

NORTHUMBRIA POLICE AND CRIME PANEL AGENDA

Tuesday, 31 July 2018 at 2.00 pm at the Civic Centre, Gateshead, NE8 1HH

From the Clerk, Sheena Ramsey

Item Business

1. 2.00pm Appointment of Chair and Vice-Chair

The Panel is asked to appoint a Chair and Vice-Chair for 2018/19.

2. Membership of the Panel

The Membership of the Panel for 2018/19 is as follows:-

Gateshead	Councillors Angela Douglas and Sonya Hawkins
Newcastle	Councillors Habib Rahman and Kyle Webster
North Tyneside	Councillors Carole Burdis and Tommy Mulvenna
Northumberland	Councillors Susan Davey and John Riddle
South Tyneside	Councillors Geraldine Kilgour and Joyce Welsh
Sunderland	Councillors Graeme Miller and Michael Mordey
Independent Members	Janet Guy and Shlomi Isaacson

3. Apologies

4. 2.05pm Minutes (Pages 3 - 8)

The Panel is asked to approve the minutes of the last meeting held on 24 April 2018 (attached).

5. 2.10pm Delivering Policing Priorities (Pages 9 - 20)

Report of Assistant Chief Constable Helen McMillan (attached).

6. 2.35pm Feedback from National and Regional Events

Members are asked to give feedback on issues relevant to the Panel.

7. 2.40pm Annual Work Programme 2018/19 (Pages 21 - 22)

Report of the Clerk to the Panel (attached).

8. **2.45pm Police and Crime Commissioner - Progress and Update Report**
(Pages 23 - 34)

Report of the PCC (attached)
9. **3.00pm Introducing Performance Thresholds** (Pages 35 - 36)

Report of Helen Murphy – Business Intelligence Manager Corporate Development Department (attached).
10. **3.10pm Delivery of the Police and Crime Plan - April - June 2018: Thresholds and Performance** (Pages 37 - 64)

Report of the PCC (attached).
11. **3.30pm Complaints Against the Police and Crime Commissioner - Quarterly Report - June 2018** (Pages 65 - 66)

Report of the Monitoring Officer (attached).
12. **3.35pm Statements of Accounts 2017/18 and the External Auditors Conclusions** (Pages 67 - 124)

Report of the Joint Chief Finance Officer (attached)
13. **3.50pm Key Issues in the Next Quarter**

The PCC will be asked to advise the Panel of the key issues she will be addressing in the next quarter.
14. **4.00pm Themed Topics**

Members are asked to suggest appropriate topics for discussion at future Panel Meetings
15. **4.10pm Date and Time of the Next Meeting**

Tuesday, 30 October 2018 at 2.00pm in Gateshead Civic Centre

Contact: Brian Wilson, Tel: 0191 4332145, e mail: brianwilson@gateshead.gov.uk



NORTHUMBRIA POLICE AND CRIME PANEL

24 April 2018

PRESENT:

Gateshead Council	Councillor A Douglas
Newcastle City Council	Councillor N Kemp
South Tyneside Council	Councillor J Welsh
Sunderland City Council	Councillors M Mordey and H Trueman
Independent Co-opted Members	Mrs J Guy and Mr S Isaacson

ALSO IN ATTENDANCE:

Office of the Police and Crime Commissioner for Northumbria

Dame V Baird QC	- Police and Crime Commissioner for Northumbria (PCC)
R Durham	- Interim Chief of Staff
M Tait	- Chief Finance Officer
R Snaith	- Interim Director of Commissioning, Engagement and Policy
P Godden	- Head of Corporate Development, Northumbria Police
C Wheatley	- Safeguarding Department, Northumbria Police

Gateshead Council

D Hill	- Legal and Democratic Services
B Wilson	- Democratic Services

APOLOGIES: Councillors J McClurey (Gateshead Council), A Ainsley (Newcastle City Council), C Burdis and T Mulvenna (North Tyneside Council), S Davey and J Riddle (Northumberland County Council) and G Kilgour (South Tyneside Council)

58. MINUTES

RESOLVED - That the minutes of the Chief Constable's confirmation hearing and ordinary meeting held on 26 March 2018 be approved as correct records.

59. FEEDBACK FROM NATIONAL AND REGIONAL EVENTS

Further to Minute 33 – 2017/18, the first meeting to discuss the arrangements for the establishment of the Special Interest Group for Police and Crime Panels within

the Local Government Association (LGA) was held on 19 April 2018 in the LGA offices, London.

Councillor Welsh attended the meeting on behalf of the Panel and reported that it was agreed that it be called the National Association of Police, Fire and Crime Panels (NAPFCP). So far, 16 Panels had confirmed their commitment to be Members of the NAPFCP, terms of reference were agreed and a membership subscription of £500 for the first year was proposed. The Chair and two Vice Chairs of the NAPFCP were also appointed.

- RESOLVED –
- (i) That the information be noted.
 - (ii) That the Panel's commitment to the NAPFCP be agreed, in principle, subject to further information on NAPFCP costs being provided.

60. THEMED REPORT – UPDATE ON OPERATION SANCTUARY AND THE CURRENT ISSUES IN REGARD TO MODERN DAY SLAVERY

Further to minute 48 – 2017/18, Detective Chief Inspector Wheatley, Safeguarding Department, Northumbria Police gave an update on Operation Sanctuary and current issues with regard to modern day slavery and human trafficking.

Operation Sanctuary was a Northumbria Police led multi-agency operation which began in Newcastle in 2014 to target the criminal behaviour of men who committed sexual offences against vulnerable women and children.

In April 2015, Home Office innovation funding of £3.5 million was received to expand the Sanctuary victim team including additional social care and third sector resources, This was part of a two year project north and south of the Tyne to tackle and investigate perpetrators who commit / attempt to commit sexual exploitation and to safeguard and support vulnerable adults and children who are victims of or at risk of child sexual exploitation (CSE)/sexual exploitation (SE) and human trafficking.

Operation Sanctuary has been absorbed into the Force's Complex Abuse Investigation Unit and consists of an intelligence capability including prevention, offender activity and investigation as outlined. The investigation team investigates the most prevalent models of sexual exploitation with Northumbria Police and the offences of modern day slavery (MDS).

The victim teams comprising police officers, adult social care social workers and charities have established a community based hub with a victim focused approach to build on identified good practice. From 2018/19, the PCC's Supporting Victims Fund has supported Changing Lives and Bright Futures to deliver support services to victims.

The Home Office funding for Sanctuary ended in April 2017. Newcastle, Gateshead, South Tyneside and Sunderland children and adult services continue to support the victim team by funding their social care resources. North Tyneside and Northumberland attend weekly information sharing meetings. Bright Futures,

Changing Lives and Barnardo's have also obtained funding for their resource within Sanctuary.

The emergence of MDS investigations has placed further demand upon the Safeguarding and the Sanctuary team but the approach by Northumbria Police and partners has been recognised by the Anti-Slavery Commissioner as best practice.

Details of the number of referrals into Sanctuary and made to the agencies within the victim team, successful prosecutions and custodial sentences achieved and intelligence relating to CSE and MDS acted upon were outlined.

Northumbria Police and the safeguarding partnership recognise the signs and indicators of CSE/ SE and emerging trends and have a good understanding of its impact. Despite targeted activity and investigation this type of offending continues.

MDS forms part of Northumbria Police's control strategy and there has been an increase in reported offences. The Police are leading partners for training to raise the awareness and understanding of MDS offences. Local Authorities were considering their response to MDS and the Durham and Northumbria PCCs received funding for a modern slavery partnership event to engage partner agencies to better understand and tackle this emerging crime.

