



Northumbria Police

EXECUTIVE SUMMARY



**NORTHUMBRIA
POLICE**
Proud to Protect

Our Force Management Statement sets-out our understanding of the levels, nature and challenges associated with our demand, as well as the assets we have in place to meet it.

It provides details about our plans to further improve the way we go about delivering our services, in order to be more efficient and effective.

The Force has a strong track-record of delivering a high level of performance and quality services. Understanding our demand helps to ensure we can maintain these standards, particularly in light of reduced funding and fewer officers and staff.

The risk of being a victim of a crime in Northumbria, whether as a victim of a personal or household crime, is one of the lowest in the country. Public confidence continues to be high, with a significant proportion of residents feeling safe within their communities and agreeing that the police do a good or excellent job in their neighbourhood. Satisfaction levels with the service provided also remain high, with victims of crime reporting they are satisfied with the overall service provided. We recognise we need to do more to improve aspects of our service, particularly around keeping people updated about the incident or crime they have reported.

Our priorities are to protect the vulnerable, deliver quality investigations and to deliver a problem-solving approach.

These priorities directly support those of our communities, as set-out within our Police and Crime Plan.

With a reducing budget and increased demands, in terms of volume, complexity and vulnerability, there is a need to prioritise what we do and how we do it. We have embarked on an effective and extensive improvement programme that will reshape the way we deliver services; in order to continue investing in the important areas of protecting and safeguarding the most vulnerable, as well as increasing our investigative capability. We are committed to retaining local neighbourhood officers, who, together with our partners, will focus on engagement, prevention and safeguarding our communities.

We will continue to seek more efficient and effective ways of working to ensure we deliver the best value for money. We are investing in the training and wellbeing of our staff and officers, as well as in the technology and equipment they use. This investment will increase our effectiveness and help us to become even more efficient and productive.

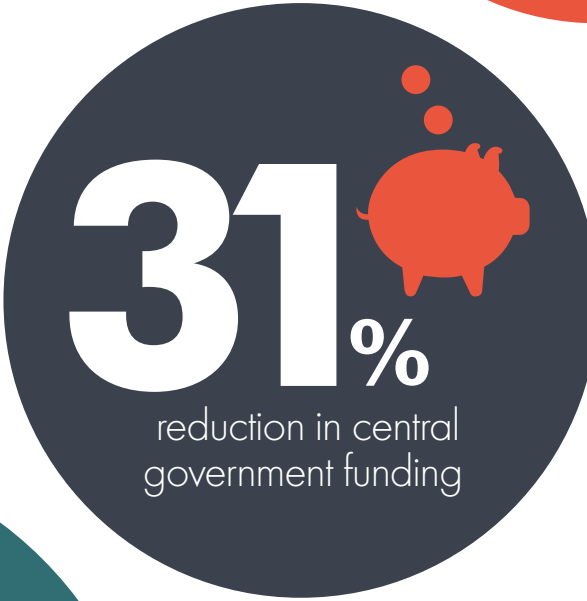
FINANCE

Central government funding for policing in Northumbria has been reduced by 31% in real terms since 2010/11. Northumbria has had to make £142.3m of cuts and efficiency savings to manage the financial reductions over that period; the savings delivered to-date have been mainly realised through a reduction in staffing levels of 1,895 (FTE) people, equivalent to 28% of the workforce.

The Force has a medium-term financial strategy for the next four years and in consequence of the planned use of reserves, existing savings and the recent precept uplift, there will be no expected funding gap for this period. There remains; however, the potential for a £3.4m additional cost in the event the government do not fund the full cost of the police pensions increase from 2020/21 onwards.



£142.3m
in cuts and
efficiencies



31%
reduction in central
government funding



28%
reduction in
workforce

RESPONDING TO THE PUBLIC

203,150
Emergency and priority
incidents - An increase
of 12%

The public request services in a number of ways. In 2018, the Force received 953,781 calls; a quarter of all calls were via 999. It is expected that our 999 demand will remain stable over the next four years, but that non-emergency 101 calls will continue to reduce; primarily due to efficiencies we have made in call-handling and by reducing secondary call demand into the Force. Our longer-term strategy is to redirect and respond to a greater proportion of call demand via digital channels.

We are investing in a new operational system to support incident management and deployment. This system will incorporate call recording manager functionality and increase our ability to understand our call demand. We are also reviewing our Communications Department to ensure we have an effective and efficient resourcing model to meet requests for service. In April 2019, we introduced a Force Coordination Centre to improve the management of deployable resources, resource planning and to ensure flexibility in our response to incidents, major events and demand fluctuation.

