulary, cyber-crime volunteers, community speed watch volunteers, police cadets, mini-police and regularly engages academic institutions to provide bespoke work placements to students. Recognising the valuable contribution that volunteers make, the force is looking to expand volunteer opportunities that will focus on our ability to support vulnerable victims of crime, tackle terrorism and extremism and expand our cadet scheme to 11 – 13 year olds.

5.3.13. The introduction of cyber-crime volunteers is an innovative approach to helping to keep individuals and businesses safe online. Cyber-crime volunteers conduct overt open source investigations across online sites to identify people and businesses susceptible to exploitation or threats, proactively providing them with advice and preventative measures. This is an excellent initiative that demonstrates the ability of Northumbria Police to leverage specialist skills and expertise to tackle current policing challenges. We are building on our reputation of positively involving our communities to keep people safe and promoting the Citizens in Policing agenda through the creation of new and exciting volunteering roles.

5.3.14. People Skills

5.3.15. Our People Development function provides an holistic suite of training and learning interventions, such as core training to meet operational and mandatory profiles (new recruits, Detectives, Officer Safety, Firearms), and interventions (unconscious bias, anti-terrorism, GDPR etc.).

5.3.16. The People Development team champion the latest approaches to learning and is moving the force towards a self-directed, “licence to practice” approach to development enabling our workforce to do their job better and gain formal professional recognition for doing so. We have implemented interactive webinar based training and Continuous Professional Development (CPD) events that reduce abstraction and increase learning outcomes. Short, high impact videos have also been developed and allow for the rapid dissemination of learning combined with higher uptake and interest. The implementation of the apprenticeship levy has also enabled the department to forge collaboration partnerships with local educational institutions which has increased our awareness of the latest in learning technology and practice.

5.3.17. It is essential that we give our workforce the skills and expertise to meet the emerging future needs of policing. We recognise this requires investment and following an exercise to profile training and learning needs across the force we have significantly increased our training budget for 2018/19. We have doubled our investigative training capacity to address the increased capacity and capability requirements to investigate incidents and crimes effectively.

5.3.18. Cyber-Crime
5.3.19. Nationally, there is a significant gap between the number of cyber-dependent offences (those involving the misuse of a computer) being committed and the number being reported. Currently, we have basic capacity and limited capability to manage the anticipated increase in cyber-crime related incidents as reporting is encouraged. There is a requirement to invest in training to ensure that capability is developed across the force and officers are competent in investigating digital crimes and provide an effective, efficient and knowledgeable response.

5.3.20. Recognising the requirement to invest in cyber-crime related learning, the force has embedded awareness and improved knowledge to all student officers and frontline staff through the completion of a training module on cyber awareness with further development of specialist skills such as digital media investigation, co-ordination and examination.

5.3.21. Our accreditation function is responsible for ensuring that we correctly internally quality assure (IQA) all of the key roles and we are recognised regionally as a lead in this area. The function has been validated by the college of policing to assess and accredit locally against the national police promotion framework (NPPF) and we have been pro-actively advising neighbouring forces in this area.

5.4. Leadership and Culture

A culture that delivers sustained improvement in a supportive environment:

5.4.1. Northumbria Police is developing a culture of engagement that values difference and diversity and which empowers individuals to maximise their contribution through continuous professional development, self-responsibility and innovation.

5.4.2. Our expectations of our people are described by our ‘Proud Values’ and the behaviours in the Code of Ethics which underpin our Competency and Values Framework (NCVF). The framework now drives our people processes including recruitment, selection, promotion and development. Using NCVF is enabling connection between competency and value, organisational aims and reward and recognition (Personal Development Review (PDR)). While this will take some time to fully embed it is already contributing to the planning process for example desired behaviours in assessment and appraisal.

5.4.3. We are focusing on increasing the levels of professional development conversations (PDR) taking place which will support the force in moving towards a learning organisation with an emphasis on personal responsibility and performance management. The current percentage of live PDRs for the PDR year 2017/18 is 87%.

5.4.4. The force is committed to the health and wellbeing of our people and we are adopting the national “Blue Light Wellbeing Framework” to assist in creating a positive working environment in which our workforce can take value from being part of this challenging but rewarding service. The ability to benchmark ourselves against the framework standards will help identify what we do well and what our gaps are so we continue to provide the best wellbeing provision for all our people.