The force was to work with their partners and agencies and build on the preventative, disruption approach and its understanding and investigation of missing children which is inextricably linked to CSE.

MDS was still a relatively hidden crime. However, Northumbria Police and partners are well briefed on its signs and indicators and work together to deal with incidents and investigations when known. Northumbria Police, Local Authorities and safeguarding partnerships are establishing a joint MDS protocol for all agencies to ensure a corporate approach in dealing with victims, meeting their care needs and fully supporting them throughout an investigation.

The Panel raised the following issues:-

One of the Members stated that Bright Futures had done a lot of good work in her area and in schools. It was replied that the victims teams, consisting of adult social care, Bright Futures, Changing Lives and Barnados have all worked together to provide support to victims and there have been a lot of good stories about how well they have done.

It was commented that now that the Home Office funding for Sanctuary had ended and it had now been absorbed into the police budget, there was still a lot of hidden demand that the force would need to identify and investigate. Also, the increase in MDS was previously relatively unknown in this area. It was replied that the dedicated team was well equipped to understand and investigate these issues and there were now more force resources that could be brought in. The ethos of identifying and addressing CSE/CE and MDS was now embedded in the working of the force and there was also good partnership working.

RESOLVED - That the presentation be noted.

61. POLICE AND CRIME COMMISSIONER – PROGRESS AND UPDATE REPORT

The Police and Crime Commissioner presented her update report to the Panel which covered the following:-

Northumbria Local Criminal Justice Board
Modern Slavery Partnership Event
Police Transformation Fund – ‘Whole System Approach to Domestic Abuse’
Violence Against Women and Girls Transformation Fund
Domestic Abuse Health Advocates
Joint Diversity and Equality Monitoring Report and Equality Objectives
Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services Effectiveness 2017 Report
Social media – a new world of engagement
Responding to contact
National consultations and Inquiries
Hate Crime Victim Satisfaction
Connecting with our communities

R Snaith, the PCC’s Interim Director of Commissioning, Engagement and Policy reported on the PCC’s 2018/19 commissioning decisions and intentions. The PCC’s 2018/19 Supporting Victims Fund was launched in January 2018. Each bid received was assessed against published criteria. The Supporting Victims Fund grants awarded and other grants made by the PCC to ensure delivery of the Police and Crime Plan were outlined.

The victim services element of the grants programme that have been commissioned broadly fell into the five key themes outlined. The commissioning for the support services has ensured that those entitled to an enhanced service under the Victims Code of Practice receive that support and where possible are offered a choice of support services. This year, the grant agreement includes the new General Data Protection Regulations which come into force on 25 May 2018

The PCC’s Community Fund, which is about grass roots solutions to grass roots problems and concerns, has been launched today. The deadline for submissions is 20 May 2018. The Community Safety Partnership Managers and Neighbourhood Inspectors will be involved in the assessment of the applications to ensure projects with the potential to deliver the most benefit to local communities are awarded funding. Each application can be up to £2,000 and a report on the funding decisions will be presented to the panel at its next meeting.

The Panel raised the following issues:-

In response to a question, the PCC stated that although she did not agree with the HMICFRS’s assessment that the force’s approach to protecting vulnerable people required improvement, she was satisfied with the force’s action plan and that significant progress had been made.

Reference was made to the HMICFRS’s recommendations regarding the national shortage of investigators. The PCC replied that a proposal to bring back retired detectives to address the shortage was being considered and there was also a training course for non-police to become investigators.

The PCC agreed to report back to the Panel on the action plan to address the decrease in the hate crime victim satisfaction levels.

RESOLVED – That the information be noted.

62. POLICE AND CRIME PLAN – ANNUAL PERFORMANCE REPORT 2017/18

The Panel considered the Police and Crime Plan annual performance report for 2017/18.

The Panel raised the following issues:-

Reference was made to the increase in call volumes for both the emergency and 101 calls. A national review and working group had been set up to look into the reasons for this and the force was reviewing its current systems. It was asked if the number of lost or dropped calls because of delays in answering them could be recorded by the police and this was to be investigated.

The whole experience satisfaction for resolution without deployment has been decreasing and it was asked if there were any issues with not meeting expectations and if there was any victim follow up. It was replied that there was ongoing training to improve the communication between the force and the victims to address this.

Concern was expressed that although the conviction rates for rape and sexual offences had improved, the charge rates had reduced. The force was currently investigating the reduction in charge rates. The PCC reported that this was due in part to the delays in awaiting Crown Prosecution Service charging advice on disclosure issues. The Home Office funded Sexual Violence Complainant Advocates will argue against disclosure issues for vulnerable victims.

Reference was made to the force being 40th nationally and 7th out of 8 in its Most Similar Force group for cutting crime. It was asked about the police resources used for vulnerable victims and whether enough resources were being directed to combat and detect volume crime, eg domestic burglary which can be very traumatic for victims and can make them vulnerable, and the public perception of the service being provided. It was replied that the force has retained a strong neighbourhood base and there were a large number of officers on the frontline providing a 24/7 response to tackle crime.

RESOLVED - That the information be noted.

63. COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER – ANNUAL REPORT APRIL 2017 TO MARCH 2018

In accordance with the agreed procedure, an update report about the complaints and purported complaints against the PCC and every conduct matter recorded by the Monitoring Officer between April 2017 and March 2018 was submitted.

RESOLVED - That the information be noted.

64. KEY ISSUES IN THE NEXT QUARTER

The PCC advised the Panel of the following key issues she would be addressing in the next quarter:-

General Data Protection Regulation issues
Chairing the Northumbria Local Criminal Justice Board
Police Transformation Fund, involving six forces – ‘whole system approach to domestic abuse
Police and Fire Collaboration group
Community Fund allocations
Domestic Abuse Health Advocates
Cybercrime Initiative in Sunderland
Responding to the Government’s Domestic Violence Bill consultation
Deputy Chief Constable Interviews
Providing evidence to the Home Affairs Committee on the police response to vulnerable young people
National Criminal Justice Board
Providing evidence to the Disclosure of Evidence in Criminal Cases Inquiry

RESOLVED - That the information be noted.

65. THEMED TOPICS

The following issues have been suggested as possible themed topics for discussion at future Panel meetings:

- (a) How the police tackle volume crime including how they response to domestic burglaries, anti-social behaviour and violent crime and how the resources are balanced and managed to address volume crime and also meet the PCC’s priority of providing an enhanced service to vulnerable victims.
- (b) How the PCC and the police are working with their partners and Councils to tackle environmental crime.
- (c) How the local Community Safety Partnerships’ plans and priorities are considered in relation to the PCC’s Police and Crime Plan priorities.

RESOLVED - That (a) above be agreed as the themed topic for the Panel’s next meeting.

66. DATES AND TIMES OF NEXT MEETINGS

Tuesday, 31 July 2018 at 2.00pm
Tuesday, 30 October 2018 at 2.00pm
Tuesday, 15 January 2019 at 2.00pm
Tuesday, 5 February 2019 at 2.00pm
Tuesday, 5 March 2019 at 2.00pm
Tuesday, 23 April 2019 at 2.00pm



VERA BAIRD_{QC}
POLICE & CRIME COMMISSIONER

POLICE AND CRIME PANEL

31ST July 2018

REPORT OF ACC HELEN McMILLAN

DELIVERING POLICING PRIORITIES

1. PURPOSE

- 1.1 At the Police and Crime Panel on 24 April 2018 (minute 65a – 2018/19 refers) the next themed report was agreed, as below:
- How the police tackle volume crime: including how they respond to domestic burglaries, anti-social behaviour and violent crime; and how the resources are balanced and managed to address volume crime and also meet the Police and Crime Commissioner’s priority of providing an enhanced service to vulnerable victims.

