

# POLICE & CRIME PLAN ANNUAL PERFORMANCE REPORT

Building Safer Communities and Effective  
Justice

April 2018 – March 2019

## Domestic and Sexual Abuse

### Highlights

- Domestic abuse satisfaction
- Preventative activity – Operation Sanctuary
- Positive impact of preventative tools, such as Clare’s Law
- Domestic Abuse: A Whole System Approach Project

### Concerns

- Reduction in the number of DA offenders whose harm score has reduced

## Putting Victims First

### Highlights

- Improved call handling performance
- Timely completion of victim needs assessments
- Mental health street triage

### Concerns

- Attendance rates at incidents
- Reduction in RWD satisfaction

## Effective Criminal Justice System

### Highlights

- Increased percentage of guilty pleas at first hearing
- Improved conviction rate for rape and sexual offences
- Reduction in post charge failure rate

### Concerns

- Report to conviction rates for rape, sexual offences and domestic abuse

## Reducing Anti-Social Behaviour

### Highlights

- A range of community focused partnership working to tackle ASB

### Concerns

- Increasing perception of ASB by residents
- Reduction in ASB satisfaction

## Cutting Crime

### Highlights

- Raising Investigative Standards Programme
- Strong and effective relationships with community safety partnerships
- Northumbria is second lowest in the country for risk of personal crime and lowest for household crime (CSEW)

### Concerns

- Increase in police recorded crime

## Community Confidence

### Highlights

- Northumbria Police is placed first in England and Wales for “police do a good job” and “can be relied upon to be there when needed”
- Improved community engagement

### Concerns

- Reduced perceptions of police visibility

A reduction in sexual and domestic abuse			Domestic and Sexual Abuse
	Threshold	2017/18	2018/19
1. Recorded sexual offences	Monitor	4,480 12 per day	4,982 14 per day
2. Recorded domestic abuse incidents	Monitor	33,472 92 per day	36,281 99 per day
3. Percentage of high or medium risk victims of domestic abuse who have suffered a subsequent domestic abuse incident or crime	Monitor	45% 3,469 repeat victims	42% 3,578 repeat victims
4. Percentage of victims of sexual abuse who have suffered a subsequent sexual abuse crime	Monitor	8% 226 repeat victims	9% 260 repeat victims
	Threshold	12 months to October 2017	12 months to October 2018
5. Reduction in the level of domestic abuse harm caused by domestic abuse offenders <sup>1</sup>	New measure	73% (142/195)	70% (136/195)

### Sexual Offences

The number of sexual offences recorded per day has increased from an average of 12 per day during 2017/18 to 14 per day since April 2018 (measure 1); this is equivalent to an increase of 11%. The Force is ranked 36<sup>th</sup> nationally (based on the rate per 1,000 population for the 12 months to March 2019).

The increase in sexual offences can be attributed to improved crime recording practices, an increase in proactive complex investigations involving numerous victims and perpetrators, as well as an increase in confidence of victims to report both recent and non-recent abuse.

### Sanctuary

Under the Sanctuary banner, Northumbria Police continue to work with a range of agencies dedicated to supporting and safeguarding victims of sexual abuse. This has ensured that there are sophisticated mechanisms in place to encourage reporting of both recent and non-recent abuse.

Also under the Sanctuary banner, Northumbria Police continue to work with agencies to educate young people, businesses and other agencies to prevent abuse, increase safeguarding and disrupt sexual offending.

### Repeat Sexual Abuse Victims

The percentage of victims of sexual abuse who have suffered a subsequent crime has increased by 1%, this equates to 34 additional victims (measure 4). All victims reporting two or more sexual offences are reviewed by a specialist officer to ensure they are risk assessed and all safeguarding interventions and referrals to support agencies have taken place.

### Domestic Abuse

In 2018/19, the Force responded to an average of 99 calls about domestic abuse (DA) each day, this is an increase from an average of 92 per day during 2017/18; equating to an increase of 8% (measure 2). 42% of victims are identified as repeat victims. It is reassuring to note that when domestic abuse victims are

<sup>1</sup> Level of reduction in domestic abuse RFG score of MATAC (Multi Agency Tasking and Co-ordinating). An RFG score is calculated for each offender based on Recent, Frequency, and of their offending to give an indication of the current level of harm caused, also taking into account the number of victims offended against.

surveyed, 92% were satisfied with their experience of the police (measure 11) and 96% would call the police again (measure 12).

### **Multi-Agency Tasking and Co-ordinating Conference (MATAC)**

The MATAC process continues to determine the most harmful and serial DA perpetrators and ensures agencies work in partnership to reduce their offending.

During the 12 months to October 2018, 195 subjects were discharged from MATAC. After six months of being discharged, the level of DA offending is assessed using the RFG score. Of the 195 subjects, the offending score is lower for 70% (136 offenders).

### **Clare's Law**

Clare's Law enables the police to disclose details of an abusive partners' past, so a person can make an informed decision about whether to remain in a relationship. Northumbria Police contacted those who had received a disclosure and found that most applicants surveyed said as they were now equipped with knowledge; they were empowered to make a change to keep them safer. Between 1st January and 31st December 2018, Northumbria Police received 505 Clare's Law applications which met the criteria: 156 under the 'Right to Know' resulting in 136 disclosures (87% disclosure rate) and 349 applications under the 'Right to Ask' resulting in 212 disclosures (61% disclosure rate). The reason an application does not result in a disclosure, is because there is no relevant information or no unknown information to disclose. All applicants, including those who do not receive a disclosure, receive safeguarding advice from a specialist.

In order to further protect victims and reduce offending, Northumbria Police has widely promoted Clare's Law, which has resulted in an increase in Clare's Law applications since the media campaign started in December.

### **Sarah's Law**

The child sex offender disclosure scheme, sometimes called 'Sarah's Law', allows parents, carers or guardians to formally ask the police for information about a person who has contact with their child, or a child close to them, if they are concerned the person may pose a risk. Between 1st April and 31<sup>st</sup> December 2018, Northumbria Police received 68 Sarah's Law applications which met the criteria and 19 resulted in a disclosure (28%).

### **SafetyWorks**

In 2018/19 over 14,000 children attended SafetyWorks and almost 2,000 were provided with CSE awareness. SafetyWorks is an interactive safety centre based in Newcastle, providing realistic, interactive educational experiences for many young people and community groups in the area to learn about the prevention of danger and how to live safely. The centre also has a community hub specifically designed to help tackle Child Sexual Exploitation (CSE) providing a place for young people to learn about internet safety, online grooming, 'sexting' and other potential risks posed by social media, in a comfortable and interactive setting.

### **Awareness Campaigns**

'*Through the Eyes of the Child*' campaign included a poster and audio video playing a real 999 call a child made to Northumbria Police reporting domestic abuse in her home. They have been used to raise awareness to police officers about the impact of DA on children. This video has also been used for Judges' Training and has recently been shown at the national conference.

Northumbria Police has prioritised vulnerability as the main strategic campaign in 2019. A separate DA campaign will start on the run up to Christmas which will also focus on the impact of domestic abuse on children. It will incorporate the work with operation encompass Next Steps project.

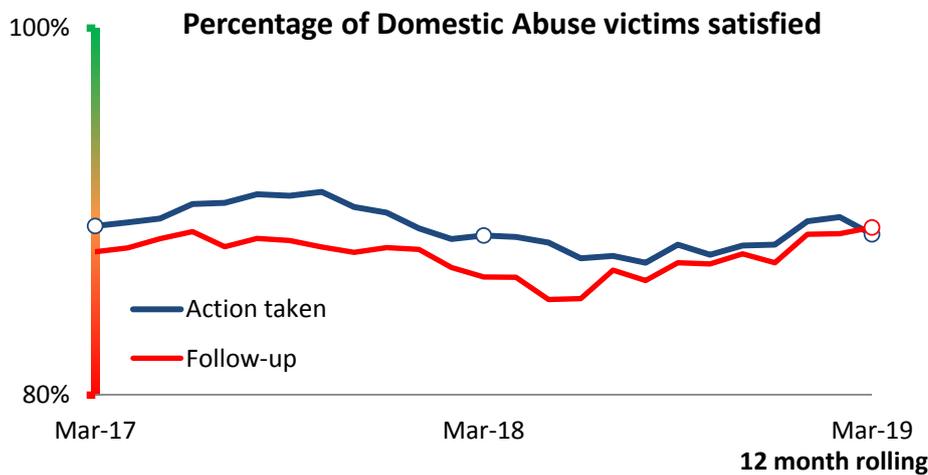
An overall better policing response and support services for victims with complex needs and those affected by domestic and sexual abuse			Domestic and Sexual Abuse
	Threshold	2017/18	2018/19
Percentage of domestic abuse victims satisfied with the policing response provided: (600 surveys completed per annum)			
6. Initial contact	95% and above	97% ● +/- 1.5	98% ● +/- 1.3
7. Response time	90% and above	92% ● +/- 2.2	92% ● +/- 2.4
8. Action taken	90% and above	89% ● +/- 2.5	89% ● +/- 2.6
9. Follow-up	90% and above	86% ● +/- 2.8	89% ● +/- 2.6
10. Treatment	95% and above	96% ● +/- 1.6	95% ● +/- 1.8
11. Whole experience	90% and above	93% ● +/- 2.1	92% ● +/- 2.2
More confidence in the reporting of domestic and sexual abuse			Domestic and Sexual Abuse
12. Percentage of domestic abuse victims who are confident to report further abuse to the police again	95% and above	93% ● +/- 2.1%	96% ● +/- 1.6
13. Percentage who felt safer following police response	Monitor	(Not available)	69% +/- 3.9

In response to predicted increases in both domestic and sexual abuse reporting, Northumbria Police has planned investment in its investigative capacity, which will continue to be monitored against increasing demand.