5.4.5. While the Blue Light Wellbeing Framework will help shape our environment and culture for the future we have been continually developing our approach to workforce engagement and development. For example we have been working with Durham University to better understand our workforce and levels of engagement through a staff survey. We achieved an extremely high survey response rate (67.9%) demonstrating a good level of workforce engagement. The survey also reported high levels of:

- Public Service motivation, organisational pride, engagement, confidence in job skills, vision clarity, role clarity and job satisfaction
- Leadership within the force
- Mission importance, meaning of work, pro-social values and individual code of ethics values alignment
- Ethical voice behaviour, preparedness to make improvements, decision making autonomy and commitment to the public
5.4.6. Areas reported as low include procedural fairness and perceived organisational support: these are similar to findings in other public sector organisations where fairness perceptions are generally reported as low. Lower reporting of perceived organisational support suggests that individuals, police officers in particular, feel that they receive low levels of support in challenging situations.

5.4.7. Following this outcome we have continued to work with the University to create a more supportive leadership environment. The University has led on the delivery of knowledge sharing events at which the academic theory of supportive leadership alongside practice and application, have been shared with over 400 of our leaders. These interactive events challenged our leaders to examine the key factors and benefits associated with the supportive leadership style.

5.4.8. Our leadership programme also includes induction and leadership development for newly promoted sergeants, inspectors and police staff which covers a range of topics including the supportive leadership style and its value in the workplace. Additional management courses, LEAD Scheme (CMI accredited), 360 degree feedback and mentoring and coaching are available for anyone looking to develop and improve their leadership and professional development.

5.5. Investment in Technology

Modern and innovative technology supporting the delivery of an effective and efficient policing service:

5.5.1. Northumbria Police has a number of systems which are efficient, effective, secure and well maintained. However, we recognise that the use of new technology will enable us to transform our policing services, both for the public and for the workforce.

5.5.2. We have an ambitious Digital Policing programme that aims to transform our capabilities through investment and development into digital technologies in support of the Policing Vision 2025. This will make it easier for the police and the public to communicate with each other, improve digital investigations, intelligence gathering and the transfer of information with the Criminal Justice System (CJS) digitally.

5.5.3. The force has signed up to the Single Online Home, a national platform that is being delivered as part of the Digital Policing Portfolio. This will provide the public with an easy to use, trusted digital platform where they can communicate effectively with Northumbria Police, which is nationally consistent and recognisable. Our communities will be empowered by convenient access to the information, advice and services they need online. For example, the public will be able to report and track crime online, which will help improve our response and quality of service. The public will also be able to undertake service transactions online such as firearmslicensing or penalty fines.

5.5.4. The force is enhancing its technology infrastructure to deliver an effective Digital Intelligence and Investigation (DII) capability, which will ensure that the public are protected through the prevention and detection of digital crime. The introduction of Digital Evidence Suites (DES) has enabled officers to self-serve much more of their digital investigations (e.g. CCTV / mobile phones). This provides greater capacity to the Digital Forensics Unit (DFU) to support complex investigation.

5.5.5. In support of improved criminal justice outcomes, and as it stands, the force remains at the forefront of digital media management and transfer via a locally developed and procured Digital Media Repository (DMR). The DMR enables officers and staff to share both pre and post charge material with the CPS and the defence community by using email based authenticated access to case relevant digital exhibits embedded within digital case file documents. This has delivered time savings within operational policing, efficiencies in the CJ process, and improved information security. Moving forward we are one of five pilot forces working towards the early adoption of the national Digital Evidence Transfer Solution (DETS), which will afford us the seamless sharing of evidential files.
and multimedia evidence with CJS partners from the DMR via the forthcoming ‘Common Platform’ capability. Additionally, the force supports vulnerable victims and witnesses through the criminal justice process with five remote evidence suites strategically situated across the force area to achieve best evidence.

5.5.6. A critical component of our digital programme is to ensure that our workforce have the digital tools and expertise to deliver in their role effectively and efficiently. We are in the process of modernising our force’s operational platform, as well as the systems to deliver a more current and mobile interface over the next three years. We have already introduced a new Custody interface (ECR), a new Incident Management System interface (IMS) and a new mobile application interface (Police E-Box).

5.5.7. We are transforming our back office services and introducing new technology to reduce bureaucracy, streamline processes and support the integration of service delivery. This includes replacing our current HR system with a new internet based, self-service portal and developing an interactive digital workspace for officers and staff to easily access the services and information they need.

5.6. Embedding Customer Services

Digital public contact and services, and a customer ethos embedded throughout the organisation:

5.6.1. Whilst investing in digital public contact we are also striving to embed a customer focused ethos throughout the organisation by transforming our approach to customer service interaction and engagement both internally and externally.

5.6.2. We have recently established a Customer Service Centre. Whilst not yet fully functional, this team will focus on delivering outstanding customer service and resolving non-incident related demand at point of contact. This team has supported improved service delivery and responded to an increase in 101 and emergency demand experienced at a national level in the summer of 2017. The service also complements the wider digital transformation which includes improvements to the external website as well as the introduction of online services, making Northumbria Police more accessible to the public at a time and place that is convenient to them.