2. BACKGROUND

- 2.1 A report was presented to the Police and Crime Panel on 26 March (minute 56 – 2017/18 refers). This provided a detailed overview of the changes in recorded crime, the effect of the improved crime recording standards, together with an overview of those crime categories where there have been real increases in crime. The report also included an overview of the Force’s response to increases in crime, particularly volume crime.
- 2.2 Since 2010/11 total recorded crime has increased by 86%, from 82,463 crimes per annum to 153,040 crimes. There have been increases in the majority of crime categories.

Crime category	2010/11	2017/18	Change	% change
Total crime	82,463	153,040	+70,577	+86%
Violence against the person	15,084	45,185	+30,101	+200%
Sexual offences	1,102	4,539	+3,437	+312%
Vehicle crime	7,464	8,005	+541	+7%
Burglary	8,987	9,366	+379	+4%
Theft and handling	22,316	34,378	+12,062	+54%

- 2.3 More recently, there have been year-on-year increases in recorded crime, across all major crime types, since 2015/16. Some of the increase in recorded crime is attributable to the increasing confidence victims now have to report crime and to the improvements in crime recording. However, there have been actual increases in certain crime types, for example: sexual offences, 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. Additionally, there remains an element of unknown demand arising from the significant under-reporting of

some crime types, such as hate crime, child sexual exploitation, modern slavery and stalking and harassment.

3. OVERVIEW

3.1 This section provides an overview of the Force's tactical and strategic response to volume crime, and how resources are balanced against the priorities within the Police and Crime Plan.

4. Police and Crime Plan

4.1 The Chief Constable has a duty to deliver against the priorities within the Police and Crime Plan, as laid out by the Police and Crime Commissioner.

- Domestic and Sexual Abuse
- Putting Victims First
- Effective Criminal Justice System
- Reducing Anti-Social Behaviour
- Cutting Crime
- Community Confidence

4.2 Delivery against the Police and Crime Plan is set against the changing needs of the public and communities:

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

4.3 The Chief Constable also has a duty to fulfil the national obligations and standards, including those set out in the Strategic Policing Requirement and in relation to specialist areas of policing such as counter-terrorism, organised crime and public order demand.

5. Resourcing – Context

5.1 Over the last 8 years there have been unprecedented cuts to the funding provided to policing. Northumbria Police has had to make £135.6m of cuts and efficiencies to manage the reductions over that period, and has taken the largest financial cut of all Forces in England and Wales, through both the 2010 and 2015 Comprehensive Spending Review (CSR) periods.

5.2 Central funding for policing in Northumbria has been reduced by 37% in real terms since 2010. Northumbria experiences the largest impact of cuts primarily because it receives more in grant in proportion to Council Tax; around 86% is grant for 2018/19. In addition, Northumbria Police has the lowest police precept in England and Wales, and a low yield too.

5.3 Employee pay accounts for the majority of the annual revenue budget, therefore the savings successfully delivered to date have mainly been realised through reductions in the workforce. Between March 2010 and March 2018 the number of police officers

has reduced by 24%, police staff and PCSOs have reduced by 35%, a combined workforce reduction of 28%.

- 5.4 Financial reserves have played a key part in the strategy to successfully balance costs with available funding since 2010, giving much needed headroom to establish strategies and implement change. General reserves have reduced from £71m in 2010 to £9.4m in March 2018, a reduction of 87% over that period.
- 5.5 Since austerity measures were introduced, each grant settlement prior to 2018/19 has seen a cash reduction. The settlement received for 2018/19 saw a change to a flat cash settlement equal to the 2017/18 amount. However, in real terms this still represented a reduction in funding, when inflation and cost increases are taken into account.

6. Changes in Demand and Performance

- 6.1 The nature, manner and means of committing crime is evolving at a rapid pace, not least those enabled by, or reliant upon, ever-advancing levels of technology. There is an ever-increasing demand from complex, high-harm incidents, such as the increasing threat and risks from human-trafficking, sexual exploitation and modern slavery. Alongside this, there is a greater awareness of vulnerability within and across communities, resulting in increasing levels of third-party and partner agency reporting; bringing with it an obvious and increased need to provide multi-agency, problem-solving approaches and enhanced support.

Calls for Service

- 6.2 The Force has experienced an increase in calls for service. Since 2010, there has been a 2% increase in emergency calls, and a 27% rise in 101 calls. More recent increases in demand have been associated with mental health, severe weather variance, fear and threat of terrorism, as well as the likelihood of partner agency service withdrawal.
- 6.3 The response to incident demand remains high; the 90th percentile of urban grade 1 incidents is attended within 13 minutes, 47 seconds and rural incidents are attended within 25 minutes, 38 seconds. The 90th percentile of grade 2 incidents is attended within 1 hour and 19 minutes.
- 6.4 To better meet this changing demand and increased complexity, a centralised team to respond to non-emergency incidents, providing a telephone-based service and initial investigation activity has been introduced. During 2017, the resolution team dealt with 57,600 incidents and 32,586 crimes. This equates to 12% and 22% of total force demand, respectively. For the period 2017/18, 87% of those dealt with by the team over the telephone were satisfied with the whole experience. The Force is currently exploring opportunities to expand the type and volume of incidents appropriate for resolution over the telephone or via other methods, such as Skype.
- 6.5 The Force has an appointment service and uses a scheduling system to offer appointments for non-emergency incidents/crimes. Typically there are 32 schedule cars that operate across the Force area between 8 a.m. and 9 p.m. with officers from Response Teams allocated to fulfil scheduling commitments. The Force utilises 'specialist department' schedule cars. These include neighbourhood policing schedules that provide initial attendance at anti-social behaviour incidents and safeguarding cars that are deployed to reports of some sexual offences.

Safeguarding Demand

- 6.6 The Force receives over 540,000 calls for service (emergency and non-emergency) per year, leading to the creation of 424,000 incidents. Approximately 45% of calls relate to public safety and welfare, with a significant proportion relating to concern for others.
- 6.7 The Force has experienced significant increases across a range of complex incidents and crimes, including those relating to child abuse, child and adult rape, adult vulnerability and domestic abuse.
- 6.8 A Street Triage Team, comprising police officers and mental health nurses to support vulnerable people, through the provision of a face-to-face response has been introduced. Street triage has reduced the number of people unnecessarily being detained under Section 136 of the Mental Health Act 1983 and improved quality of care to people in crisis. The role has also been enhanced enabling mental health specialists to resolve incidents via phone, where support and referrals are required.

Risk of Crime

- 6.9 The risk of personal crime in Northumbria, using the Crime Survey for England and Wales, is the 8th lowest in the country (8.8%). The risk of household crime in Northumbria is the lowest it has been since the measure was introduced in 2007 (4.8%); and is the lowest in England and Wales.

Investigation and Outcomes

- 6.10 The Force's overall positive outcome rate is similar to England and Wales (14%) and the conviction rate at Magistrates' Court has increased from 82% to 84%; however, this is still below the national average of 86%. Guilty pleas at first hearing and effective trial rates remain below the national average and are impacted upon by a number of local factors including file quality, court culture and behaviours, plus national issues in terms of the increased use of postal requisition (and subsequent poor attendance at court rates), with limited sanctions for those who fail to attend. An additional impact on performance is the high victim and witness attrition rates, which are linked to lengthy listing times at court and the level support for victims post charge.