Northumbria Police's approach to domestic abuse and sexual offences is managed within two action plans which are scrutinised at Chief Officer and PCC level. The Domestic Abuse Improvement Plan has been continually improved in 2018/19 to improve both the victim experience and improve outcomes. A new Rape and Serious Sexual Offence Improvement Plan is in development with the OPCC and will be launched later this year. They are discussed in more detail in the Effective Criminal Justice Section.

Domestic and sexual abuse victims are supported by police in partnership with other agencies. There are a range of actions that are considered based on the individual needs of the victim and the details of the case, such as referral to a specialist team, support from another agency or the use of restraining orders and other police tools.

Domestic Abuse victims continue to have high levels of satisfaction with 92% satisfied, and many victims providing positive feedback about the support received from officers. As each police force undertake domestic abuse surveys differently, there are no national comparisons; however, local benchmarking conducted with other forces shows Northumbria Police continues to have one of the highest overall satisfaction rates (joint 1<sup>st</sup> highest compared to 12 other forces). Satisfaction with the actions taken (89%) has remained below the agreed threshold of 90%, although recent improvements in action taken and follow up have increased following focused activity to improve domestic abuse standards as shown in the next chart.



### Multi-Agency Safeguarding Hubs

In April 2018, the new MASH model went live across all six local authority areas providing a holistic response to vulnerable children and adults based on their individual needs and needs of the family. Each local authority hub is designed to meet their local needs. MASHs now also manage Operation Encompass and Clare and Sarah’s Law. There is a performance framework in place to highlight areas of best practice, including areas for development. The ‘one-call’ approach in Northumberland, incorporating Northumberland MASH, has been nationally recognised by HMICFRS as best practice. OneCall is the name for Northumberland’s single point of contact for concerns about a child or adult’s welfare. The priority is early intervention, providing help before the situation becomes more serious.

### Operation Encompass

Operation Encompass is a Police and Education safeguarding partnership which supports children and young people exposed to DA. On average 1,000 children each month are supported by their school after experiencing domestic abuse. Feedback from schools about Operation Encompass is very supportive: *“It is has been very beneficial. It is important we are aware of issues at home and can prevent making situations worse. It also helps to safeguard staff who do lone visits as we often don't have a lot of information about family composition until we receive notifications.”* Assistant Head, High School.

The OPCC has been successful in securing funding from the Home Office in relation to a new project, Operation Encompass: The Next Step. This project builds on the valuable work of Operation Encompass and takes the next step in seeking out early intervention with children living with domestic abuse, and giving them the best possible chance to cope and recover. As part of this project, new roles of ‘School Safeguarding Liaison Officers’ (SSLOs) will be created, who will be responsible for all 584 schools. Inputs for the children and school staff will be developed and delivered in partnership with the SSLOs, the Operation Encompass team and Barnardo’s.

### Management of Sexual Offenders and Violent Offenders (MOSOVO)

In 2018/19 Northumbria Police increased its focus on sexual offenders by providing specialist skills to Neighbourhood Policing Teams, who are now working alongside MOSOVO specialists in the effective risk management of registered sex offenders. As a result of this improved and more intrusive approach success has been seen, including the safeguarding of children and the recall of offenders back to prison for breaching conditions.

### Complex Investigation Unit

The complex abuse investigation unit is the force’s dedicated response to investigating, disrupting and prosecuting offences of sexual exploitation (child and adult) and modern slavery. It comprises of a team of detectives and a dedicated multi-agency team embedded within the unit which provides bespoke support from skilled and experienced statutory and voluntary sector workers.

This unit seeks to build the trust of victims and provide support; the team are also involved in educational work across the community by raising awareness of CSE among young people, parents, carers and potential perpetrators.

**Adolescent to Parental Violence and Abuse (APVA)**

A new procedure in relation to Adolescent to Parental Violence and Abuse (APVA) has been developed. APVA is increasingly recognised as a form of domestic abuse. It is defined as any behaviour used by a young person to control, dominate or coerce parents and is intended to threaten and intimidate, it is known to be under reported. Training sessions were completed in 2018 and included delivery by ‘RESPECT’ to police officers and other professionals.

**Investment in Domestic Abuse**

The PCC, with the support of Northumbria Police, successfully secured funding for the 6 force regional Domestic Abuse: Whole System Approach Project which has been implemented over three years and ends at the end of March 2019. An additional year’s funding has been secured running from April 2019 – end March 2020 to build on the original Whole System Approach, called ‘Domestic Abuse: A Whole System Approach – The Next Steps’.

The additional funding will:

- Enable national sharing of best practice from the project.
- Enable DA perpetrator management collaboration and national sharing of best practice.
- Extend some of the priority elements of the original DAWSA project including MATAC roles.

The project seeks to provide early intervention and support for vulnerable children in a safe environment. This approach also supports the Government’s National Violence against Women and Girls Strategy objective to deliver appropriate PHSE and will act as a pilot for a national roll out if successful.

More accurate recording of domestic and sexual abuse			Domestic and Sexual Abuse
	Threshold	2017/18	2018/19
14. Percentage of sexual offences that comply with National Crime Recording Standards	95% and above	96% ● 166 under recorded	97% ● 150 under recorded
15. Percentage of rape offences recorded within 24 hours	90% and above	90% ● 1,338 within 24 hours	89% ● 1,518 within 24 hours
16. Percentage of inappropriately cancelled crimes for sexual offences	95% and above	95% ● 5 inappropriately cancelled	82% ● 21 inappropriately cancelled

Northumbria Police continues to closely monitor compliance to National Crime Recording Standards (NCRS), including recording crimes disclosed at multi-agency meetings and other safeguarding information. A daily review of rape and domestic abuse is undertaken to identify areas for improvement and to ensure victims receive the most appropriate service. 97% of sexual offences comply with Crime Recording Standards in 2018/2019 (measure 14 compared to 96% in 2017/18).

The timeliness of recording rape offences has decreased from 90% recorded within 24 hours to 89% (measure 15). The Force Crime Registrar reviews and approves all cancelled sexual offences to ensure compliance and provides feedback to officers when required. There were 21 inappropriately cancelled crimes in 2018/19 (Apr-Feb) making the percentage compliance 82% compared to 95% in 2017/18 (measure 16).

Analysis of why these crimes are inappropriately cancelled show that 16 were administration errors, as outlined in the Home Office Counting Rules. Five sexual offences were inappropriately cancelled due to evidential reasons i.e. insufficient information recorded to justify the cancellation.



## Putting Victims First

Improved victim satisfaction and police response (1 of 3)			Putting Victims First
	Threshold	2017/18	2018/19
17. Attendance rate for priority 1 incidents (Urban)	10 minutes	13 mins 28 secs ● 75% attended within threshold	14 mins 56 secs ● 68% attended within threshold
18. Attendance rate for priority 1 incidents (Rural)	20 minutes	24 mins 34 secs ● 81% attended within threshold	26 mins 47 secs ● 77% attended within threshold
19. Attendance rate for priority 2 incidents	60 minutes	1 hr 11 mins ● 86% attended within threshold	2 hr 16 mins ● 74% attended within threshold
Percentage of calls dealt with meeting call handling standards: (2017/18 is based on a sample size of 345, and 2018/19 is based on a sample size of 276)			
20. Correct greeting and overall politeness	95% and above	97% ●	99% ●
21. An explanation of response was given	73% and above	65% ●	63% ●
22. All information was recorded	87% and above	85% ●	91% ●
23. Contact handler reassured the caller	90% and above	86% ●	92% ●
24. Contact handler resolved the caller's request	90% and above	94% ●	95% ●

Attendance rates for priority 1 and priority 2 (measures 17, 18, and 19) have increased over time. They remain a priority area for improvement under the Responding to the Public Operational Delivery Group. The increase in attendance rates can be attributed to:

- The number of incidents assessed as priority 1 has increased by (21%) over the past 12 months, while those assessed as priority 2 have increased by (9%). This may be a result, in part, of the Force's improvements in THRIVE and identifying vulnerability at initial contact and deploying a more urgent response (see page 13).
- An emphasis on improving the quality of investigations and the appropriate safeguarding of vulnerable victims has meant officers spend more time at an incident and therefore this has impacted on attendance rates.

The Quality and Standards Delivery Team (QSDT) was launched in February 2019. The QSDT was created to maintain the high standards of crime data integrity (including National Crime Recording Standards and Home Office Counting Rules) and manage the independent allocation of crimes for further investigation based upon, vulnerability, severity, complexity and solvability. In April 2019, the second phase, the Primary Investigation Centre (PIC) was launched which expanded the QSDT with the Telephone Investigation Unit (TIU) (formerly RWD) and centralised domestic abuse deployment scheduling; co-ordinated under one management structure.

The PIC aims to:

- Centrally co-ordinate and improve the allocation of crime for investigation;
- Improve quality standards.
- Ensure efficient approaches to incident triage and resolution through telephone Investigation.

These units are not only designed to improve quality, but will also seek to reduce demand on operational teams by allocating the right crime to the right investigator, ensuring those crimes which can be resolved by telephone are, therefore reducing the demand placed on response officers to respond to grade 1 and grade 2 incidents.

In April 2019, the Forcewide Co-ordination Centre (FCC) was launched to oversee daily demand and resourcing. The FCC will ensure a dynamic, planned and forward looking assessment of demand is made to flex resources to meet demand.

The aim of the FCC is to:

- Ensure the appropriate and prioritised deployment of people during the period of peak demand in the spring and summer.
- to ensure resources are flexed dynamically to meet peak demand and mitigate critical resource levels.
- to ensure Northumbria Police can meet its mobilisation commitments and continue to operate effectively.

In order to monitor call handling standards, a random sample of calls are assessed. In the majority of areas the performance has improved as can be seen in measures 20, 22, 23 and 25. The percentage of calls where the contact handler has given an explanation to the caller has reduced slightly compared to the assessment completed in 2017/2018 (measure 21).