5.6.3. The force has also introduced a revised front office service which is more aligned to demand and usage of the service. We are continuously monitoring and assessing demand for this service and other contact services to inform future improvements and monitor customer access points and channel shift.

5.6.4. Northumbria Police is also investing in and developing its staff through the introduction of collaborative and digital tools, enabling the force to provide services that are responsive to changing demands. The introduction of customer services training and a customer services charter will ensure that the workforce understands the needs and expectations of the public.

5.6.5. Service Recovery and Complaints

5.6.6. Ensuring that we have an efficient and effective approach to service recovery and complaints is essential to maintaining trust and confidence with our communities. The volume of complaints received by Northumbria Police has remained consistent over the last two years. Nationally, there has been a steady increase in the number of public complaints against the police.

5.6.7. The Policing and Crime Act (P&CA) 2017 will introduce an explicit provision to contact the complainant before a complaint is recorded in order to better understand how it might best be resolved to the complainant’s satisfaction. There will be a clear focus on the immediate resolution of customer-service issues where appropriate, before such issues become complaints. It should be noted that this provision is already being met via the Northumbria Police Complaints Triage process, which was introduced by the PCC in 2014. This triage process has resolved 51% of all new complaints in the period April 2017 – March 2018.

5.6.8. Complex complaints are escalated to the Professional Standards Department (PSD), where
the complaint will be investigated and action taken as appropriate. Generally, the quality and timeliness of investigations is good with the force locally resolving allegations within 47 days, which is significantly better than the national average of 72 days.

5.7. Community Engagement

5.7.1. Northumbria Police has an Engagement Strategy that ensures the force engages with its diverse communities in an effective and co-ordinated manner. The Engagement Strategy focuses on the following objectives: identifying and protecting the most vulnerable; building trust and confidence; engaging with our established, new and emerging communities; identifying and dealing with issues within, and between our communities; and; ensuring police officers, staff and volunteers are proud to serve.

5.7.2. Northumbria Police surveys over 10,500 members of the public each year, including individuals with a protected characteristic, with 89% happy with their overall experience. In addition to routine surveys, we carry out specific consultation with protected groups. This included engagements at Newcastle Pride and the Newcastle Mela Festival. We also regularly survey victims of Hate Crime to determine if their needs have been met and if they are satisfied with the service that was provided to them, with 83.8% satisfied with their experience.

5.7.3. We have a ‘Community Opportunity Scheme’ which allows members of the public to experience first-hand what a police officer on patrol encounters whilst carrying out their duties. This may include arrests, how the force deal with victims and offenders, statement taking and questioning. A ‘Ride Along Scheme’ is also available specifically for stop and searches. Individuals can register an interest in these schemes via the website or by contacting local neighbourhood teams.

5.7.4. The force has started to use technology and social media to better engage with its diverse communities. We have launched a community messaging service, YourNorthumbria, which allows members of the public to register and receive the latest crime notifications and community news that is happening in their local neighbourhood. Although YourNorthumbria is currently focused solely on policing updates, there are plans to extend this to partner agencies and local services to enhance the relevance and value to the public. We have also implemented Hootsuite, which allows the force to monitor and manage all social media trends and feedback in one place.
Delivering an Outstanding Service – Force Improvement Programme
6.1. As we better understand demand for our services now and in the future, the complexity and challenges facing us become even more evident. Traditional policing approaches will not be sufficient to address the growing and complex demand on our policing service.

6.2. In order to transform our approach to service delivery, we are redesigning our force operating model and developing capability to enhance the services we deliver. In order to achieve this we have introduced a Force Improvement Programme to transform the way we deliver services, maximising effectiveness and efficiency, whilst supporting the wellbeing of our people.

6.3. The force has created a dedicated team which is a mix of operational and subject experts supported by business development and project support to work with our workforce and partners to develop a better understanding of our demand, capacity and capability gaps and develop innovative solutions.

6.4. The Improvement Programme is directly aligned to support the delivery of the Police and Crime Plan and our 2025 strategic priorities, and we are focused on delivering evidence led change that is underpinned by strong engagement/communication, evaluation and benefit realisation assessment.

6.5. The programme is structured around the nine FMS service types to ensure a holistic approach to improvement.

6.6. Protecting Vulnerable People (Safeguarding)

Establish an approach which places vulnerable victims of crime at the heart of our processes in order to deliver effective solutions to meet increasing demand and improve public confidence.

6.6.1. Our approach to Safeguarding places vulnerable victims and their respective needs at the centre of service delivery and force operating model. The emphasis is to focus upon early intervention and prevention thereby reducing the number of future victims. The importance of the early identification of emerging vulnerability and the ability to respond effectively and efficiently with partners is a significant aspect of the new operating model which will embed a culture of ‘Safeguarding as Everyone’s Business’ across the organisation.