Public Confidence

- 6.11 The Crime Survey for England and Wales shows that Northumbria has the highest levels of community confidence in their most similar group of forces, including reliability, respect, fair treatment, and overall confidence. Perceptions and confidence in policing have all increased since 2010, with the exception of dealing with community priorities.

Measure	2010/11	2017/18	Change
Police do a good job	66%	72%	6%
Reliable	62%	71%	10%
Respect	84%	92%	7%
Fair treatment	70%	71%	1%
Community understanding	73%	75%	2%
Dealing with community priority	65%	61%	-4%
Confidence	76%	85%	9%

Victim Satisfaction

6.12 Northumbria Police has consistently achieved high levels of satisfaction, with 83% of victims of crime reporting they are satisfied with the overall service provided

- 96% Ease of contact
- 89% Time of arrival
- 84% Action taken
- 70% Follow-up
- 94% Treatment
- 83% Whole experience

The percentage of domestic abuse victims satisfied with the policing response also remains high (92%), with 92% of victims stating that they are confident to report further abuse to the police.

7. Operational Response

Force Strategic Assessment and Control Strategy

7.1 A Force Strategic Assessment is produced annually and sets out the current and emerging threats posed by a wide-range of criminal and illegal activities across the force area. This annual strategic assessment is used to determine the Force's Control Strategy, which sets out the operational priorities.

7.2 The Force Control Strategy 2018-19 includes:

- Anti-social behaviour
- Child sexual exploitation, domestic abuse and serious sexual offending
- Counter terrorism and domestic extremism
- Signal crimes (any emerging crime types assessed in terms of threat, risk and harm to have the potential to impact on public confidence)
- Organised crime
- Cyber-crime

7.3 The operational response to these priorities is managed and governed at the Force Tasking and Coordinating Group (FTCG). 4P Plans (prevent, pursue, prepare and protect) are prepared for each priority, with the FTCG directing, tasking and coordinating operational resources.

7.4 A Local Tactical and Coordination Group (LTCG) is also held at an Area Command level on a six-weekly basis. A tactical assessment is produced to support both the FTCG and LTCG and considers patterns/trends of each crime area and highlights anything notable during the six-week period, whilst also projecting for the forthcoming six-week period.

Burglary Dwelling – Tactical Tasking

7.5 All Area Commands hold a weekly Burglary Suppression Group which considers the latest intelligence and analysis, including predictive analysis; it also has a strong accountability and governance function. The group sets out the operational priorities, including tasking and coordination of resources and disruption and targeting of offenders, including cross-border operations targeting travelling burglars. Burglary offenders are also included within Integrated Offender Management cohort (paragraph 7.17) and are subject to enforcement and diversion activity.

7.6 A strong prevention and education component is also in place. Each Area Command has a team of officers dedicated to reactive investigation of burglary dwelling offences

and signal crimes, as well as providing reassurance and crime prevention advice; focusing on the satisfaction of these victims.

- 7.7 In addition, Neighbourhood Teams provide crime prevention advice and adopt a problem-solving approach with partners. For example, in Newcastle, crime prevention leaflets are put into pizza boxes and left at insecure student properties advising students of the importance of ensuring secure accommodation. Crime prevention advice and target hardening is also provided to immediate households within the proximity of properties burgled.

Area Command – Management and Structure

- 7.8 On a daily basis, each Area Command holds a Daily Management Meeting (DMM), which includes response, neighbourhood teams, intelligence and safeguarding. Crimes from the previous 24 hour period are reviewed, based on threat, risk and harm, with appropriate tasking and prioritising of resources.
- 7.9 Dedicated criminal investigation teams are also in place to combat signal crimes such as burglary dwelling through target hardening, positive criminal justice and crime prevention tactics supported by Neighbourhood Policing Teams. Response/Demand Support Teams have also been introduced to tackle the demand associated with arrest/voluntary attender custody packages. These teams increase the time Response Teams are available for deployment and are visible on patrol.

Violent Crime

- 7.10 A Night-Time Economy Plan is used to effectively target resources to protect the vulnerable and reduce alcohol-related crime and disorder. Neighbourhood Teams hold door staff briefings; this is a two-way exchange of information that works towards preventing crime and disorder and detecting offences that have already been committed.
- 7.11 Northumberland has a significant influx of visitors, particularly during the summer months. In 2016, there were approximately 8 million day visitors and 1.72 million overnight visitors to the area. Local briefings and tasking with the Northumberland Area Command is in place to deal specifically with the increase in population to the area, with a particular emphasis on the night time economy.
- 7.12 Planned events, such as sporting events, Freshers' week and the Hoppings Fair are threat assessed, and patrol plans implemented to prevent violence and disorder. Operation Oak, in Newcastle, is a long-running prevention operation in student residential areas to reduce alcohol-related disorder.
- 7.13 Street and Taxi marshals are employed to assist the vulnerable and intoxicated, through provisions of basic first aid, or assisting them to into licensed taxis to get them home safely. Street pastors assist vulnerable people, reuniting them with friends, administering first aid and waiting with them until they are fit to make their way home, or to hospital. Pubwatch Schemes are in place to monitor night-time economy offenders and share information between police and partners.
- 7.14 The Force has an active and influential role in local authority licensing decisions and setting of conditions on the operation of licensed premises. In consultation with Newcastle City Council, a drugs protocol has been added to the Licensing Policy for the city to prevent use and supply of drugs in licensed premises.

- 7.15 Incidents of serious violence and firearms offences linked to feuds between organised crime groups are subject to robust responses, using high visibility patrolling to prevent further incidents. Dedicated investigation teams progress the investigation and proactive operations are implemented to disrupt organised crime groups, recover firearms and prevent further incidents.
- 7.16 A significant proportion of violent crime offences (12%) are as a result malicious communications (sending letter or social media message with intent to cause distress or anxiety) and are assessed using threat, risk and harm in order to determine the appropriate response. There have also been significant increases in stalking and harassment offences. All stalking and harassment offences are reviewed at the Daily Management Meeting to response, vulnerability and standards of investigation.

Managing Offenders

- 7.17 A new Integrated Offender Management (IOM) model has been implemented to improve information sharing, coordination and multi-agency problem solving across the full range of offender management. It prioritises offender management based upon threat, harm and risk and incorporates intelligence and previous offending behaviour into identification of our highest risk offenders. A tiered approach has been adopted for intelligence gathering, enforcement and diversion activity, ensuring cohort offenders are allocated to the unit most appropriate to implement effective offender management.
- 7.18 Under the new model a cohort of those offenders posing the highest levels of risk and demand has been identified using an algorithm based on the recency, frequency and gravity of their offending (RFG). The cohort incorporates adult and juvenile offenders and all offending types. Cohort offenders are allocated to appropriate case management officers from neighbourhood teams, YOT or specialist teams such as MAPPA or MATAC if they are a high risk sex or domestic abuse offender. Cohort offenders who are already subject to supervision by the Northumbria Community Resolution Company (CRC) are allocated to the seven dedicated IOM officers embedded with CRC.
- 7.19 Northumbria CRC manages 4,000 offenders on statutory community orders, suspended sentence orders and custodial sentences. The risk of serious recidivism is used to determine the CRC cohort, based on factors including how many convictions, age at first conviction and current age. The Northumbria CRC is one of only two areas in the UK to meet performance targets in relation to its first cohort of offenders.
- 7.20 The new operating model focuses on the top 100 offenders within each Area Command. Of the current cohort, approximately 30%, who are subject to statutory supervision orders, are being case managed by dedicated IOM officers embedded with CRC. Youth offenders (20%) are being managed by dedicated Youth Offending Officers (YOT) and around 15% of the cohort that are already being managed under MAPPA or Multi-Agency Tasking and Co-ordination (MATAC) processes will continue. The remainder of the cohort are assigned to Neighbourhood Policing Teams.