## Improved victim satisfaction and police response (2 of 3)

Putting  
Victims First

	Threshold	2017/18	2018/19
Average time to answer calls			
25. Emergency calls	0 mins 10 secs	0 mins 19 secs ●	0 mins 11 secs ●
26. 101 – Non-Emergency calls	1 min 0 secs	1 min 40 secs ●	0 mins 50 secs ●
27. 101 – Secondary calls	1 min 0 secs	2 mins 38 secs ●	1 min 21 secs ●
Percentage of calls answered			
28. Emergency calls	98% and above	95% ● of 240,884 calls	99% ● of 239,453 calls
29. 101 – Non-Emergency calls	90% and above	81% ● of 377,959 calls	93% ● of 352,611 calls
30. 101 – Secondary calls	90% and above	60% ● of 144,712 calls	88% ● of 55,950 calls

Call handling performance has improved in 2018/19 when compared to 2017/18. The average time to answer an emergency call is now at 11 seconds, compared to 19 seconds in 2017/18 (measure 25), with 99% of emergency calls answered in 2018/19 compared to 95% in 2017/18. The average time to answer 101 calls was 50 seconds, within the 1 minute threshold compared to 1 minute 40 seconds in the previous year, with 93% of calls answered, compared to 81% in the previous year (measure 29).

While emergency calls this year have decreased in volume by 1% when compared to 2018/19, non-emergency calls have reduced by 14% compared to 2017/18. This is likely to be as a result of improved call answer rate performance reducing abandoned/re-contacted and duplicate calls.

In order to improve call performance, Northumbria Police has completed a range of actions. This has included managing the increased demand differently by introducing a Customer Service Centre in September 2018. The Customer Service Centre (CSC) are an initial call triage team, who aim to manage other secondary calls (not calls for service), so specialist emergency contact handlers can focus on 999 and 101 calls for service. An evaluation of the CSC has shown they have reduced secondary demand and provide high levels of customer service to the community.

The Force has also recruited additional call handlers to new shift patterns based on a review of call demand to improve response capability at times of high call demand. The ways in which contact handlers are resourced, supervised, supported and performance managed has also been improved with greater support, scrutiny and accountability under a new management structure and performance management frameworks.

In February 2019, answer rates were 99.7% and 99.3% in March 2019, with average waiting time of between seven and eight seconds. For 101 calls, answer rates were at 93.8% in February and 91% in March 2019 with an average waiting time of no more than 1 minute 2 seconds. This answer rate performance has not been achieved since April 2016 and reflects the impact of recent changes.

For non-emergency 101 calls the answer rate in February 2019 was 96% and 92.4% in March with waiting times 31 seconds in February and 53 seconds in March 2019.

## Improved victim satisfaction and police response (3 of 3)

## Putting Victims First

	Threshold	2017/18	2018/19
31. Satisfaction levels for victims of crime, with a specific sample for those that are considered repeat victims (400 surveys per annum)	New measure	(Not available)	77% +/- 4.1
Percentage of crime victims satisfied with the policing response provided: (2,300 surveys completed per annum, revised in August 2017)			
32. Initial contact	To be established in April 2019	95% +/- 1.5	96% +/- 0.9
33. Response time	To be established in April 2019	90% +/- 2.0	88% +/- 1.3
34. Action taken	To be established in April 2019	83% +/- 2.5	81% +/- 1.6
35. Follow-up	To be established in April 2019	70% +/- 3.6	69% +/- 2.6
36. Treatment	To be established in April 2019	94% +/- 1.6	94% +/- 1.0
37. Whole experience	To be established in April 2019	83% +/- 2.4	84% +/- 1.5
Percentage of victims satisfied with the Resolution Without Deployment (RWD) policing response provided: (600 surveys completed per annum)			
38. Action taken	90% and above	92% ● +/- 2.3	90% ● +/- 2.8
39. Victim thought their incident was taken seriously	90% and above	88% ● +/- 2.5	87% ● +/- 2.8
40. Whole experience	85% and above	85% ● +/- 2.6	83% ● +/- 3.0

Initial findings from the repeat victim survey show that 77% of victims were satisfied with the overall service provided. Positively, 82% of repeat victims felt their report was taken seriously and 83% were happy with police support. Feedback from victims regarding what could have been done to prevent repeat victimisation includes responding sooner to deal with the incident and more action to be taken, such as warning the offender, or making an arrest.

The volume crime survey provides detailed information about the victim experience. 'Action taken' and 'follow-up' continue to be identified as areas for improvement (81% and 69% respectively; measures 34 and 35). Analysis of victim surveys identified victim experience could be improved by:

- Managing victim expectations more effectively, clearly explain what action will be taken and improving the quality of investigations.
- Agreeing and recording how often, and by what means, victims would like to be updated.

Improving follow-up for volume crime victims is a priority for the Force, and is monitored in performance meetings.

### Resolution without Deployment (RWD)

Members of the community who are served by RWD continue to be happy with a telephone based service with 83% of those surveyed happy with the whole experience. However, whole experience satisfaction

(measure 40) has reduced since March 2017 and although recently stable, is currently at 83% compared to 85% previously. Actions taken (measure 38) has also reduced, from 92% to 90% but remains within the threshold, and victims agreeing their incident was taken seriously (measure 39), from 88% to 87%.

The main reasons for dissatisfaction include victims expecting more action or an investigation and updating victims when necessary. In 2018/2019, a 'customer service wrap up conversation' was introduced for all appointments to discuss customer expectation and satisfaction to ensure satisfaction for every contact.

Victims are supported to cope and recover from their experience of crime			Putting Victims First
	Threshold	2017/18	2018/19
41. Percentage of victims with a satisfactory needs assessment	85% and above	83% ● of 107,116 victims	84% ● of 111,399 victims
42. Percentage of needs assessments completed within 48 hours	80% and above	86% ● of 107,116 victims	87% ● of 111,399 victims

The Code of Practice for Victims of Crime (referred to as VCOP) sets out the services that must be provided to victims of crime by organisations in England and Wales. This includes Police and Crime Commissioners as well as police forces, and forms part of a wider government strategy to transform the Criminal Justice System by putting victims first, ensuring they are treated in a respectful, sensitive, tailored and professional manner without discrimination of any kind.

The Code sets out 22 entitlements / services that must be provided to victims of crime which can be categorised under the following headings:

- Victim needs assessment.
- Information for victims of crime leaflet (CID 88).
- Progress of the investigation.
- Victim interviews.
- Case file preparation.
- Pre-trial and court appearances.
- Post-trial and conviction.

To improve the use of Victims' Code of Practice (VCOP) within the force, a range of activity has been completed, including the production of a video for officers to show victims to explain the services VFN can provide, information around VCOP was shared with all supervisors at Raising Investigative Standards (RIS) events. Further to this, VCOP is strongly featured throughout the RIS magazine, highlighting to officers the need to show victims' of crime the VFN video available on their phablets.

A Victim and Witnesses sub group sits within the Local Criminal Justice Board structure, it has a specific priority to 'develop a multi-agency approach to monitor and improve compliance with the Victims' Code of Practice and Witness Charter'. Current national discussions are proposing that Police and Crime Commissioners are given delegated responsibility for monitoring compliance with 5 key areas of VCOP identified by victims as being the most important:

- Informed when a person is arrested, charged, bailed or sentenced.
- Informed of the progress of the case.
- Informed when an offender is released (Victim Contact Scheme – applies to violent / sexual offences where sentence is 12 months plus).
- Referral to appropriate support organisations.
- Make a Victim Personal Statement

Effective provision of VCOP is reviewed at Confidence and Standards Board and a meaningful performance framework is being developed to consider these areas in 2019/20.

The percentage of victims with a satisfactory needs assessment has improved since last year; it remains below the threshold (measure 41). The timeliness of conducting a needs assessment is better than the threshold (measure 42).

The Force has developed a comprehensive training programme, 'Raising Investigative Standards', which will be subject of a themed report to Panel later this year. A significant portion of the programme is dedicated to improving the identification of vulnerable victims and to improve the standards of victim care, including full compliance with the Victims' Code of Practice.

## The most vulnerable are recognised and receive an enhanced service

## Putting Victims First

	Threshold	2017/18	2018/19
43. Attendance rates at incidents with vulnerable victims (priority 2)	60 minutes	1 hour 8 mins ● 86% attended within threshold	2 hours 13 mins ● 72% attended within threshold
Percentage of calls dealt with meeting call handling standards: (2017/18 is based on a sample size of 345, and 2018/19 is based on a sample size of 276)			
44. Correctly assessed for vulnerability, threat, risk and harm AND rationale recorded	90% and above	84% ●	89% ●
45. Allocated the most appropriate response	90 % and above	82% ●	73% ●

Response rates at incidents with vulnerable victims have also increased alongside the response times for non-vulnerable priority 2 incidents (measure 43).

As a result of the THRIVE (Threat, Harm, Risk Intelligence, Vulnerability Engagement) Improvement Plan implemented in November 2017, designed in part to improve the early identification and marking of vulnerability on initial contact, the volume of incidents marked vulnerable has increased significantly. Prior to the THRIVE Improvement Plan in October 2017 the volume of incidents marked vulnerable by Northumbria Police was 4%. In March 2019, 30% of all Force incidents are marked as identifying vulnerability. This has increased the volumes of incidents marked as vulnerable.

The THRIVE improvement has maintained and embedded a focus on THRIVE initial contact which has now been embedded into Front Office contact, RWD and Resource Controlling ensuring THRIVE is considered from initial contact to deployment.

THRIVE audits are carried out quarterly to ensure compliance and standards are maintained and issues are addressed within the embedded performance management framework. Additional refresher THRIVE training has been provided to all Communications staff and is refreshed annually.

In 2018/19, 73% of calls were allocated the most appropriate response compared to 82% in 2017/18. The reduction is due to changes in the incident grading process, but performance is predicted to improve in the next quarter as the new process is embedded.