6.7. Responding to the Public (Communications and Response Policing)

Transforming public contact and engagement by providing customer focused digital services that deliver an appropriate service, through a more efficient response and deployment model based on threat, harm and risk.

6.7.1. Improvement activity is focusing on developing a range of digital and interactive options to facilitate public contact such as a new external website to enhance self-service/online reporting and a digital workspace to improve information sharing.

6.7.2. We are creating solutions to increase our ability to meet calls for service and response demands in a more effective and efficient way by reviewing our fast time or emergency response and slower more planned ability to resolve calls for service. This includes revising our current deployment criteria, response structures and realigning resources to demand.

6.8. Prevention and Deterrence (Neighbourhood Policing)

Address the problems facing communities by focusing on prevention, early intervention and resolution through increased community engagement, partnership working and problem solving.

6.8.1. We are committed to Neighbourhood Policing and the important role local teams can play in pro-active problem-solving and crime reduction. Therefore we are looking to improve the effectiveness of our Neighbourhood teams by prioritising activities to reduce crime or protect
and safeguard the public, such as focusing on crime and anti-social behaviour hotspots, repeat victims, and prolific or high-volume offenders.

6.8.2. Key to this, is establishing a problem solving culture to better understand what is causing repeat offending, victimisation and problem hotspots, and coming up with solutions in partnership with others agencies to reduce crime and protect the public.

6.9. Managing Offenders (IOM/ MAPPA)

Increase the effectiveness and force capability to coordinate offender management, disruption and targeting to reduce re-offending.

6.9.1. Initial work is focused on creating an understanding of who our highest risk offenders are and co-ordinate police and partner activity to manage offenders through case management plans. This will be supported by regular review activity and sharing of information with Courts, YOT and the Probation Service to inform more effective decision making. In the longer term, we are working with partners to identify and address the causes of offender behaviour and evaluate the effectiveness of interventions to improve our ability to reduce re-offending.

6.10. Investigations (Volume / Major / Serious & Organised Crime, Intelligence, Forensic Services, Custody & Prosecution)

Adopting a holistic ’End to End’ justice approach to enhance investigative capability and standards, improve criminal justice outcomes, service efficiency and victim/witness satisfaction.

6.10.1. Our improvement activity is focusing on developing a sustainable operating model that delivers high quality investigation capability to meet increasingly complex future demands, including:

- Redesign of our serious and organised crime model to ensure a focus on vulnerability and that we maximise our forcewide investigative capability; POCT, partnership practices and NERSOU arrangements.
- Increasing capability and efficiency of Forensic Service Provision and exploring collaborative opportunities.
- Developing an effective and efficient custody model which delivers a customer focused approach and is flexible enough to adapt to future demand pressures.
- Adopt an ’end to end’ service design to provide a swifter, fairer and more efficient justice and victim experience.

6.11. Major Events (Operations)

To increase public protection and confidence through a collaborative and proportionate specialist capability response to increased levels of risk and threat by means of a more efficient operating model.

6.11.1. Initial work is to improve our understanding of demand and future requirements to inform a review of Tactical Operations, Specialist Operations and our Force Resilience Unit. We will also review working practices and examine options to more effectively inform a more proportionate, immediate and planned response to events.

6.11.2. As part of the improvement activity a review of operational training delivery will be considered to ensure effectiveness and efficiency in the context of forcewide training and people development.

6.12. ICT and Information Management

Improve our digital capability by increasing technical support for information management, connectivity and mobility, to provide better quality and wider sources of information across the organisation, improve access and enable our people to operate more effectively and efficiently.

6.12.1. We need to focus on creating transformation through technology to not only support the delivery of the force improvement
6.12. Core to this is implementing a new force operational platform which will be a significant change project to bring in a new incident and records management system which will enable greater integration to force and national systems, as well as improving data quality.

6.12.2. In addition to the new operational platform, investment in technology will help to transform the following force capabilities: digital investigation and intelligence, case management, information sharing, extended use of mobile technology, people management systems, business intelligence, information and performance management as well as a refresh of all user devices including the local delivery of the emergency services network.

6.13. Force Wellbeing

Improve our people through recognising and valuing their development and wellbeing to create an engaged, innovative and professional workforce with the leadership, operational and digital skills to deliver outstanding policing services.

6.13.1. We are creating an aspirational agenda for the future direction of workplace health and wellbeing that will be sustainable and ensure delivery of our policing priorities; with recognition of the intrinsic link between outstanding service delivery and workforce motivation and wellbeing.

6.13.2. We are placing culture, leadership, working environment, people management and development at the centre of building a fully integrated wellbeing approach to increase employee engagement and workforce commitment to achieving the force vision and priorities.