Raising Investigative Standards

- 7.21 Changes are being made to the way crimes are allocated to ensure the appropriate resource, with the requisite skills and support is assigned to the crime. This approach is in-line with the guidance from the College of Policing, and best practice from other forces. The model is predicated on vulnerability, severity, complexity and solvability of a crime. All crimes with any element of vulnerability have supervisory oversight to ensure an efficient and effective investigation and that victims receive the offer of

enhanced support and special measures, in accordance with the Victims' Code of Practice.

- 7.22 All supervisors are attending a full day of training 'Raising Standards of Investigation', which includes an input on the new model for crime allocation, performance management and performance development reviews (PDRs) and expectations of investigative and supervisory standards.
- 7.23 A schedule of thematic reviews is in place to review investigation standards. A new performance management framework is being developed to support the improvement in investigative standards and will provide data at an individual and team level to identify areas for improvement and good performance.
- 7.24 A pilot 'Out of Court Disposals' initiative is in place, with the aim to improve victim satisfaction and to rehabilitate offenders to change their behaviour and reduce re-offending. The pilot is aimed at first time and/or low level offenders. Intervening early is key to reducing the risk of future offending, by changing attitudes and increasing understanding of the impact their actions have on victims. Of the cases that are charged and go to court, many first time or low level offender cases currently do not access interventions which address the causes of offending.

These pathways include:

- Unpaid Work
- Women's Pathway
- Veteran's Pathway
- Triage assessment of substance misuse (drugs and/or alcohol)
- Alcohol Behaviour Change (ABC) Programme
- Awareness (V-AWARE) Programme

Prevention and Deterrence

- 7.25 A model is in place across the Force for dealing with anti-social behaviour. The key principles of the model are shown below and take a holistic approach and incorporate victim-centred, situational and offender-centred ASB:
- Identification (victim/offender/location VOL)
 - Accurate recording
 - Vulnerability/risk identification
 - Investigation (proportionate to the incident)
 - Reduce risk/prevention
- 7.26 The Force has made a significant investment in problem-solving to ensure that it is an approach understood and used by officers and staff, with training to be delivered to officers and frontline staff.
- 7.27 Examples of recent local problem-solving initiatives include:
- Gateshead Metropolitan Borough Council is arranging youth diversion provision with the Army during school holiday periods.
 - Operation Crimson, across Gateshead, focuses on education at schools prior to the holiday periods, supported by a focused partnership response providing diversionary activities. Enforcement focuses on a wide range of high visibility patrols in hotspot locations and also Local Authority test purchase operations to target sale of alcohol to underage youths.

- Nexus, the local Neighbourhood Policing Team and the Special Constabulary are conducting joint operations specifically targeting youths who are travelling into North Tyneside with alcohol.
- A Safer Schools Project is in place identifying youths and families who might be referred to the Sunderland Early Help Programme. The project began in October 2017, and to-date eleven families are working with the Early Help Programme.
- Sunderland North Neighbourhood Policing Team is working with local councillors and volunteer groups to make effective use of grants of £50,000.per electoral ward from Sunderland City Council's Raising Aspirations Project to tackle youth ASB.
- A multi-agency operation, led by the local Neighbourhood Policing Team, has been launched to address a series of serious assaults in Ashington and associated welfare and disorder issues involving teenage girls.
- 2,000 leaflets have been delivered to areas of motorcycle disorder, urging residents to provide information regarding offenders. The key messages have been reinforced with a local media/social media campaign.
- Central and Northern Area Commands have Test Purchase operations on ASB linked to underage alcohol sales.
- A multi-agency operation is in place in Wallsend targeting private landlords and protecting those being housed in poor conditions and vulnerable to anti-social behaviour and crime.
- The neighbourhood team in Whitburn and Cleadon is working with the local authority and council wardens to prevent ASB linked to end of term parties in the area.
- Within Fellgate and Hedworth, the Neighbourhood Officer worked with a local school and other partner agencies to address anti-social behaviour issues within the area. Citizenship awards were awarded to children, providing an incentive and diversion for the children.

Community Engagement

7.28 The Force's Engagement Strategy ensures effective and coordinated engagement with the region's diverse communities and includes the following objectives: identifying and protecting the most vulnerable; building trust and confidence; engaging with our established, new and emerging communities; and identifying and dealing with issues within, and between communities.

8. Future Developments

8.1 As the complexity facing policing becomes more challenging, the traditional policing approaches will not be sufficient to address the growing and complex demand.

In order to transform the approach to service delivery, the Force's change programme is considering the future force operating model and developing the capability to enhance services, with a specific focus upon:

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

- **Prevention and Problem Solving** – Adopt a problem solving approach that builds on our strong relationships with partners and communities.

This programme will allow the Force to continue to invest in the important areas of protecting and safeguarding the most vulnerable, as well as increasing investigative capability and achieving efficiency requirements borne of ongoing funding challenges. It will also continue to support the education, prevention and multi-agency problem-solving, which are key to preventing people becoming victims in the future.

Vulnerability

- 8.2 The approach to safeguarding places vulnerable victims and their respective needs at the centre of service delivery and force operating model. The emphasis is to focus upon early intervention and prevention, thereby reducing the number of future victims.
- 8.3 A Safeguarding Department has been created to provide the leadership on the development and delivery of services around safeguarding and vulnerability. The department brings together specialist trained resources, providing a high standard of investigation, including national best practice in our response to victims of rape, serious sexual offences and domestic violence. A new safeguarding operating model is being implemented to further enhance service provision.
- 8.4 Central to the new safeguarding operating model is the development of Multi-Agency Safeguarding Hub (MASH) arrangements within all six local authority areas, which creates the ability to provide a holistic response to vulnerable children and adults based on their individual needs and the needs of the family as a whole. Improved information sharing to fully understand and assess risk will deliver a more successful co-ordinated response aimed at identifying the need for early intervention to prevent escalation of issues which impact heavily upon individuals and families and which place huge demands on agencies.
- 8.5 The model also provides a dedicated complex-abuse function with multi-agency teams providing bespoke support to victims, as well as a proactive centralised MAPPA team to manage the high and very high risk Registered Sex Offenders.

Community Engagement

- 8.6 The Force has started to use technology and social media to better engage with diverse communities. A new community messaging service, 'Your Northumbria', has been launched which allows members of the public to register and receive the latest crime notifications and community news happening in their local neighbourhood. There are plans to extend it to partner agencies and local services to enhance the relevance and value to the public. There is an overall commitment to retaining a Neighbourhood Policing model which focuses on community engagement, crime prevention, deterrence and problem solving with partners.

Responding to the Public

- 8.7 A range of digital and interactive options to facilitate public contact is being developed, such as a new external website to enhance self-service/online reporting and a digital workspace to improve information sharing.
- 8.8 A review to improve how the Force can more effectively and efficiently meet calls for service is underway, including emergency response and more-planned resolution for calls for service.

Investigation

- 8.9 Future activity is focussed upon developing a sustainable operating model that delivers high quality investigative capability in order to meet the increasingly complex future demands, including:
- Redesigning the serious and organised crime model to ensure a focus on vulnerability, and forcewide investigative capability, Priority and Organised Crime Team, partnership practices and arrangements are maximised.
 - Increasing capability and efficiency of Forensic Service Provision.
 - Developing an effective and efficient custody model which delivers a customer focused approach and is flexible enough to adapt to future demand pressures.
 - Adopting an 'end to end' service design to provide a swifter, fairer and more efficient justice and victim experience.