Increased number of guilty pleas at first hearing			Effective Criminal Justice System
	Threshold	12 months to Mar 2018	12 months to Mar 2019
46. Percentage of guilty pleas at first hearing	70% and above	63% ●	66% ●

The percentage of guilty pleas at first hearing (measure 46) is 66%; lower than the threshold of 70%, but an improvement from the previous year's performance. Northumbria Police continue to focus on case file quality in the 'Raising Investigative Standards' programme, the improvement in case file quality is expected to result in stronger cases which encourage a guilty plea.

Prevention of first time and repeat offending			Effective Criminal Justice System
	Threshold	2017/18	12 months to January 2019
47. Appropriate use of out of court disposals where a charge is the normal outcome <sup>2</sup>	Monitor	67%	58%
	Threshold	12 months to September 2017	12 months to September 2018
48. Monitor the number of first time entrants to the criminal justice system <sup>3</sup>	Monitor	2,819	2,896

### Out of Court Disposals (O OCD)

In order to improve victim satisfaction and to rehabilitate offenders to change their behaviour and reduce re-offending Northumbria Police piloted a new programme of work aimed at first time 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. 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.

From the period of 1st April 2018 to 31st March 2019, the total number of referrals to the pathways was 327. These pathways and the referral numbers are as follows:

- Women's pathway [137 referrals] – It is acknowledged that female offenders often have additional needs such as being victims of domestic abuse. This pathway offers support and provides a bespoke service for female offenders.
- Veteran's pathway [12 referrals] – There are specialist services available to support veterans who may be dealing with a range of health and employment circumstances that may be a causal factor in their offending. This work is undertaken by Project Nova (Walking with the Wounded) and includes a mandatory referral for military veterans for assessment and support.
- ABC (Alcohol Behaviour Change) [16 referrals] – Undertaken by Lifeline this pathway is designed to illustrate the impact of offender actions when under the influence of alcohol.

<sup>2</sup> The sample uses the selection criteria adopted by the Out of Court Disposal Scrutiny Panel. This is a focus on serious offences and persistent offenders when a charge is the expected outcome

<sup>3</sup> The Criminal Justice Statistics Bulletin defines a first time entrant to the criminal justice system is an offender residing in England and Wales at the time of the offence, who has been recorded on the Police National Computer by an English or Welsh police force as having received their first conviction, caution or youth caution. Offences resulting in a Penalty Notice for Disorder are not counted as first offences.

- Drugs/Alcohol triage [78 referrals] – There are providers in each local authority area, it includes a mandated appointment and referral designed to address systematic, habitual issues with substance misuse which lead to offending.
- V-Aware [62 referrals] – Ran by Victims First Northumbria – A new programme designed to demonstrate to offenders the impact of their actions on victims. This hard-hitting session should challenge offender perceptions. Following engagement with the V-Aware programme three offenders have expressed an interest in taking part in a restorative justice intervention.
- Unpaid work [22 referrals] – this is overseen by Northumbria Community Rehabilitation Company (CRC), as part of their existing work schemes. This is truly ground-breaking, popular with victims and provides reparative resolutions. This is only available in Northumbria as a direct result of a community remedy outcome outside a court environment.

The pathways are monitored regularly through performance meetings and an independent evaluation is due in spring 2019.

Increased charge and conviction rates for cases of rape, sexual offences and domestic abuse			Effective Criminal Justice System
	Threshold	2017/18	2018/19
49. Percentage of post-charge failures	32% and below	39% ● 184 failures per month	32% ● 147 failures per month
Charge rate for:			
50. Rape	9% and above	7% ● 122 charges	7% ● 124 charges 4% national average
51. Sexual offences	12% and above	11% ● 313 charges	9% ● 280 charges 8% national average
52. Domestic abuse	22% and above	13% ● 3,022 charges	13% ● 3,413 charges 13% national average
Conviction rate for: <sup>4</sup>			
53. Rape	58% and above	54% ●	59% ● National average 63%
54. Sexual offences	83% and above	83% ●	84% ● National average 81%
55. Domestic abuse	76% and above	72% ●	71% ● National average 77%
Report to conviction rate for:			
56. Rape	5% and above	4% ●	4% ●
57. Sexual offences	10% and above	9% ●	8% ●
58. Domestic abuse	17% and above	10% ●	9% ●

<sup>4</sup> Conviction rates are provided by the CPS and do not contain the number of convictions, just the percentage. Conviction rate is based on Rolling Year to date for the latest 12 month period (March 2019).

## **Post Charge Failure Rate**

The post charge failure rate for 2018/19 is now 32% which has reduced compared to the previous last year of 39% and is now within the threshold (measure 49).

During 2018/19 improvements include:

- File quality training for operational officers was launched.
- File quality performance data was developed to drive up standards.
- An exercise with CPS has been conducted regarding Crown Court file quality errors – highlighted IT transfer failures.

Plans to improve post charge failures in the next year include:

- Further ongoing training;
- Change of digital media process with increased support including all digital media failures to be reviewed;
- A process to identify Crown Court case file issues prior to review;
- Inspector briefings on file quality; and
- The launch of a File Wizard application.

## **Rape, Sexual Offences and Domestic Abuse Charge Rate**

The reporting and recording of rape crimes has increased; however, the rape charge rate remains the same as the previous year at 7% (measure 50) and is above the national average (5%). The charge rate for sexual offences is at 9% for 2018/19, which is below the threshold and lower than the previous year, however higher than the national average.

The reporting and recording of domestic abuse crimes has increased and although the Force recorded almost 400 extra charges; the current charge rate remains the same as last year at 13%, which is under the threshold of 22% (measure 52).

## **Domestic Abuse, Rape and Sexual Offences Conviction Rate**

The conviction rates for rape and other sexual offences have improved since last year (measures 53 and 54); however, the conviction rate for rape is below the national average of 63%. The national conviction rate for sexual offences is 81%. The conviction rate for offences of domestic abuse (measure 55) is lower than last year and continues to be below the national average (77%).

## **Rape Victim Survey**

In the 12 months to March 2019, 134 victims of rape have been surveyed, with 93% of victims satisfied with the service provided by the police.

Positive feedback from victims of rape included officers being supportive, attentive, empathetic and thorough putting victim at ease and explained everything clearly.

## **Improving Domestic Abuse & Rape Charge and Conviction Outcomes**

As stated in the Domestic and Sexual Abuse section, Northumbria Police's approach to domestic abuse and sexual offences is managed within two action plans which are scrutinised at Chief Officer and PCC level. The Domestic Abuse Improvement Plan has been continually improved in 2018/19 to improve both the victim experience and improve outcomes. The Rape and Serious Sexual Offence Improvement Plan is in development with the OPCC and will be launched later this year.

## **Improving our response to rape and sexual offences**

To improve our current response to rape and sexual offences, a dedicated performance and crime analyst has been appointed to undertake detailed analysis of all intelligence and data across the victim's journey.

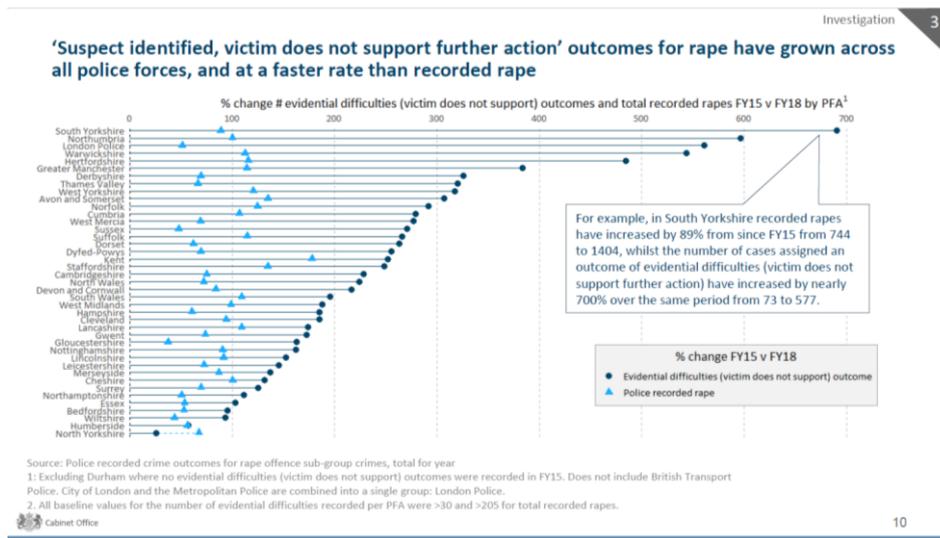
Additional investigative resources have been allocated to assist in the timely investigation of rape and serious sexual offences.

The RASSO improvement plan has been further improved and will focus upon:

- Improving investigative standards, supervisory oversight and file quality.
- Ensuring first response is appropriate and officers have the correct training and capacity.
- Ensuring investigating officers and their supervision have the capability and skill set to ensure that the investigative building blocks are in place to conduct a strong investigative case – this includes strategies for victim, forensic, telecoms, digital forensic recovery, third party material and disclosure.
- Improving VCOP compliance.
- Northumbria Police are working to understand why victims do not always support a prosecution. The work will identify at what stage the victim is likely to withdraw support and consider how police and other agencies can work better together to reduce victim attrition throughout the lifespan of an investigation.

### Cabinet Office information

Cabinet Office Information shows Northumbria is the second worst in England and Wales for the proportion of rape complainants not supporting a prosecution, indicating an urgent need fundamentally to review the way rape complaints are dealt with and supported.



### Improving our response to Domestic Abuse

In February 2019, Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published the fourth in a series of thematic reports which consider the response the police service provides to victims of domestic abuse. The report acknowledges that since their first national report, the service the police give to victims of domestic abuse nationally has improved markedly.

Northumbria Police has been highlighted positively within the report for the implementation of the domestic abuse investigation working group to support improvement in performance and also for the MATAAC process and MASH arrangements. However, within Northumbria Police there is recognition that current performance challenges highlight a real need for further improvement in investigative standards; increase in evidence-led prosecutions and increase in charge and conviction rates.