6.14. Forcewide Functions

Transform our business services to reduce internal demand, improve efficiency and service delivery.

6.14.1. We are developing a more customer/user experience approach to redesign our corporate and business services model which will reduce silo operating and deliver a more effective and efficient service.

6.14.2. We are also improving our people management systems, financial systems and financial management reporting to increase automation, accuracy, and timeliness and reduce manual processing.

6.14.3. Property assets are being reviewed to ensure the most efficient use of Force buildings in-line with current and future operating models, whilst implementing the necessary improvements to Force buildings in line with condition and accessibility surveys. Opportunities to redesign building layout to better support agile working and improve staff wellbeing are being taken.

6.14.4. Our Fleet strategy is also being revised to ensure fleet availability and performance meets operational demands as well as the future operating model.
7.

Develop for the Future – Strengthening Partnerships & Collaboration
7.1. More and more, policing must address the sources of demand on its resources working with a range of partner agencies including health, education, social services, other emergency services, criminal justice, victim’s organisations and third sector organisations. Northumbria Police is actively working to align and integrate where appropriate with other public services and partners to improve effectiveness and efficiency of services, outcomes for the public and protect the most vulnerable.

7.2. We are working with partners to encourage service provision on a whole-system approach to achieve common aims for the benefit of the public. This includes focusing on proactive and preventative activity, working with stakeholders to help resolve the issues of individuals who cause recurring problems and supporting multi-agency neighbourhood projects.

7.3. We also have a number of internal associations, which work together with our own officers and staff, the public and external partners, in order to promote key messaging, raise awareness, champion causes as well as break down barriers. For example, one of the Northumbria Police LGBT+ Support Association’s aims is to “develop a network of professional and social contacts between officers, staff and volunteers locally and nationally”. Integral to achieving this, is the building of partnerships and working collaboratively with the wider community. This is demonstrated through the LGBT+ Support Association’s high profile presence on social media and consistent presence at Pride celebrations across the force area, local, regional and national conferences, and participation and campaigning for the International Day Against Homophobia, Transphobia and Biphobia for example.

7.4. Our approach to collaboration and partnership working covers four key strategic areas:

- Cross-force Collaboration
- Emergency and Statutory Services Collaboration
- Academic Collaboration
- Corporate and Private Sector Collaboration

7.5. Further distinctions exist between those collaborations which exist partly in relation to a geographical need or demand – such as Emergency and Statutory Services Collaboration, where in most part, Northumbria Police works with partners who share the same geographical coverage or scope as our force area. For example, working with the two regional fire and rescue services, or any combination of the six local authorities which cover Northumbria.

7.6. Work has commenced with our neighbouring police forces (Durham and Cleveland), as well as our partner emergency services (including the North East Ambulance Service, Tyne and Wear Fire and Rescue Service, and Northumberland Fire and Rescue Service), to better identify and more effectively respond to the needs of the public. This process allows us to share best working practices, avoid duplication and work in tandem to ensure the best and most efficient results.

7.7. Further and future collaborative opportunities with our emergency services partners are scoped and overseen by the Collaboration Joint Delivery Group. This group is made up of senior representatives from Northumbria Police, Tyne and Wear Fire and Rescue Service, Northumberland Fire and Rescue Service and the North East Ambulance Service. It is noteworthy that the PCC is a member of the Tyne & Wear Fire and Rescue Authority which will further encourage and support collaboration.

7.8. The force continually seeks to further develop the well-established links that it already has with local academic institutions to identify additional opportunities to utilise existing/new research in support of long term problem solving. For example, the force utilises researchers and teams to complete project and/or pilot evaluations, for new or short term work, and to assess the realised benefits and levels of efficiency of these projects. We are currently working closely with Newcastle University’s Open Lab (an interaction design and computing research group), to seek potential areas for collaboration relating to public engagement.

7.9. Much of our academic collaborations are determined by a mutual interest in a specific area, which requires some form of knowledge transfer to take place. We understand our current limitations, and in an effort to fill these knowledge gaps we use our partnerships with academia to source skills and the latest, innovative academic thinking and approaches, in order to help us in delivering services. Through our intent to use
more and more knowledge-based partnerships, we hope that we can embed continuous improvement and innovation within force culture, so that this way of working becomes commonplace every day, as opposed to the one-off approach which we have taken historically as we test out the effectiveness of knowledge transfer partnerships.

7.10. Our relationship with universities has allowed us to better understand the services we provide; project evaluations for example have demonstrated levels of performance and impact, as well as highlight areas for improvement and where the organisation can learn lessons moving forward.

7.11. The force’s commitment to prevention, education, early intervention and problem solving is no greater evidenced than through the development of Multi-Agency Safeguarding Hub’s (MASHs) and the six force ‘Domestic Abuse: A Whole System Approach’ project.