Prevention and Problem-Solving

- 8.10 The Force is committed to Neighbourhood Policing and the important role local teams can play in pro-active problem-solving and crime reduction. Future work is seeking to improve the effectiveness of neighbourhood teams by prioritising activities to reduce crime or protect and safeguard the public, such as focusing on crime and anti-social behaviour hotspots, repeat victims, and prolific or high-volume offenders. The further development of a problem-solving approach will be key to understanding what is causing repeat offending, victimisation and problem hotspots, and identifying solutions in partnership with others agencies to reduce crime and protect the public.

Investment in Technology

- 8.11 An ambitious Digital Policing Programme is in place to transform the Force's digital technology and capability. Creating transformation through technology will not only support the delivery of a new force operating model, but create resilience and capability to deliver sustainable policing services for the future.
- 8.12 Core to this programme is a new Force operational platform which will be a significant change project to bring in a new incident and records management system enabling greater integration with Force and national systems, as well as improving data quality.
- 8.13 In addition to the new operational platform, investment in technology will help to transform digital investigation and intelligence, case management, information sharing, extended use of mobile technology, people management systems, business intelligence, information and performance management as well as a refresh of all user devices including the local delivery of the emergency services network.

Strengthening Partnerships & Collaboration

- 8.14 The Force is working with partners to encourage service provision on a whole-system approach to achieve common aims for the benefit of the public. This includes focusing on proactive and preventative activity, working with stakeholders to help resolve the issues of individuals who cause recurring problems and supporting multi-agency neighbourhood projects.
- 8.15 The development of Multi-Agency Safeguarding Hubs (MASHs) and the six-force 'Domestic Abuse: A Whole System Approach' project are excellent examples of the commitment to prevention, education, early intervention and problem solving. The development of MASH arrangements across all local authority areas provides the foundation for the Force's safeguarding operating model.

8.16 Operation Sanctuary is a further example of the benefits of strong partnerships and collaboration. Secured through innovation funding, Operation Sanctuary developed a response around prevention, investigation and disruption in regard to Child Sexual Exploitation (CSE), Modern Day Slavery and Human Trafficking linked to sexual exploitation. Operation Sanctuary has been particularly successful in achieving positive outcomes at court in bringing offenders and organised crime groups to justice. The victim care and disruptive elements of the approach have been recognised nationally as best practice by a number of bodies, including the Home Office, HMICFRS and the Anti-Slavery Commissioner.



NORTHUMBRIA POLICE AND CRIME PANEL

PANEL MEETING ON 31 JULY 2018

SUBJECT: ANNUAL WORK PROGRAMME 2018/19

REPORT OF THE CLERK TO THE PANEL

1. Background

- 1.1 The Panel has previously agreed to set a work programme for the Panel's meetings.

2. Work Programme 2018/19

- 2.1 It is proposed that the Panel agrees the draft work programme for 2018/19 attached at appendix A.

3. Recommendations

- 3.1 The Panel is recommended to comment on and agree the attached work programme.

Appendix A

Date	Report
30 October 2018	<ul style="list-style-type: none"> • Feedback from National and Regional Events • PCC's Progress and Update Report • Delivery of the Police and Crime Plan - Thresholds and Performance Report – July – September 2018 • Key Issues in the Next Quarter • Complaints Against the PCC Quarterly Report • Budget Setting Process 2019/20 • Themed Report
15 January 2019	<ul style="list-style-type: none"> • Feedback from National and Regional Events • PCC Progress and Update Report • Delivery of the Police and Crime Plan - Thresholds and Performance Report – October – December 2018 • Key Issues in the Next Quarter • Complaints Against the PCC Quarterly Report • Police Grant Settlement 2019/20 and Medium Term Financial Strategy 2019/20 – 2022/23 • Themed Report
5 February 2019	<ul style="list-style-type: none"> • Medium Term Financial Strategy Update • Proposed Precept 2019/20
5 March 2019	<ul style="list-style-type: none"> • Feedback from National and Regional Events • Themed Report
23 April 2019	<ul style="list-style-type: none"> • Feedback from National and Regional Events • PCC Progress and Update Report • Delivery of the Police and Crime Plan - Thresholds and Performance Report – Year end 2018/19 • Key Issues in the Next Quarter • Complaints Against the PCC Annual Report 2018/19 • Themed Report



VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

Northumbria Police & Crime Panel Report

July 2018

Panel Members

Firstly I would like to express my continued pride in Northumbria Police and in particular two Northumbria Officers recognised for their bravery after winning the North East Regional Award at the national Police Bravery Awards. PC Gary Sharpe and PC Vicki Threadgold were called out to a domestic violence incident in the Springwell area of Gateshead where a woman had been assaulted. PC Threadgold removed the female victim from danger. Both officers were then confronted by her drunk and aggressive partner who was threatening them from behind a child safety gate at the top of the stairs. The offender – known to have a history of violence – encouraged his two Staffordshire Bull Terriers and a German Shepherd to attack the officers.

He then brandished a large samurai sword but PC Sharpe was able to stay calm and eventually persuaded him to put it down. The man dropped the weapon but suddenly produced what appeared to be a black metal handgun which he pointed at PC Sharpe's face. With quick thinking, PC Sharpe was able to pull his CS spray before he successfully disarmed and restrained the violent man while PC Threadgold came to his aid. The offender was eventually jailed for a year after being convicted of possessing an imitation firearm with intent to cause fear or violence in June of last year.

I am delighted that their heroic actions were recognised by the Police Federation who nominated them in the North East category of their annual Police Bravery Awards in London. Gary and Vicki have once again shown why Northumbria Police officers are the very best. I'm very proud of Gary and Vicki's bravery – their bravery and actions went above and beyond and they put their own lives at risk, without hesitation. Everyone is rightly proud of them and I wanted to make panel members aware of the success of our officers at a national event.

New Deputy Chief Constable

Following the appointment of Winton Keenen as Chief Constable of Northumbria Police, this created a vacancy for the position of Deputy Chief Constable.

A number of applications were received for the role. As Police and Crime Commissioner, I have no formal role in the appointment of the Deputy Chief Constable, but as in previous appointments for this job, my office have been afforded the opportunity to be part of the process as the OPCC work very closely with the Chief Constable and Deputy Chief Constable.

The Chief Constable and the panel decided that Acting Chief Constable Darren Best was the preferred candidate. I have worked closely with Mr Best since he joined Northumbria Police as Assistant Chief Constable, the decision of the panel is welcomed as I know Mr Best is committed to improving policing further in our force area and he is determined that the public receive the very best service possible from all who work at Northumbria Police.

Vera

Section 1 - How is the PCC making commissioning decisions, and what are her future intentions?

1.1 Commissioner's Community Fund

The Commissioner's Community Fund provides funding for local groups to develop solutions to local policing and community safety issues in their local area. Grants of up to £2,000 were made available to charities, voluntary groups, community groups and social enterprises that can clearly demonstrate how their local intervention would help to reduce anti-social behaviour (ASB) and build community confidence.

The work that these groups do in Northumbria communities to support the priorities in my Police and Crime Plan 2017-2021 is invaluable. The plan followed extensive consultation with the communities and neighbourhoods in the force area therefore local communities are involved in helping to design solutions to tackle the local issues that they have raised as important to them.