The DA Improvement plan echoes the six national areas for improvement, but also takes cognisance of other areas identified as a result of internal reviews and OPCC Scrutiny panels. The purpose of the improvement plan is to outline proposed activity aimed to specifically address required improvements with regard to the victim journey, from initial response through to criminal justice outcomes. The plan is tactically focused, seeks to deliver performance improvements and in turn better and more positive outcomes for victims.

Key progress against the plan includes:

- To improve investigative standards, a new investigative assessment framework (IAF) has been implemented with a focus on vulnerability, solvability, severity and complexity.
- Extensive training as part of the Raising Investigative Standards for all front line officers.
- To improve the quality of case files and to support the quality assurance framework, a file wizard is being developed.
- An enhanced supervision model has been introduced, which ensures 'live time', immediate supervisory intervention and oversight from response to the end of the investigation. As a direct result of this approach, recent improvements have been seen in the number of body worn videos worn by officers at DA incidents, the volume of arrests and charges.
- Engagement events have taken place with all frontline supervisors highlighting requirements and expectations in relation to domestic abuse.
- A new performance framework also allows for a more detailed overview of team level performance to guide performance conversations.
- Northumbria Police continues to work closely with CPS to review referral and prosecution rates.

### **Body Worn Video (BWV)**

The use of BWV increases opportunities for capturing and enhancing available evidence, which can be particularly useful in cases of rape, sexual offences and domestic abuse. Evaluations of BWV around the country have demonstrated that the use of BWV can:

- Increase early guilty pleas, reduce court time and speed up the criminal justice process.
- Reduce challenges to evidence in court.
- Reduce the reliance on victim evidence particularly those who may be vulnerable or reluctant to attend court.
- Increase evidence led prosecutions.
- Reduce incidents of violent crime.
- Promote public reassurance.

A further roll-out of almost 900 BWVs has taken place together with associated training to front-line staff to support their appropriate use of the devices and to maximise evidential gathering opportunities.

The ability of responding officers to capture evidence of injuries and crime scenes will be significantly increased following the procurement of 2,300 additional body-worn video devices to enable personal issue. The proportion of DV offences where the use of BWV has been indicated has increased from 42% in April 2018 to 70% in March 2019.

In addition to the increase in BWVs, the effectiveness of investigations is further enhanced by the development of a solution for the force's smartphones to upload photographic images to the Digital Media Repository (DMR). Northumbria Police remains the only force that is able to share all digital media evidence with the CPS and wider CJS partners.

## Reducing Anti-Social Behaviour

Northumbria Police has reviewed the Neighbourhood Policing Model, the core principles are aligned with the College of Policing future plans work around 'Modernising Neighbourhood Policing'. Neighbourhood Policing is focused on protecting vulnerable people within communities and embedding a problem solving culture supported through effective safeguarding, crime prevention and community engagement.

Fewer victims of ASB – though we will continue to encourage reporting			Reducing Anti-Social Behaviour
	Threshold	2017/18	2018/19
59. Recorded levels of anti-social behaviour incidents	Monitor	54,153 148 per day	49,457 135 per day
60. Percentage of people who feel that ASB is a very or fairly big problem in their neighbourhood (4,000 surveyed annually)	15% and below	14% ● +/- 1.0	17% ● +/- 1.1
61. Percentage of ASB victims who are confident to report further incidents to the police again (1,300 surveyed, commenced Sept 2017)	85% and above	79% ● +/- 2.7	80% ● +/- 2.2
62. Percentage of victims of long term ASB who experienced no further incidents since their report (1,300 surveyed)	50% and above	54% ● +/- 4.0	47% ● +/- 3.3

The number of reported ASB incidents has decreased (measure 59); this is expected to be due to improved crime recording standards, rather than a reduction in actual ASB.

There are a range of good practice operations and problem solving plans; however, there continue to be areas for improvement. Perceptions of ASB have increased in local neighbourhoods according to local resident surveys, with the percentage of people who feel that ASB is a local problem increasing statistically from 14% to 17% (measure 60), remaining above the threshold. The percentage of people experiencing no further incidents following a report of ASB (measure 62) has reduced statistically from 54% to 47%, however, confidence in reporting (measure 61) has shown an improvement from 79% to 80%, but is not yet achieving the threshold of 85%.

Northumbria Police is re-developing its ASB Improvement Plan which will seek to address the performance challenges.

### Operations to tackle ASB

Operation Asteroid was a response to a number of incidents within Sunderland and South Tyneside, where youths travelled on the Metro committing violent offences while being involved in targeted ASB. Partnership work was undertaken with British Transport Police (BTP), local authorities, housing providers, schools and youth offending teams, and included the use of tenancy enforcement, anti-social behaviour powers, criminal enforcement and longer term solutions.

In Ashington, Operation Dignity tackled the causes of ASB and violent crime within Hirst Park. The operation used long term solutions that go beyond prosecution, to include education, family support and activity to help the group understand the impact their actions have on their communities.

The Meadowell World Café event was a response to a rise in ASB in the Meadowell area. At the event residents shared information and feedback which was collated and analysed and a final report was presented at another event with the police and partners to agree actions they were going to undertake to address the issues.

The Platform Outreach Project in Gateshead has delivered outreach work in ASB hotspots, providing advice and guidance around substance misuse to over 450 young people. Further work is ongoing with Tyne and Wear Fire and Rescue Service, including engaging with young men on the cusp of offending, diverting them away from committing ASB.

Wallsend Neighbourhood Team is working alongside partners in North Tyneside to relaunch a Neighbourhood Watch Scheme in the town centre. The scheme is supported by Local Councillors, the local primary school, residents and Wallsend Chamber of Trade.

Following an increase in ASB reports, leading to damage and threats in Amble, Northumbria Police and other agencies met with residents. Actions were agreed around CCTV, Community Protection Warnings and increased patrols, supported by the local housing agency. This has resulted in no further calls for service.

A partnership initiative in Sunderland and South Tyneside aims to resolve ASB at the earliest opportunity. The first stage involves joint visits with Police and ASB Council Officers. If this is unsuccessful action is escalated to involve other measures, such as Community Protection Warnings and Notices, Closure Orders and Community Behaviour Orders (CBO). Sunderland and South Tyneside have recently had successful CBO applications.

A problem solving approach was used to address ASB in Sunnyside and Mowbray Park in Sunderland and Chichester Metro in South Shields. ASB incidents ranged from motorbike disorder to anti-social drinking. Officers dealt with the immediate offences and then implemented longer-term prevention plans in partnership with the local council, housing agencies and Environmental Health.

A joint poster campaign with Nexus to target anti-social behaviour on the Metro was completed. Posters incorporated both the Police and Nexus logos. The posters were placed at various locations on the Metro network, concentrating on the places of highest number of incidents.

Improved satisfaction for victims of ASB		Reducing Anti-Social Behaviour	
	Threshold	2017/18	2018/19
Percentage of ASB victims satisfied with the policing response provided: (1,300 completed per annum, introduced September 2017)			
63. Initial contact	90% and above	93% ● +/- 1.7	94% ● +/- 1.3
64. Response time	90% and above	90% ● +/- 2.6	88% ● +/- 2.6
65. Action taken	85% and above	88% ● +/- 2.9	81% ● +/- 3.1
66. Follow-up	85% and above	68% ● +/- 6.0	62% ● +/- 6.3
67. Treatment	95% and above	97% ● +/- 1.4	95% ● +/- 1.7
68. Whole experience	85% and above	83% ● +/- 2.4	81% ● +/- 2.1

Providing follow-up contact is the key area for improvement according to victim feedback, with 62% of ASB victims who wanted an update satisfied (measure 66). This aspect of service has a significant influence on overall victim satisfaction which is currently 81% (measure 68). Response times, actions taken, follow-up and whole experience satisfaction are all below their respective thresholds. Reasons for dissatisfaction include the timeliness of response, a lack of action and a desire for more updates. ASB satisfaction has been a key focus area in performance meetings and is monitored at the Prevention & Deterrence ODG. Officers are currently exploring how improvements seen in DA and hate crime satisfaction can be considered and used with ASB victims.

## Cutting Crime

### Improved police and partnership response to specific crimes

### Cutting Crime

Northumbria Police work with each of the six Community Safety Partnerships (CSPs). They are local multi-agency partnerships established to tackle community safety issues such as crime, antisocial behaviour and domestic abuse. A number of examples from this year are summarised below.

Safer night-time economy		Cutting Crime	
	Threshold	2017/18	2018/19
69. Perceptions of safety of those that use the night time economy (4,000 surveyed annually, introduced June 2017)	Monitor	90% +/-2.1	89% +/- 2.0
70. Recorded crime levels in night time economy areas	Monitor	6,008 16 per day	6,114 17 per day

The measure of night time economy (NTE) is defined as specific crimes and incidents (violence against the person, sexual offences, robbery, theft and begging) that occur between 8pm and 7am in areas across the force with a night time economy. The recorded crime in NTE areas has increased by 2% from an average of 16 crimes per day during 2017/18 to 17 crimes per day in 2018/19 (measure 70). Perceptions of safety amongst those who use the NTE are high, with 89% feeling safe whilst out on an evening (measure 69).

Operation Cloak was implemented in response to sexual assaults occurring during the night time economy in Newcastle city centre and is an intelligence led approach to detect predatory behaviour. Outcomes of Operation Cloak have ranged from taking individuals to the Safe Haven, arranging a taxi or reuniting them with friends and relatives and placing them in a place of safety. The operation complements other initiatives to create a safer night time economy, including the "Shout Up" campaign, devised by Newcastle City Council in partnership with Rape Crisis Tyneside and Northumberland. The "Shout Up" campaign is aimed at helping victims report sexual violence or harassment occurring during the NTE and to make it the responsibility of everyone in the venue, e.g. pubs and clubs.

The Force provided vulnerability, crime prevention, and sexual consent sessions for all first year students as part of Fresher's 2018. This was delivered in collaboration with other agencies as part of a Joint Engagement Group. Northumbria Police has improved working relationships with Security Industry Authority staff including formal briefings each weekend.