The Force creates approximately 420,000 incidents per year, and recorded 160,811 crimes in 2018/19. We anticipate a 5% increase in crime in 2019/20 and a 4% annual increase, thereafter. Incident demand is projected to remain relatively stable over the next four years; however, the proportion of incidents involving vulnerable people is expected to increase by 5% by 2022/23. This predicted increase arises from the increasingly complex and diverse nature of our communities, as well as improvements with identifying vulnerability at first point of contact.

The number and complexity of incidents involving people who are vulnerable is increasing, with a rise in missing persons, mental-health related incidents and domestic abuse.



953,781
calls received
in 2018

Such incidents require increased levels of resource to respond. In order to manage this demand more effectively, we have a Street Triage Team who work with mental health nurses to support those with mental health issues who contact the police. As a result, our detentions under the Mental Health Act have reduced in comparison to the national trend.

The Force has also introduced a Primary Investigation Centre, as part of the Transformation 2025 Programme, to manage resources and ensure those who are vulnerable and need an urgent response are prioritised. Those day-to-day incidents that can be subject of a pre-planned response will be managed by the Primary Investigation Centre. This will improve our attendance times at immediate and priority incidents, thereby addressing vulnerability issues more quickly. The early resolution of crime investigations will allow officers more time to focus on crimes where secondary investigation is required.

PREVENTION AND DETERRENCE

The core priorities for Neighbourhood Policing within Northumbria Police are: safeguarding our communities; preventing crime and anti-social behaviour; and community engagement, underpinned with an effective problem solving model with our partners.

Under our current Force deployment model and in consequence of the significant reductions we have experienced in staffing numbers, our Neighbourhood Policing Teams (NPTs) need to be used to support priority grade incidents during periods of peak demand; at times this is preventing them from fulfilling their core neighbourhood function. The new Force Operating Model being developed, as part of the Transformation 2025 Programme, will rectify this issue. The Neighbourhood Policing model will also include a review of the workforce mix within NPTs to ensure Police Community Support Officers and Police Constables are located in communities where their skill sets are most needed.


Key areas of demand for the NPTs are safeguarding vulnerable victims. This includes safeguarding those subject to cyber-crime and fraud (under Operation Signature), as well as safeguarding standard and medium risk domestic abuse victims and managing low and medium risk registered sex offenders within the communities. Demand across these areas is predicted to continue to rise.

The number of anti-social behaviour (ASB) incidents has reduced, although we know that perceptions of ASB are increasing in local areas. The Force is committed to tackling ASB within our communities as we understand the harm and concerns this can cause; NPTs prioritise preventative activity and multi-agency problem solving to tackle the issue. A multi-agency problem profile is currently being prepared to assist the Force's understanding of ASB and two Force-wide awareness campaigns are being held in 2019.

The Force has been awarded £2.32m of funding to tackle knife crime and serious violence through 'surge' activity. This funding will be utilised by allocating resources and equipment through a mixture of preventative and response activity.



£2.32m
to tackle knife crime



Feelings of safety
amongst the community
remain very high at

96%



687

Victims of cyber crime
and fraud visited and
given advice under
Operation Signature



11.5%

of NPT time spent responding
to immediate and priority
grade incidents to backfill
or support response officers

INVESTIGATIONS

There has been an identified need to raise investigative standards and improve consistency in the quality of case file submissions, in order to achieve improved outcomes for victims and witnesses. This is being achieved through the Raising Investigative Standards programme, which includes training to frontline supervisors, the provision of digital training material and the introduction of a formalised Investigative Assessment Framework.

Our investigative capability to meet future demand has been assessed and gaps identified in relation to the number of detective investigators. In order to increase our capability we have recruited Police Staff Investigators, with further recruitment planned in 2019. This will support the ongoing development of officers into detective roles, whilst providing meaningful career pathways for police staff.

The Force is introducing a digital case file solution to address common failures in file submissions which will assist in improving quality. This will be implemented in September 2019.

The volume of recorded crime is increasing, as is the complexity of resulting crime investigations; primarily due to increasing vulnerabilities of both victims and offenders and advancements in technology.

The introduction of the Primary Investigation Centre will reduce investigative demand across the Force by enabling the early resolution of volume crime; thereby allowing more time to investigate serious and complex issues. There are plans to introduce a secondary investigation function to investigate the majority of crime that requires further investigation. This function will comprise of multi-disciplinary teams which will improve the overall standards of investigation.

The investigation of crimes is complicated further by the number of digital devices often used to commit offences or likely to contain evidence and that therefore need to be examined. The Force has identified a gap in capacity to meet this increasing demand. We are currently reviewing our capability and capacity within the Digital Forensic Unit to identify what further investment will be needed and what processes can be automated to assist in meeting this demand.