As in previous years we have strengthened the assessment process for the Commissioner's Community Fund. To do this, both Community Safety Partnership leads for each local authority area and Northumbria Police neighbourhood officers were involved in assessing the suitability of applications received. It was felt that by inviting these key people to be part of the process, that their local knowledge of both groups and issues within their respective areas would allow funding to be directed to those groups and projects that would make the biggest difference in improving their local community.

Applications were received from all local authority areas with a particularly high response in Newcastle. I have been impressed by the creativity and keenness from local communities who want to work to deliver change for the good in their local area which means that 77% of the groups that applied for funding received some level of award, this is compared to only 63% in 2017/18. By supporting these groups and projects it further supports my Police and Crime Plan 2017-21 providing crucial assistance to the work being carried out by Northumbria Police.

In total £98,272.57 has been awarded, which has been made possible by the savings I have made to the cost of my office.

In the areas where there has not been a high turnout of applications, we have liaised directly with local authorities to identify groups and organisations that may be suitable to bid for funding. The outcome of these additional bids is still to be determined and will be available to view on my website in due course.

Although the theme of the bids focused on reducing anti-social behaviour and building community confidence, the projects supported include work in the following areas:

- Youth diversion and ASB
- Education and awareness
- Drugs and alcohol
- Hate crime

- Community cohesion
- Crime prevention

Further information about the current successful applications are available to view now on my website – www.northumbria-pcc.gov.uk

Section 2 - How is the PCC building effective partnerships?

2.1 Northumbria Local Criminal Justice Board (LCJB)

The last report provided members with an overview of the changes to the Local Criminal Justice Board including the appointment of myself as Chair in accordance with the draft protocol issued late last year by the Ministry of Justice.

The LCJB brings together key partners and senior representatives of criminal justice agencies operating within Northumbria, allowing for collaboration and partnership working. Northumbria LCJB is responsible and accountable for the service provided to victims and witnesses, the delivery of the criminal justice system (CJS) targets in this area, improvements in the delivery of justice, securing public confidence and reducing reoffending.

Since the April panel meeting much work has been undertaken and the Board and sub groups have met. As you know the board members, alongside myself, include representatives from a number of organisations; Northumbria Police, Crown Prosecution Service, Her Majesty's Courts and Tribunal Service, National Probation Service, Community Rehabilitation Company, Youth Offending Teams, HMP Northumberland, Victims First Northumbria and the Legal Aid Agency. The Judiciary are also represented on the board as observers their presence and contribution invaluable to achieving our aims.

These organisations are also represented on the four sub groups and have been working with the LCJB Business Manager to develop the priorities for their subgroup and also a performance management framework for the LCJB to measure achievement of these priorities. The four sub groups are Victims and Witnesses, Prevention and Rehabilitation, Performance, Public Confidence, and their identified priorities are as follows:

Victims and Witnesses

1. Develop a multi- agency approach to monitor and improve compliance with the Victims Code of Practice and Witness Charter.
2. Introduce an enhanced service to the most vulnerable and persistently targeted victims of crime ensuring their needs are identified and understood at first contact and that they are supported to cope and recover.

Prevention and Rehabilitation

3. Integrated Offender Management (IOM) governance: oversight of a revised approach to IOM
4. Restorative justice and community resolution: a partnership approach to reducing re-offending.

Performance

5. Improved file quality

6. Increased guilty pleas at first hearing
- Public Confidence
7. To develop an internal and external communications strategy for the LCJB that is able to 'reach' all members of the public (irrespective of age) through a variety of engagement methods.
 8. To create a common identity and brand for the LCJB that is recognisable and promotes the partnership work undertaken by the Board to achieve successful outcomes.

The next stage will be the development of a Business Plan and I will update members of the panel with a copy of this document when published.

2.2 Youth Crime Reduction and Sport

In 2017 I was one of six PCCs that formed a successful 'Youth Crime Reduction and Sport' bid to the Home Office Police Innovation Fund. The project has been led by Derbyshire Police and Crime Commissioner with support on the ground from Street Games.

The pilot project focused on sports based interventions to reduce youth crime. In Northumbria we worked with Bright Futures to focus on girl's empowerment and how to build their ability to resist the demands of controlling influence through enhanced confidence and self – esteem.

Following the pilot Derbyshire PCC has now successfully secured funding for this programme over a three year period. 25 PCCs have committed to supporting the next phase of the programme which will create and build support for a national framework that confirms the best ways to use sport to reduce youth offending and secure the maximum value of sport to crime reduction.

The four aspects of crime reduction that the programme will focus on are:

- Youth generated ASB and desistence of crime
- Early intervention strategies and best practice
- Youth referral framework that combines the youth justice and community sports sectors
- Supporting and influencing smarter investment into youth crime prevention activities

This will be achieved through increased cooperation and coordination between police, the criminal justice sector and community sport. Involvement in this programme of work has been welcomed by Northumbria Police and over the coming months a delivery plan will be developed which will include plans for partner and public engagement.

Section 3 - How is the PCC scrutinising the force's performance against the police and crime objectives of the plan

3.1 Northumbria Police Stop & Search Annual Report

As part of my scrutiny programme I regularly review the stop and search work of Northumbria Police. I recognise that interactions with the public can have a significant impact on public confidence so I am determined to ensure that each interaction is conducted fairly and ethically and in a manner which creates a professional and positive image of the force.

Northumbria Police have recently produced their annual report on the use of stop and search to provide an update on their performance during 2017-18 and to also outline their plans for improvements for 2018/19.

In 2017-18 the top three reasons for stop and search were drugs, stolen goods and offensive weapons and 30% of searches resulted in a criminal justice outcome.

Northumbria Police work hard with local communities to ensure that their approach is fair and transparent. Their work with the Strategic Independent Advisory Group (which is representative of the diverse communities within the Northumbria area) and various youth panels' ensure that communities can provide feedback on the forces approach to help them continuously improve.

Northumbria Police also use a 'lay observer' scheme where independent observers accompany officers during operations and view body worn video footage used during stop and search to review, learn and develop their approach.

I have provided robust scrutiny and have asked for the following actions to be taken to help strengthen the forces overall practice in this area:

- Provide more evidence based examples of where public feedback on stop and search has assisted learning and development, demonstrating Northumbria Police are continuously improving their approach.
- Stronger presence of BAME young people and those working with BAME young people on all public scrutiny groups.
- The introduction of an area on Northumbria Police website where public feedback on stop and search can be given and complaints made.
- Strengthened engagement of BAME members of the community in Northumbria Police's monthly meeting to analyse all performance data in relation stop and search.
- Carry-out an assessment of impact of stop and search training. Designed by the College of Policing the training is authorised professional practice which includes the Codes of Ethics and the National Decision Model. All front line officers received this in 2017 and we are eager to understand if this training has had the desired impact.

Northumbria Police's own plans for 2018-19 include:

- More young people involved in examining the forces approach to stop and search
- Develop a better understanding of the impact of stop and search on local communities
- Increase the number of applications for the public to observe the forces approach

- Increase the use of body worn equipment to help develop and improve practice
- Develop safeguarding measures for children after being stopped or searched.

3.2 HMICFRS Child Protection Inspection Report, June 2018

HMICFRS inspected Northumbria Police's child protection work in January 2018 and examined the effectiveness of police action at each stage of their interactions with or for children, from initial contact through to the investigation of offences against them. They also scrutinised the treatment of children in custody, and assessed how the force is structured, led and governed in relation to its child protection services. No grading is applied to the inspection.