Fewer offenders, specifically those who cause the most harm to victims		Cutting Crime	
	Threshold	2017/18	2018/19
71. Recorded crime	Monitor	152,376 417 per day	161,314 442 per day
72. Recorded crime levels based on the crime severity score published by ONS <sup>5</sup>	Monitor	52,511	56,476
73. Compliance with National Crime Recording Standards	95% and above	96% ● 6,877 under recorded	96% ● 6,590 under recorded
74. Percentage of crimes recorded within 24 hours <sup>6</sup>	90% and above	85% ● 134,766 within 24 hours	86% ● 141,563 within 24 hours

<sup>5</sup> The crime severity score is an alternative measure of total recorded crime where more severe offences are given a larger weighting.

<sup>6</sup> The denominator used in the calculation of crimes recorded within 24 hours is slightly higher than the number of recorded crimes, as it also includes crimes subsequently cancelled.

Total recorded crime (measure 71) and the related crime severity score (measure 72) continue to increase. Recorded crime has increased by 6% in 2018/19 when compared to 2017/18; although the pace of the increase in crime is slowing. This is in part, as a result of improvements with national crime recording standards, which is currently 96% (measure 73). As previously reported to the Police and Crime Panel, there have been actual increases in certain crime types; for example, theft and handling, including aspects of vehicle crime, burglaries that occur within dwellings and crimes as a result of the impact of social media and emergence of cyber-crime. In addition, there remains an element of demand arising from the significant under-reporting of some crime types, such as sexual offences, hate crime, modern slavery, domestic abuse and stalking and harassment.

The Crime Survey for England and Wales (CSEW) provides an alternative measure of crime. The survey measures crime by asking members of the public, about their experiences of crime over the last 12 months. In this way the survey records all types of crimes experienced by people, including those crimes that may not have been reported to the police. In the 12 months to December 2018, CSEW reports the risks of personal and household crime<sup>7</sup> in Northumbria continue to remain low. The Force is third lowest in the country (6%) for risk of personal crime and fourth lowest for risk of household crime (7%).

### **Local Operations to cut crime**

Operation Granite in Sunderland and South Tyneside aims to prevent burglaries at vacant premises, through partnership working with social housing organisations and private landlords. Officers work with landlords to ensure buildings are secured, including encouraging landlords to remove boilers from their empty premises.

Operation Vienna is a project currently running in Gateshead where Police and the local authority are embedded in to one team. In addition to work being undertaken with private landlords, the team are targeting a much wider aspect of community safety including organised crime, domestic abuse, management of sex offenders, drug supply and ASB.

The “12 Streets Initiative” in Blyth provided the community with the opportunity to determine the priorities for their area. The multi-agency collaboration that followed assisted in reducing crime and disorder within the area.

Operation Ghille was introduced in response to reports of poaching and rural crime in Morpeth. Members of the rural community, such as farmers and game keepers, are part of a group who are provided details of suspect vehicles to keep observations and regularly pass intelligence about poaching and other forms of rural crime. Members of the group have also volunteered to attend specific locations, and alert the police to any suspicious activity.

Operation Jasper was aimed at tackling ASB and crime in Sunderland City Centre, following complaints by businesses and members of the public. As a result of focused partnership working, crime and ASB within the city centre has reduced.

Engaging with key groups in the community identified public transport as an area where people felt they could be a victim of hate crime. Working with Tyne and Wear Citizens and regional transport providers, officers developed a common approach to the issue and, working with Gateshead Council, produced a Hate Crime Charter which has now been adopted by all public transport companies operating in the north east. As part of this charter is an undertaking to ensure training is provided to all staff on identifying and dealing with hate crime.

### **Burglary**

Operation Castle is Northumbria Police’s response to house burglaries, which has resulted in over a 10% reduction in offending over the past year. That is 664 fewer offences over the past twelve months. Northumbria Police is recognised as being in the top 10% of police forces nationally for positive outcomes. Key tactics used are:

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<sup>7</sup> The estimated percentage risk of an adult / household being a victim once or more in the previous 12 months of a personal / household crime (excluding sexual offences) as measured by CSEW

- Fast response to identify, locate and arrest the most wanted burglary offenders.
- The use of the media to highlight significant convictions for house burglary
- Identifying new tactics to combat 2 in 1 burglaries where a victim's car is stolen during a house burglary.

### **Integrated Offender Management (IOM)**

Northumbria Police launched a new model of Integrated Offender Management (IOM) in April 2018. The model seeks to prioritise offender management activity against a Cohort of 300 offenders who pose the highest levels of threat, harm and risk. This assessment is based on the recency, frequency and gravity of their offending. The cohort incorporates youth and adult offenders and each of the 300 have been assigned a police officer responsible for assessing the factors driving their offending and working with other agencies to tackle them.

A governance structure is in place to manage offenders, including a monthly Operational Delivery Group, internal Harm Reduction Chief Inspector meetings, the Local Criminal Justice Board and the Prevention and Rehabilitation subgroup, as well as the partnership working groups for each Local Authority area. A Local Criminal Justice Board Integrated Offender Management subgroup has been established, incorporating Police, National Probation Service (NPS), Community Rehabilitation Company (CRC), HM Courts & Tribunal Service (HMCTS), Crown Prosecution Service (CPS), HM Prison Service (HMPS), Youth Offending Team (YOT) and Local Authorities (a representative from Gateshead).

### **Serious and Organised Crime (SOC)**

A new initiative named Operation Sentinel was launched in January 2019; it saw Northumbria, Cleveland and Durham join forces, alongside the North East Regional Specialist Operations Unit (NERSOU), in a stand against Serious and Organised Crime. As well as targeting offenders who look to profit from the misery of their victims, the operation will also work towards preventing this type of activity from taking place.

Northumbria Police continues to achieve success in its aim to tackle serious and organised crime in 2018/2019. The Force currently has 51 mapped Organised Crime Groups (OCGs). Four OCGs are currently the subject of Tier 1 investigation and include the supply of Class A controlled drugs, including a group engaged in County Lines style supply (Operation Antidote), modern slavery and human trafficking of sex workers (Operation Giovanni), organised acquisitive crime (Operation Matchless) and money laundering (Operation Abbotsly).

Between April 2018 and February 2019, there have been 192 disruptions against OCGs and a total of 142 people were safeguarded including 22 children. Some examples include:

- **Operation Kola** investigated the supply of Class A controlled drugs. The main subject of the operation was arrested and £60K cash and 2 kilograms of cocaine with a street value in the region of £250K were recovered.
- **Operation Crypt** involved offenders being arrested in possession of 5kg of cocaine and over £240K cash. Offender were convicted of conspiracy to supply Class A drugs and resulted in the imprisonment of three individuals for 12 years, 10 years and 7 years.
- **Operation Hydra** was Northumbria Police's response to a large scale courier fraud enquiry concerning a London based OCG. The group targeted elderly vulnerable people nationally, to hand over money to people they believed were police officers. Over £100,000 was stolen from 13 victims in the Northumbria area. Six arrests were made in London.
- **Operation Eton** was an investigation into a dispute between two OCGs in Newcastle, which resulted in firearms being discharged on three occasions. A number of firearms were seized and 10 persons charged. Four offenders received sentences totalling 28 years. Six more defendants were convicted in March 2019 and await sentencing.

- **Operation Orbital** - A number of vehicles owned by OCG members linked to CSE and MDS targeted. The operation resulted in three vehicles seized and three arrests for drug supply. This operation will refresh every six weeks.
- **Operation Beagle** - Following concerns about CSE, a multi-agency visit by Police, Trading Standards, Immigration and local authorities to eight business premises in Newcastle and Northumberland resulted in two arrests for immigration offences, £8,000 worth of illegal cigarettes seized, and a Trading Standards prosecution.

The Get Connected programme is an initiative to prevent young people from becoming involved in crime. Northumbria Police is working with the Enthusiasm Trust to identify those at risk of becoming involved in SOC and divert them away from this path, as well as to train other agencies in delivering diversion services.

The OPCC recently secured funding to tackle youth related serious violence including knife crime. Operation YOLO, which is led by Northumbria Police, seeks to identify young people at risk of committing serious violence and in partnership with other agencies divert them away from offending.

Northumbria Police has held a series of training days for Lead Responsible Officers, OCG plan owners, intelligence units and area command OCG teams to improve knowledge and operational readiness to combat organised criminal groups. Agencies providing training include: Government Agency Intelligence Network (GAIN), the Illegal Money Lending Team, financial investigators, the Foreign National Offending Team, County Lines, Lifetime Offender Management.

### **Raising Investigative Standards**

We recorded over 160,000 crimes in 2018/2019 and this is expected to rise in the future. As we continue to raise investigative standards and put the victim at the heart of the service, we wanted to create a new practical tool to allow better assessment of crimes and improve the recording of rationale. The Investigative Assessment Framework (IAF) was developed with officer feedback – with colleagues shaping it based on their experience and needs. The tool will also provide guidance where supervision is needed or specialist support should be considered.

The Quality Standards Delivery Team (QSDT) as discussed in the Putting Victims First section was introduced in February 2019. The QSDT use the Investigative Assessment Framework (IAF) to allocate crimes. The aims of IAF include:

- Improve identification of vulnerability to ensure safeguarding and support is based on victim need.
- Improvements to investigative plans and therefore overall investigations.
- Improvements to supervisory oversight.
- Proportionate investigation of crimes which are not solvable.
- Ensuring the right resource with the right skills are allocated to the appropriate investigation.

All inspectors and sergeants have attended 'Raising Investigative Standards' training, which reinforced high standards of investigation, the entitlements of the Victims' Code of Practice, as well as performance management and performance development reviews (PDRs). The next phase of training will further develop understanding of standards of investigation and performance management.

Training has also been provided through an interactive magazine, launched in October 2018, which so far has covered initial attendance and investigation of a domestic abuse incident, including alternative ways evidence can be captured.