7.12. The development of MASH arrangements across all local authority areas provide the foundation for the force’s safeguarding operating model and are excellent examples of how partnerships and collaborative approaches can provide holistic responses to vulnerable children and adults based upon need. Northumberland MASH which forms part of ‘Onecall’, is one such example. ‘Onecall’ has brought together adult social care and healthcare staff from the Trust with Northumberland County Council staff from children’s services, Northumbria Police and other partners with the aim of providing help at the earliest opportunity before the situation escalates. This has resulted in an improved quality of service to the public and more efficient multi-agency working.

7.13. The Whole System Approach’ project for which Northumbria OPCC and Police are the lead. This is a Home Office funded project for which we secured £7.5 million to deliver over a 3 year period of 2016-2019, the vision of which is to transform domestic abuse services and support for victims and families from the very point of reporting. The project covers the force areas of Northumbria, Durham, Cleveland, North Yorkshire, West Yorkshire and Humberside and aims to:

- Increase coercive control convictions.
- Introduce effective information sharing between criminal and family courts.
- Introduce effective and lasting support for victims with complex needs.
- Implement effective multi-agency offender management.

7.14. The Whole System Approach will see victims of abuse at the centre of the criminal justice system and cope and recovery process and enforce more meaningful consequences for perpetrators of domestic abuse. Ultimately, we hope to reduce the number of victims and children living with domestic abuse and we will be robustly evaluating a Whole System Approach to understand the collective impact on the lives of domestic abuse survivors and their families. Key achievements already include;

- Implementing a domestic violence support and assistance (DVSA) service in each area, with IDVAS working alongside police providing victims support at the point of crisis.
- Creating best practice standards for domestic abuse case work for all front line staff to improve criminal justice outcomes.
- Having criminal justice workers to enhance standards of support and care for victims and children.
- Ensuring all front line police and staff are trained in coercive and controlling behaviour.
- Ground breaking and unique work within the family court system to better support victims and achieve better outcomes for children.
- Development of multi-agency safeguarding hubs (MASHs) to better support those families with more complex needs.
- Establishment of the multi-agency tasking and coordination (MATAC) process across the region to tackle the most harmful and serial domestic abuse perpetrators, which has already achieved a 65% reduction in re-offending of those targeted, and
- Voluntary RESPECT accredited behaviour change programmes available in all areas for those perpetrators who acknowledge that their behaviour is wrong, these have been shown (evaluated by Project Mirabel) to prevent almost all violent behaviour of perpetrators when completed.
7.15. In order to achieve collaboration across 6 forces, substantial work has been done to put in place effective governance and reporting mechanisms to ensure effective implementation and delivery; this is being held up as best practice by the Home Office and plans are in development to showcase our approach to other forces.

7.16. In addition to this we are also collaborating with two other Home Office funded PTF projects in relation to DA perpetrator management; DRIVE led by Safelives and Early Intervention Response, led by Women’s Aid and RESPECT.

7.17. Northumbria Police is a key partner in the NETIC (North East Transformation Innovation Collaboration) programme. NETIC is an alliance between Northumbria, Durham, Cleveland, North Yorkshire, West Yorkshire, Humberside and South Yorkshire police forces. We have committed a resource from our own force, which is now dedicated to the delivery of NETIC and its work packages. NETIC deliver transformational collaborative policing across the North East region by maximising the design and delivery of strategic policing capabilities, and identifying new themes and functions to amplify the collaborative approach to address threats, risks and harm.

7.18. A great demonstration of how Northumbria Police works closely with our emergency service counterparts to help address shared aims is through ‘SafetyWorks!’ ‘SafetyWorks!’ is an interactive safety centre based in Newcastle and they have been instrumental in promoting awareness of Child Sexual Exploitation (CSE) to young people in the North East. It has been established and managed by Tyne and Wear Fire and Rescue Service, in partnership with the Northumbria Police Crime Commissioner; Northumbria Police, Nexus, St John’s Ambulance and Sainsbury’s. ‘Safetyworks!’ provides realistic, interactive educational experiences for young people and community groups to learn about the prevention of danger and how to live safely.

7.19. Between January 2017 and January 2018, ‘SafetyWorks!’ has delivered specific input to 3,198 students around CSE. 15,066 students have visited the centre and received deliveries from police about peer pressure, drugs and stranger danger, all of which have a strand of child sexual exploitation through the sessions. Young people can be referred by schools and other statutory and voluntary services to receive education work. Recent recruits to the mini police scheme (which is running in selected primary schools in deprived areas across the force) have also attended ‘SafetyWorks!’ A new 12 week programme covering all aspects of CSE, which includes: consent, healthy relationships, grooming, sexual health, reporting crime and the process after report, are being developed for future delivery.