Personal issue

Body Worn Video for all frontline staff in 2019

160,811

Total crimes recorded
(+6%)

Introduction of

Digital case file solutions

**Mental Health
Street Triage**
continues to reduce
demand on frontline
resources

Responded
to an average
of **99 reports** of
domestic abuse
each day

#!&%!

60%
projected increase in
hate crime this year

PROTECTING VULNERABLE PEOPLE

92%
of domestic abuse
victims satisfied
with the service
received

The Force has implemented a safeguarding operating model to improve our response to protecting vulnerable people.

As vulnerability within our communities increases so does our safeguarding demand. We are investing in Police Staff Investigators to assist in meeting this increased demand, as well as seeking process improvements. We estimate recorded sexual offences will increase by a further 7%, whilst rape offences will increase by 8% next year and then 7% thereafter. This is as a result of an increase in offending, as well as an increase in the confidence of victims to report sexual violence. The Force encourages reporting of this type of offending and adopts a multi-agency approach to preventing and investigating sexual violence, seeking to improve criminal justice outcomes for victims.

The Force is actively seeking to improve awareness of Adverse Childhood Experiences (ACE) so we can identify those subjected to, or at risk from ACE, and then safeguard them appropriately. This is vital to help prevent future offending and harm; through supporting early intervention activity, responding to offences and offenders and the wider safeguarding required. It will also increase demand.

The volume of missing people recorded in 2018 increased, primarily as a result of missing adults. The demand from missing persons is expected to increase further and therefore the Force has a clear focus on multi-agency problem solving to protect these vulnerable people and prevent further missing episodes. Operation Endeavour involves sharing information around a child's missing episodes with their school, via the relevant local authority; this has been piloted in Northumberland and we are seeking to roll this out further to improve the management and support given to missing children.

There is a continuing increasing trend in hate crime, with a further 6% increase projected this year. Hate crimes are now being reported against wider groups within society in addition to hate crimes against race and religion; however, underreporting is still prevalent. The Force works closely with communities to raise awareness and encourage reporting, so we can effectively safeguard those who need it.

MANAGING OFFENDERS

Those offenders who pose the greatest risk to our communities are managed by the Management of Sexual Offenders and Violent Offenders (MOSOVO) Team. Our Neighbourhood Policing Teams now have responsibility for the management of low and medium risk sex offenders.

This recent change has increased the level of proactive investigations and increased awareness of offending within our communities and partnerships. Consequently, the number of identified breaches of orders has increased, resulting in an increase in the number of high risk offenders.

The Force has adopted an Integrated Offender Management approach to managing those offenders who cause harm regularly within our communities. This is in conjunction with Community Rehabilitation Companies, the National Probation Service and Youth Offending Teams. Targeting and supporting such offenders reduces risk to our communities and seeks to prevent further offending and demand on the Force. There is a need to understand the effectiveness of our approach to integrated offender management, and ensure that the cohort of offenders is reflective of our priorities.



increase in the number of
High Risk offenders

1,618
registered sex
offenders managed
in the community

Increased
proactive investigations
of offenders



51

Organised crime
groups mapped



Diversiónary
projects
implemented

SERIOUS AND ORGANISED CRIME

The Force currently has 51 mapped Organised Crime Groups (OCGs), with the primary criminality being drug supply. As a result of under-reporting in OCG involvement in cyber-crime and contact and online child sexual abuse, there is still a gap in understanding of these offence types.

An emerging threat nationally and locally is County Lines activity; where organised criminal networks exploit vulnerable children and adults to sell drugs. The Force has undertaken a number of successful operations to

disrupt and prevent county lines activity, target associated criminality and protect those being exploited. We are not experiencing the impact of county lines to the same levels as other forces. However, as with all other areas of the country, we are vulnerable to this type of crime due to our social and economic demographic and the known consumption rates of class A drugs. The Force is improving its understanding of this crime type and a Force lead has been identified and is responsible for delivering a plan of ongoing activity; to prevent and disrupt county lines activity before its roots become embedded within the Force area.

MAJOR EVENTS

There has been a slight increase in the number of demonstrations held within the Force area in 2018 with an emerging issue of environmental protest; we continue to build relationships, through early engagement, with those involved.

The threat from international terrorism is still at 'Severe' and we work closely with our Counter Terrorism partners to raise awareness of the threat via the Prevent agenda. In recent years we have seen an increase in individuals being referred into Prevent; primarily as a result of the public and our partners identifying those who they believe pose a risk to our communities. As a result of this increased demand we are looking at appropriate resource levels to respond effectively. The evolving threat from terrorism places increasing demand on our Armed Policing function, particularly around threat mitigation and public reassurance.