A recruitment process has taken place for Digital Media Advisors and the first in-house College of Policing accredited training course was completed in February 2019, with a further three courses scheduled throughout 2019. These officers will be subject matter experts across the force and have the ability to provide advice and digital investigative strategies to exploit digital media evidential opportunities. This will improve the force's capability for all investigations with a digital element.

A number of thematic reviews have taken place to review investigation standards, with similar themes across different crime types identified for improvement. A performance framework has been developed to provide information at an individual and team level to identify areas for improvement, as well as good performance, with scrutiny and oversight by chief officer leads.

An increase in supervisory oversight now means all crime types are reviewed to improve standards of investigation. Furthermore, enhanced supervisory oversight for all domestic abuse incidents has seen improvements in outcomes for victims.

Future investigative capability is reviewed and planned to ensure resources are able to meet predicted future demand.

Cut drug use and the crime that is a consequence		Cutting Crime	
	Threshold	2017/18	2018/19
75. Monitor the number of offenders given a conditional caution referred to substance abuse intervention <sup>8</sup>	Monitor	131	78

### Cutting Drug Use

Operation Red Kite, implemented by Gateshead Neighbourhood team, tackled the supply of class A drugs, with the aim of reducing drug related deaths in Gateshead. Over 40 warrants were executed and a number of vulnerable people, who are either in the supply chain or have been part of the purchasing community were identified. Safeguarding and support has been provided to these individuals by multi-agencies.

Officers in Sunderland worked in partnership with drug workers from Wear Recovery to tackle drug misuse within Mowbray Park.

Operation Murus was a multi-agency response to tackle an increase in drug use and homelessness in Byker. Drug suppliers were identified, four drug dealers received custodial sentences and four closure orders were secured.

Operation Arrow is a multi-agency operations concerned with tackling drug abuse within Newcastle City Centre. Officers worked alongside the local authority to manage offenders through pre-defined pathways of support and intervention.

Central Drugs Alliance brings together agencies from both Newcastle and Gateshead to discuss ways of reducing the harm caused by drug misuse and disrupt the supply of drugs. This has been achieved through effective information sharing, resulting in increased actionable intelligence and all key agencies involved in the process having an understanding of each of their responsibilities.

The Blue Light Programme is a multi-agency response to vulnerability in South Shields. The programme looks to address issues caused by alcohol and drug addiction, with input from Police, Social Services, Health, Mental Health, Housing, addiction programmes and charities. The programme has enabled each organisation to understand what the other can provide.

Concerns regarding drug use in North Shields town centre were addressed with officers patrolling with drug workers from North Tyneside Recovery Partnership. A mobile police station was used to encourage drug users to engage with support services.

Operation Akitu was aimed at tackling drug activity and obtaining intelligence on drug activity between Morpeth and Alnwick. The operation identified key individuals and disruption opportunities through the police, housing, probation and partners.

<sup>8</sup> New pathways of intervention including Triage assessment (drugs and/or alcohol) and Alcohol Behaviour Change Programme (ABC) were introduced in October 2017.

## Community Confidence

Improved satisfaction with the services that Northumbria Police and key community safety and criminal justice partners provide			Community Confidence
	Threshold	2017/18	2018/19
76. Percentage of people who believe the police do a good or excellent job in their neighbourhood (4,000 surveyed annually)	85% and above	85% ● +/- 1.1	81% ● +/- 1.3
77. Percentage of people who feel safe in their local area (4,000 surveyed annually)	95% and above	97% ● +/- 0.4	96% ● +/- 0.6
78. Percentage of people who believe that the level of visibility in their neighbourhood is about right (4,000 surveyed annually)	55% and above	54% ● +/- 1.5	47% ● +/- 1.6
Percentage of hate crime victims satisfied with the policing response provided: (300 surveys completed per annum)			
79. Initial contact	95% and above	97% ● +/- 2.0	96% ● +/- 2.2
80. Response time	90% and above	88% ● +/- 3.6	90% ● +/- 3.2
81. Action taken	90% and above	83% ● +/- 3.9	84% ● +/- 3.8
82. Follow-up	90% and above	75% ● +/- 4.9	74% ● +/- 5.5
83. Treatment	95% and above	92% ● +/- 2.8	95% ● +/- 2.2
84. Whole experience	90% and above	82% ● +/- 3.9	84% ● +/- 3.8

Whilst there have been some local reductions in public confidence in policing (measures 76-78), Northumbria Police is placed first of the 43 forces in England and Wales for “police deal with community priorities” and “can be relied upon to be there when needed” (measured December 2018) and has the highest results compared to most similar forces for seven of the eight national measures of public confidence.

The percentage of people who believe the level of visibility is ‘about right’ has continued to show a statistical reduction, from 54% to 47% (measure 78). Most residents feel that a police presence would act as a deterrent or reassurance rather than be needed in response to a specific problem. This is supported by the high perceptions of community safety (measure 77). Survey results are routinely shared with Neighbourhood Teams and Community Safety Partners who use the information as a common platform to understand community concerns.

Recorded hate crime has increased by 6% in 2018-19 compared to 2017-18; with largest numbers of hate crime being racist. While increases in hate crime nationally have been driven by improvements in crime recording, there has been spikes in hate crime following certain events such as the EU Referendum and the terrorist attacks in 2017 (Home Office Report ‘Hate Crime, England and Wales, 2017/18’).

	2017-18	2018-19	Change	
Racial	1679	1747	+68	+4%
Faith	231	223	-8	-3%
Sexual Orientation	280	371	+91	+33%
Transgender	57	70	+13	+23%
Disability	292	269	-23	-8%
<b>Total hate crime</b>	<b>2539</b>	<b>2680</b>	<b>+141</b>	<b>+6%</b>

As a result of focused activity by Northumbria Police, hate crime satisfaction has shown an increase from 82% to 84% (measure 84). Satisfaction with response time, actions taken, and treatment have also improved. Follow up contact remains an area for improvement at 74%, specifically providing updates throughout the lifespan of the investigation.

The Force's Hate Crime Action Plan included a number of actions which have been implemented throughout the year, including:

- A corporate approach to the management of hate crime with oversight provided by Community Engagement Teams (CET), who now receive Continuous Professional Development (CPD) to identify and share best practice.
- CETs proactively building relationships with hard to reach groups to increase reporting and help develop a better understanding of hate crime. Recognition has been achieved nationally with a #No2H8 award.
- Guidance regarding investigation of hate crime has been provided to all frontline supervisors during the Raising Investigative Standards training programme.
- Best Practice has been identified within the Force as part of a regional peer review and the Force is leading on the development of a hate crime training package on behalf of the region.
- Several high profile hate crime events were arranged by Northumbria Police.
- Hate Crime Tension Monitoring groups have been established alongside local authorities and other stakeholders.
- Continued roll-out of Work Place Hate Crime Champions.

The following strategic objectives will be implemented in 2019/20 which seek to address any areas of performance concern:

- **Service Delivery** – focus on the 'victim's journey' from initial contact until resolution.
- **Victim Support** – identify and improve any gaps in service provision and ensure focus on victims throughout the criminal justice system.
- **Criminal Justice** – continue to work alongside criminal justice partners to increase disposal and prosecution rates.
- **National Plans** – Ensure continued focus on areas identified by national plans, a focus on hate crime within NTE and Public Transport.
- **Demand** – understand current and future demand alongside partners.

All activity will be monitored at Chief Officer or Director level and through the Prevention and Deterrence Operational Delivery Group.

Northumbria Police is a Top 100 Employer in the Stonewall Workplace Equality Index and a Stonewall Diversity Champion. This demonstrates that Northumbria Police is seen to be championing the needs of those who are LGBT. It also demonstrates the ongoing commitment to increasing trust and confidence amongst the wider LGBT community.

More people connecting with the police to report local concerns and crimes and reporting confidence in the police response			Community Confidence
	Threshold	2017/18	2018/19
85. Percentage of victims that have confidence to report further crime in the future (2,400 surveyed annually, introduced October 2017)	90% and above	91% ● +/-1.8	92% ● +/- 1.1
86. Percentage of people who feel that cyber-crime is a very or fairly big problem (4,000 surveyed annually)	Monitor	94% +/-0.9	93% +/- 0.9
87. Awareness of the community regarding exploitation (e.g. sexual, labour and benefit) (4,000 surveyed annually)	Monitor	81% +/-1.3	87% +/- 1.1
88. Percentage of people who feel that exploitation is a very or fairly big problem (4,000 surveyed annually)	Monitor	62% +/-2.6	66% +/- 2.2
89. Perceptions of road safety, including drink driving and use of mobile phones (4,000 surveyed annually)	Monitor	84% +/-1.2	83% +/- 1.2

## Cybercrime and Fraud

A dedicated domestic abuse cyber stalking and harassment team has been created by the OPCC and Northumbria Police, working with Wearside Women in Need in response to evolving digital threats to victims of domestic abuse. The pilot, made possible due to Home Office funding is currently developing multi-agency domestic abuse cyber stalking and harassment training for safeguarding partners and officers throughout Northumbria.

In September 2018, Northumbria received UCKAS ISO 17025 accreditation for the Imaging of Hard Disk Drives and other media. The Digital Forensic Unit are preparing to extend the scope of their capabilities to cover Mobile Devices and Computers along with CCTV enhancement. Digital Evidence Suites usage has been significant throughout the year with 8,200 mobile devices interrogated over the last 12 months and hundreds of hours of court ready video evidence produced.

Collaboration with the CPS has improved and streamlined forensic reports are now more complete, potentially reducing queries raised by CPS Lawyers.

Two coordinated weeks of action against online child sexual abuse and exploitation took place in June and September 2018 under Operation Capparis. These two weeks were part of national proactive engagement by UK police forces and the National Crime Agency. A total of 533 warrants were executed, resulting in 250 arrests this resulted in 294 children being safeguarded.

The Force Specialist Cyber Crime Team has now been established with dedicated cyber dependent resources in place who pursue offenders and protect local people and businesses from being targeted and victimised. All victims of cyber-dependent fraud receive advice from the specialist cyber team.