7.20. ‘SafetyWorks!’ received an award from Arts 4 Wellbeing (Earths Angel award) for work, including CSE delivery that was carried out with disability groups and has also been nominated for a national award through the NWG (National Working Group formerly The National Working Group for Sexually Exploited Children and Young People) within the Policing lead category.

7.21. Other than the emergency services, Northumbria Police recognises the need for collaboration with statutory services. Through our Out of Court Disposals initiative, and in order to improve victim satisfaction and to rehabilitate offenders to change their behaviour and reduce re-offending, we are currently piloting a new way of working, aimed at first time and/or low level offenders. Intervening early is key to reducing the risk of future offending, by changing attitudes and increasing understanding of the impact their actions have on victims. Currently, of the cases that are charged and go to court, many first time or low level offender cases do not access interventions which address the causes of offending.

7.22. These conditional caution pathways are unique; nowhere else in the country are there this range of options which can be used without a prosecution and subsequent court order. By adopting these outcomes for appropriate offences, it places the victim at the heart of the conversation, addressing offending behaviour and improving victim satisfaction.

7.23. In the run up to major events, there is a requirement for the creation and implementation of a Joint Engagement Plan, with oversight from a Joint Engagement Group (JEG). The JEG is a police and key partner oversight group to ensure that engagement activity is coordinated and effective. For example, as the force area is home to two particularly rival football clubs, derby match days always require a lot of planning, resource, and working with our partners in the community.
and other services. This may include, but is not limited to, the local authority and other statutory services, partner emergency services, the third sector, as well as private businesses. Collaborating with these persons/groups, allows stakeholders to help us in passing on key messages to the wider community and relay any concerns.

7.24. Northumbria Police has a long-established positive reputation for looking differently at the way police forces can engage with the sex worker communities to protect and safeguard the different levels of vulnerabilities facing these individuals. Building on the skills and expertise the force has gained through pilot and Home Office Police Transformation funded work in this area, the force has been commissioned by Citizens in Policing to trial a new approach where we seek the views of the marginalised, hard-to-reach vulnerable cohorts of our communities (in this instance, sex workers), to provide vital organisational insights as to how to better engage and support minority communities. In order to maximise the engagement with the sex worker community, Northumbria Police through the ‘Walking in their Shoes’ Police Support Volunteers Project, have enlisted the support of a third sector organisation as a subcontractor, to assist in the management of the volunteers. Northumbria Police recognised the need to enlist and seek support from those of our stakeholders with greater levels of expertise in supporting vulnerable people, from a lesser law enforcement perspective. We know that without the support of the community, voluntary and faith sector; we would struggle to meet demand. It is anticipated that the project has the potential to be applied to other vulnerable groups, including victims of hate crime, the elderly, people with disabilities, to name a few, as a way to ensure that the voices and opinions of those people we protect run throughout our organisation, and inform the ways we approach and engage with the public.

7.25. Operation Sanctuary is another excellent example of the benefits of strong partnerships and collaboration. Secured through innovation funding, Operation Sanctuary developed a response around prevention, investigation and disruption in regard to Child Sexual Exploitation (CSE), Modern Day Slavery and Human Trafficking linked to sexual exploitation.

7.26. It was built upon strong and effective partnerships with statutory partners and charitable / third sector organisations. It has relied upon a broad range of expertise, including but not limited to safeguarding, housing services, Adult Social Care, Children’s Social Care, Youth Offending, Environmental Health together with Bright Futures, Changing Lives, Barnardo’s and PACE (Parents Against Child Sexual Exploitation). The multi-agency collaboration has ensured the provision of a holistic response to safeguarding / supporting vulnerable victims, protecting them from further harm, bringing offenders to justice and preventing future victims through raising awareness.

7.27. Overall, Operation Sanctuary has been particularly successful in achieving positive outcomes at court in bringing offenders and organised crime groups to justice. The victim care and disruptive elements of the approach have been heralded nationally as best practice by a number of bodies including the Home Office, HMICFRS and the Anti-Slavery Commissioner. In 2017, Ofsted found “outstanding multi-agency practice” and a highly effective response to sexual exploitation, successful use of court orders disrupting offending behaviour and reducing risks and excellent interagency work by Newcastle City Council and its partners which has resulted in a high number of convictions of perpetrators.