The Force maintains a Roads Policing function that deals with all serious and fatal road traffic collisions. The number of serious and fatal road traffic collisions has remained stable over the last 8 years and demand in this area is not expected to increase. A high proportion of the public feel the roads in the Force area are safe; however, consider the use of mobile phones and speeding to be fairly big problems. The Force has a nationally recognised, proactive motor patrol capability, Operation Dragoon, which raises awareness and provides education on road safety issues, whilst also targeting those who pose the greatest risk on our roads.



Most of the public consider use of mobile phones and speeding while driving **to be fairly big problems**



A more **inclusive and diverse workforce**

WELLBEING

The wellbeing of our staff is a strategic priority for the Force; a recent staff survey highlighted a number of themes where we can improve the health and wellbeing of our staff to enable them to meet increasing demands.

A restructured People Services function has been designed and implemented to ensure individuals receive more tailored support, career aspirations are more accurately understood and a supportive leadership environment is created to improve wellbeing. The introduction of a new Human Resources Information Technology system will enable real time tracking of health and wellbeing indicators and will provide the opportunity to support and potentially prevent wellbeing issues from arising.

The Force is seeking to develop a more inclusive and diverse workforce; we have retained our Stonewall top 100 placement and have improved female representation. We are striving to create an engaging, flexible, social and collaborative working environment, having invested heavily in agile-working approaches, including hot-desking and home-working and extensive estate refurbishment activity. These improvements are ongoing to ensure we create a supportive culture and environment where officers and staff feel included and able to flourish.

INFORMATION TECHNOLOGY

The Force has an ageing suite of operational Information Communications and Technology (ICT) systems which are beginning to hinder our ability to deliver policing services effectively and efficiently.

We have a digital investment plan which forms part of the wider Transformation 2025 Programme. This plan will transform policing services through automation and the delivery of technological solutions and platforms to increase force innovation, capability and performance. A significant investment has been made to ensure we have the appropriate technical and project management resource to achieve effective delivery and to realise efficiencies and wider business benefits.

In 2020, the Force will introduce a new operational platform which will deliver improved customer contact and incident management capabilities. The platform will also include an effective scheduling system to allow the public to re-arrange appointments, and will provide caller history capability to help us better understand who has called and for what reasons.

The digital investment plan also includes a number of business systems, for example Human Resources, as well as technology to support investigations; such as digital custody image capture, digital audio and video evidence capability and digital improvements to case management and the transfer of information across partners and the Criminal Justice System.



Investment in new technologies and ICT systems to **enable us to deliver an improved service to the public**

FORCEWIDE FUNCTIONS

The Force's assets, including estate, equipment and fleet, appropriately meet the operational policing need.

We recognise our workforce is not completely reflective of the community we serve; further activity will take place to reinforce our commitment to increase those with protected characteristics across our workforce.

The Force has a comprehensive understanding of its operational training profile requirements, which is refreshed on an annual basis. As the demand profile changes we will ensure that we have suitably aligned capability and capacity. The softer skills, such as leadership, are less well understood, with the need for a greater coherent approach to leadership development.

We are now United Kingdom Accreditation Service (UKAS) accredited in the field of Digital Forensics and are undertaking further work to gain International Standards Organisation (ISO) accreditation by 2020 in a number of additional areas of business to ensure we consistently deliver a quality service.

We are seeking new ways to understand how well we are performing to ensure that we are meeting the expectations of the public and that we are engaging with our communities in a way that meets their needs.



The Force's assets
**meet the
operational
needs**



Sourcing new
opportunities for
collaboration

COLLABORATION

Northumbria Police is part of a tri-force collaboration with North East Region Serious and Organised Crime Unit (NERSOU) and remains a key partner in the NETIC (North East Transformation Innovation Collaboration) programme with other regional forces to source new opportunities for cross-force collaboration; with the aim of improving services and creating efficiencies.

The Force also seeks collaborative opportunities with blue light partners including the North East Ambulance Service and the Fire Service, and has successfully embedded six multi-agency safeguarding hubs aligned to each local

authority area to improve our service delivery to vulnerable people within our communities.

Further examples of our collaborative work include the highly acclaimed Safetyworks! training venue; used to raise awareness and to provide education to young people about the dangers of exploitation and victimisation. The Domestic Abuse Whole Systems approach project is a multi-force approach to improving our response to domestic abuse and the Get Connected and You Only Live Once initiatives are partnerships to tackle serious and organised crime and reduce violence.

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.

A handwritten signature in black ink, appearing to read 'W. Keenen', with a long horizontal flourish extending to the right.

Winton Keenen
Chief Constable
Northumbria Police