The cyber volunteers continue to work with businesses in respect of penetration testing (cyber attacker-simulated testing) and vulnerability assessments (identifying and prioritising cyber security issues) on local business cyber security systems. Over 60 assessments have been completed which has led to significant vulnerabilities being identified and rectified. It is anticipated the demand will rise significantly for this service when other businesses recognise the benefits. Northumbria Police and the regional NERSOU unit were finalists for 2019 International Digital Investigation & Intelligence Awards for "Exceptional Work in the Prevention of Cyber Crime category".

Operation Signature (supporting vulnerable victims of cyber-crime and fraud) has now been live across the force for over a year. Between January 2018 and December 2018, 687 victims were visited as part of the Operation Signature process and provided with protect advice, significantly improving the forces service delivery to potentially vulnerable victims of fraud and preventing further victimisation and offences.

It has now been two years since the commencement of the Banking Protocol. Since its inception Northumbria Police has responded to 236 incidents; 130 victims who might not have come to our attention earlier were subject to adult concern reports and the value of transactions halted is £1,596,077.

## **Effective Roads Policing**

Road safety perceptions are high (measure 89), with 83% of the public thinking roads are safe in their local area. The use of mobile phones is the biggest public concern (57%), followed by speeding and dangerous driving (44%), and drink driving (8%).

Northumbria Police Motor Patrols has conducted a number of road safety campaigns, including an insurance enforcement week in November 2018 and a Christmas Drink and Drug Drive campaign which ran throughout December 2018.

The Christmas initiative was accompanied with a comprehensive social media campaign to ensure that key messages are distributed to a wide audience. Known offenders continue to be targeted. In three days, 218 vehicles were stopped with 155 road side breath tests carried out.

Operation Dragoon delivered their Road Sense Common Sense presentation schools and colleges reaching over 1,000 16-18 year olds. These inputs are emotive and thought provoking with key messages in support of the fatal 4, underpinned by the OPCC priorities. There has also been a similar input to 500 members of the armed services at RAF Boulmer in conjunction with the Ambulance and Fire service.

Motor Patrols continue to target organised criminal use of the road network with notable successes in joint operations with the regional unit. The targeting of sexual and violent offenders continues to be a priority (identified by the MOSOVO team) by the operation Dragoon team who disrupt these offenders on the road.

## **Community Engagement**

During the last 12 months there has been a real focus on how Northumbria Police adapts to better engage with the public it serves. A campaign calendar has been delivered in conjunction with the OPCC which develops, executes and evaluates campaigns which can demonstrate the impact on the community.

Following feedback received from our communities, the Force has re-structured its social media presence (including reducing and renaming the corporate Twitter accounts from 72 to 6 main accounts). The feedback received was that there were too many accounts and communities found it difficult to know which to follow.

Northumbria Police has launched a new website which supports a variety of digital services including detailed advice and information and providing online forms, such as reporting a crime, supplying us with information or sending us dashcam footage. As part of this, Web Chat is available through the website and allows members of the public to speak directly with an operator at a time and place that is convenient for them. We have had positive feedback from users, particularly sexual abuse or domestic violence victims, who had previously not felt able to contact us through the traditional methods.

The Force has re-invigorated its major engagement events to build closer relationships with its communities. One example is the Christmas Carol event which had previously been held at a church and was moved to a school, attended by local primary schools who performed and also designed the Force calendar for the next 12 months. Another example was opening up a category in our annual Pride Awards for the public to pick the winner. The Pride Awards showcase the outstanding work carried out by our officers, staff and volunteers. The winners of category selected for the public vote was PC James Desmond for his 10 year service in protecting staff and service users within St Nicholas Hospital, Gosforth.

The Force is developing a new Engagement Strategy. The strategy will strengthen our delivery against the priorities within the Police and Crime Plan. Through increased understanding of our communities and wider engagement with the public in the areas where we need to target the most, we will be able to demonstrate the impact on public trust and confidence.

This approach will provide a strategic direction to how we deliver engagement activity. It will shape how, when, where and who we will engage based on our understanding of communities. This will help direct our engagement priorities for our organisation.

Improve the complaints process, reduce appeals and increase satisfaction with how complaints against the force are managed			Community Confidence
	Threshold	2017/18	2018/19
Monitor level and type of allegations			
90. Incivility, impoliteness or intolerance	35 or below per month	372 allegations ● 31 per month	374 allegations ● 31 per month
91. Other assault	20 or below per month	202 allegations ● 17 per month	188 allegations ● 16 per month
92. Other neglect or failure in duty	67 or below per month	693 allegations ● 58 per month	980 allegations ● 82 per month
Appeals made and upheld			
93. Percentage of appeals made	Monitor	21% 160 appeals	17% 119 appeals
94. Percentage of appeals upheld - Overall	32% or below	20% ● 46 upheld	27% ● 43 upheld
95. Percentage of appeals upheld - Force investigated	13% to 23%	18% ● 14 upheld	6% ● 2 upheld
96. Percentage of appeals upheld - Force locally resolved	9% to 14%	8% ● 2 upheld	10% ● 2 upheld
97. Percentage of appeals upheld – Independent Office of Police Conduct (IOPC) investigated	21% to 39%	26% ● 10 upheld	55% ● 17 upheld
98. Percentage of appeals upheld - Independent Office of Police Conduct (IOPC) non-recording	22% to 38%	30% ● 20 upheld	35% ● 20 upheld
99. Number of live complaints being managed (as at 31 March)	210 or below	192 ●	221 ●

## Complaint Allegations

The allegation, 'Other neglect or failure in duty' remains the top recorded allegation type (28%) and it has increased compared to the same point in 2017 (23%), taking it closer to the average Most Similar Force (MSF) and national proportions (both 41%). This is due to ongoing improved recording practices from both the 'Other irregularity in procedure' and 'other' categories. Analysis of new allegations received since the last reporting period continue to show that the majority of complaints result from an early belief that a crime investigation has been inadequate and that officers have failed to fully investigate or keep the victim updated.

Managing individual's expectations and not providing clear explanations regarding what action will or will not be taken and why is a clear trend and also linked to victim's satisfaction around action taken and follow up. The triage team resolve at source a large proportion of this complaint category.

The allegation trends and contributory factors are regularly shared and discussed at dedicated meetings and through training sessions to officers.

'Incivility, impoliteness and intolerance' is the second most common allegation type (12%) recorded for Northumbria Police. It is consistent with the same period in 2017 (13%) and comparable to the MSF average (14%) and the national average (12%).

'Other assault' is the third highest recorded allegation type (10%) for Northumbria Police. There has been a 15% reduction in comparison to the same period in 2017 for this category. The figure remains a little higher than the MSF average (8%) and the national average (7%). It is apparent that the application of handcuffs

during arrest remains a significant factor in allegations of this nature. This trend has been highlighted through to officers during their Officer Safety Training and improvement is monitored at the Confidence and Standards Board.

## **Police Integrity Reforms**

A revised structure and operating model for the Professional Standards Department has agreed to ensure that it is fit for purpose and able to meet future pressures and emerging demands brought about by public expectations and legislative changes that will impact on complaints, appeals and misconduct.

A Standards & Performance Section of PSD is now responsible for complaints management, appeals administration, quality assurance, vetting and policy compliance. The section ensures processes and practices are of a high quality, are public focused and in line with national standards.

The section is also responsible for driving improvement via learning, awareness and engagement with internal and external stakeholders in order to improve public service.

A working group has been established comprising of stakeholders from across the organisation. The purpose of the group is to progress appropriate elements of the Police and Integrity reforms that are not reliant on legislative amendments and ensure a smooth transition in respect of all future changes. It will be a particular focus of the group to ensure effective future organisational learning and the effective influencing of behaviour through analysis of complaint investigations. The progress of the working group will be reported to Confidence and Standards Board.

## **Timeliness**

The percentage of complaint cases recorded within 10 days within Northumbria Police (April to December 2018) is 97%, which is higher than the same period in the previous financial year the MSG and the national average which are all 89%.

The average number of days to finalise allegations by local resolution or local investigation within Northumbria Police is lower than both the MSG and national average.

## **IOPC Appeal rates**

The year to date IOPC Data (April to December 2018) rate for Northumbria Police (65%) is higher than both the MSG average (43%) and the national average (38%). The figures include seven complaints linked to one incident in 2013 and have had a notable impact on performance data. The exclusion of these appeals would bring the figures in line with the national average.

The year to date (April to December 2018) IOPC Data for non-recording upheld appeals is at 27% which is lower than the same period in the previous financial year (39%) and lower than both the MSF (40%) and national averages (35%). In Q3 of 2018/19 (1 October to 31 December 2018) there were 10 valid IOPC non recording appeals, of which five (50%) were upheld (mainly partially upheld), which is higher than previous reporting periods. The financial year to date (April 2018 to March 2019) figure for Northumbria Police is (35%); however, that is lower than the MSG average (40%) and the same as the national average (35%).

## Methodology

Statistical results that are highlighted in green or red denote a positive or negative change. Uncoloured measures relate to either no change, or a change that could be deemed as both positive and negative (for example an increase in recorded sexual offences). Statistically significant changes should be used as a starting point in considering the meaning and significance of the change. In other words, a significant statistical reduction does not necessarily necessitate an organisational response, but should be used in context with other evidence to inform decision making.

All survey results include a confidence interval (e.g. +/- 1.2%) which is a margin of error in the sample when representing the greater population from which the sample was drawn. For example, a 90% satisfaction result from a sample with a confidence interval of 1% means that the result within the whole population that is being represented could fall anywhere between 89% and 91% (one percent either way).

## MSG – Most Similar Group of Forces

Northumbria Police is considered by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to be most similar to the following forces:

- South Wales Police
- West Yorkshire Police
- Lancashire Police
- South Yorkshire Police
- Humberside Police
- Gwent Police
- Cleveland Police