7.28. Moreover, the Joint Serious Case Review (JSCR) concerning sexual exploitation of children and adults with needs for care and support in Newcastle was extremely complimentary of Operation Sanctuary, with the author reporting that it was difficult to overstate the positive impact of Operation Sanctuary and the Multi-Agency Sexual Exploitation Hub on culture and practice and as a consequence improvement in addressing sexual exploitation, improving victims’ welfare and restricting and preventing abusive activities by perpetrators. Co-location of specialist staff from partner agencies encourages spontaneous sharing of expertise and information and a collective responsibility for promoting victims’ interests and securing their trust and confidence. There has been encouragement to think outside the box. If one or two agencies commit resources it has an impact on others and increasing knowledge has led to initiatives across agencies to improve practice.
7.29. Northumbria Police has developed the ‘Mutual Gain: Building Social Capital’ project, alongside Newcastle University’s Open Lab, and a broad range of public and third sector stakeholders, to develop capability and capacity of the public, (specifically hard-to-reach, marginalised groups), by;

- Using a multi-agency approach. This shares demand across partners involved, shares stakeholder expertise and specialism, and helps determine that the right organisation is dealing with the appropriate issue;
- Empowering the general public to take accountability themselves. It highlights broader options and opportunities available to them (to instil ambition and reduce crime and disorder), which reduces demand on our, and partners, services;
- Building social capital to reduce the need for intervention in the future and long-term.

7.30. In a yearlong collaboration between Creative Fuse North East (CFNE) and Northumbria Police, Northumbria University academics led through a creative design approach titled ‘Cyber-wellbeing: Raising public awareness and influencing behaviour change to address cybercrime vulnerability’. Academics, researchers and postgraduate students engaged stakeholders creatively to explore young people’s cyber-vulnerability and define the tools needed to help raise awareness and influence positive behaviour change. Findings from this work suggest that resources need to be more relevant, detailed and drawing on real cases in order to engage young people. CFNE felt that by adopting an original, creative design approach, Northumbria Police can take a leading position amongst other police services and organisations to create resources which are not only informative but that truly engage young people in discussion and debate around the difficult decisions they have to make when using technology and the internet.

7.31. We are developing a new Income Generation and Collaboration Strategy, which will set the force’s strategic intent around engaging more with the corporate private sector, in order to better meet demand for our services, increase innovation and efficiency of service delivery. The strategy will also set the directive for how the force will take into account external, local, regional and national drivers for income generation and collaboration, as well as outlining our priority areas of focus, to achieve the force’s Strategy 2025.

7.32. Of course, we also collaborate with the general public as well. Through the PCC’s continued efforts in the promotion of independent scrutiny panels, we aim to empower the people and communities we serve to have a voice in our service provision, how we operate and our decision making. This promotes transparency, increases accountability, but more importantly, promotes public trust and confidence.

7.33. For example, the PCC has recently appointed volunteers to be part of a Rape Scrutiny Panel which will scrutinise the police investigation and handling of rape and sexual abuse case files. The development of this panel is a key priority in the PCC’s Violence against Women and Girls Strategy. It also aims to provide independent oversight of rape investigations in Northumbria to identify best practice and opportunities for improved working practices; these all add transparency to the investigation and ultimately improve conviction rates. The Panel will consider whether the service provided to victims is the best it can be with the aim of giving more victims the confidence to report rapes, knowing that they will get the support they need to go through the criminal justice system with the aim of bringing offenders to justice.

7.34. There also exists a number of Advisory Groups, promoted by the PCC, which are based on the six protected strands in the Equality legislation, in addition to a victims group; Belief, BME and Faith, LGBT, Age, Disability, Gender and victims.

7.35. Collaboration and working in partnership with the public helps them to feel valued, which further promotes engagement and guarantees that what we deliver is aligned to what our communities want from us.
8. Monitor our progress – Governance and Performance Management
8.1. Northumbria Police has introduced a revised governance and decision-making structure to support the achievement of the Police and Crime Plan, and the force’s 2025 Strategy. The Executive Board is chaired by the Chief Constable and continues to set the direction of the Force, including providing direction regarding the relative priority between different gaps identified across the types of demand in the Force Management Statement. There is also a Joint Business Meeting of the Chief Constable and Police and Crime Commissioner. Strategic Management Board is chaired by the Deputy Chief Constable and is the primary meeting that manages performance; underpinned by a number of Operational Delivery Groups and other boards. The Police and Crime Commissioner holds the Force to account for delivery at a Scrutiny Meeting.

8.2. Performance is considered across all operational and business areas using a balanced scorecard, with an emphasis on the delivery of the Police and Crime Plan and the business planning cycle. This will be extended to team and individual objectives as part of our Performance and Personal Development Review framework.

8.3. The most recent PEEL inspection completed by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) assessed the force as performing well, with a small number of areas of improvement and no causes of concern.

8.4. Overall, in summary:

- The extent to which Northumbria Police is effective at keeping people safe and reducing crime is **good**.
- The extent to which Northumbria Police is efficient at keeping people safe and reducing crime is **good**.
- The extent to which Northumbria Police is legitimate at keeping people safe and reducing crime is **good**.

This is the force management statement for Northumbria Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed: ____________________________