HMICFRS found a clear commitment to protecting children and good engagement with partner safeguarding agencies from across the six local authorities. HMICFRS reports that the force governance arrangements are clearly structured and the force already has plans in place to address their weaknesses. It was noted that Northumbria Police: respond to Domestic Abuse incidents involving children in a timely manner; use their powers well to remove children in harm's way; conduct good work under Operation Encompass; have a good initial response to children missing from home and their family members; and invest in the ways they work with children. HMICFRS also applauded the force's Multi Agency Task and Co-ordinating (MATAC) approach to working the offenders and the work in reducing re-offending as innovative and effective practice.

However, there were inconsistencies in the quality of information recorded on police systems such as investigation details, safeguarding measures, and onward planning and the use of multiple systems for recording was considered inefficient and not supportive for the development of effective protective plans.

Following consideration by the Force Chief Officers a report will be presented to the Joint Business Meeting with details of the action that will be taken by Northumbria Police. This action plan will be monitored through my Scrutiny meetings.

3.3 General Data Protection Regulations (GDPR)

Members will no doubt be aware of GDPR and the implications it has.

The new legislation came in to force on May 25th 2018, there were a number of changes that had to be implemented such as a privacy statement and an audit of what data the Office of the Police and Crime Commissioner held. At the time of the inception of the new legislation, both the OPCC and Northumbria Police were in a strong position having published privacy notices, individual rights documents and the lawful basis for processing ahead of the new regulations.

The OPCC have appointed Northumbria Police's Data Controller – this will ensure that both organisations are fully up to date with any changes and if any issues arise they can be communicated quickly and effectively. As GDPR continues to evolve, training will be offered to staff so they are aware of the requirements placed on them.

To date there have been no significant issues identified and work continues both in Northumbria Police and the OPCC in respect of records management arrangements and Information Asset Registers to achieve enhanced compliance.

3.4 Complaints

The Triage Team that I established in 2013 is now an integral part of the work of Northumbria Police Professional Standards (PSD) Department - so much so, that latest figures show the value of our small but very effective team. Prior to Triage, all complaints were dealt with by PSD, latest figures for 2018/19 year to date shows that triage have dealt with 52% of complaints received- this has ensured that low level complaints are actioned quickly and efficiently, contact is normally made within a couple of hours and we are proud that we can resolve many complaints within a day of contact.

We continue to encourage those who may be dissatisfied with the service that they have received from Northumbria Police to contact us, so we can strive to make those people friends of Northumbria Police again.

I regularly receive updates from the Chief Constable on the work of how the force action complaints, the drive for continued improvements and to ensure lessons learned are undertaken from every complaint, where appropriate.

The Police and Crime Act 2017 allows Police and Crime Commissioners to change how they deal with complaints. There were three options available to Police and Crime Commissioners. I have chosen to implement the model where complaints are dealt with through our Triage Team (as the Government used the Northumbria Triage model for the legislation), PSD will continue to undertake the investigation of recorded complaints but the appeals that previously sat with the Chief Constable will now sit with my office giving a greater level of independence. I have appointed a senior member of staff from my office to undertake the role of the new appeals officer. This will allow me to monitor the quality of investigations and to work with the Chief Constable to ensure any findings are addressed.

As part of the 2018/19 Audit Plan, approved by the Joint Independent Audit Committee, an audit of how the Office of the Police and Crime Commissioner and Northumbria Police handle complaints was recently completed.

The objectives of the audit were to ensure: all complaints received are recorded, all complaints received are acted upon and the complainant is informed of action taken, performance is monitored and reported on a regular basis, appeals processes are clear and in line with legislative requirements and all departments comply with the corporate complaints policies.

The audit involved dip sampling at both the Office of the Police and Crime Commissioner and the Professional Standards Department within the force. I am delighted to report to Panel Members that the audit found control systems are operating well and no concerns were raised. This outcome reinforces our commitment to delivering outstanding service to those who have issues that they

may wish to raise and they can fully expect that we will give the matters raised our full attention.

Section 4 - How is the PCC improving communication/consultation with the public?

1.4 Nexus Campaign

Northumbria Police and the Metro provider, Nexus have a great working relationship. We have dedicated police officers who work specifically on the Metro to deal with any issues that may arise, this is paid for annually by Nexus.

At times issues can arise at Metro stations, this tends to be anti-social behaviour and such like. Nexus and Northumbria Police are keen to tackle these issues head on when they happen. I was keen to see this partnership promoted and for Metro users to know that the police will tackle any issues that may be raised – a poster campaign has now started at “hot spots” informing people that the police and Nexus are working together to tackle issues of anti-social behaviour. Effective posters have been designed and will be placed in Metro stations. I have asked for an evaluation of this campaign and will update members in due course.

Section 5 How is the PCC improving confidence in the police across the area?

5.1 Mindful Employer

I am delighted to have recently signed up the Office of the Police and Crime Commissioner for Northumbria as a Mindful Employer, we have committed to a voluntary charter, which encourages organisations to show a positive attitude to employees and job applicants with mental health issues. There are more than 1,900 organisations that have signed up.

At least 1 in 4 people will experience a mental health problem at some point in their life. A survey by Mind revealed that nearly 87 per cent of emergency services staff and volunteers surveyed have experienced stress, low mood and poor mental health at some point while working for the emergency service. As a signatory of the Mindful Employer Charter, organisations should work towards ensuring that all staff involved in recruitment and selection are briefed on mental health issues and the Equality Act 2010, and given appropriate interview skills. Equally, all line managers should have information and training about managing mental health in the workplace.

Though we are a relatively small office it's important that we make an ongoing commitment to the well-being of our team and those who apply to work with us. That's why we've signed up to the Mindful Employer Charter. We are serious about giving our employees access to help and support they may need, when they need it. People who have mental health issues may have experienced discrimination in the recruitment process – we want to make it that in Northumbria, we show a positive and enabling attitude to employees and job applicants with mental health issues.

In 2016 the Chief Constable and I signed the Blue Light 'Time to Change Pledge' on behalf of Northumbria Police demonstrating our commitment to challenge mental health stigma and promote positive wellbeing within the service. That year Northumbria also joined the UK's first emergency service mental health network after Tyneside and Northumberland Mind secured £100,000 in funding to create a North East mental health network for the emergency services.

5.2 Breathalyser Limit

Panel members will recall that the three Police and Crime Commissioners for the North East have regularly campaigned for the government to reduce the breathalyser limit, this is something that we are keen to see happen as we firmly believe it will make a difference. In May, the government announced a number of measures to improve road safety – but missed one important factor, reducing the limit. The regional PCCs welcome any initiative that will help make our roads safer, but we continue to reinforce our call for the government to lower the drink drive limit.

Scotland have already lead the way in reducing the drink drive limit to 50mg and it has had a real positive effect. In the first three months of the new limit, offences went down by 17%. If the government really want to make our roads safer, new legislation to reduce the drink drive limit will achieve this. We will continue to work in partnership to encourage government to take the common sense approach of reducing the limit that will make our roads safer. Lowering the limit would save an estimated £300 million nationally every year, by reducing the cost of the police and ambulance services and cutting hospital admissions. This money could be reinvested back in to our emergency services.

Barry Coppinger, PCC for Cleveland and Ron Hogg PCC for Durham and myself will continue to lobby government, encouraging them to take the common sense approach of reducing the drink drive limit to ensure safety on our roads.

5.3 Day of Remembrance

On July 14, Northumbria Police and I supported the annual Day of Remembrance, which celebrates lives lost to so-called honour killings and forced marriage. The Day of Remembrance was set up by Karma Nivarna, who mark their 25th anniversary this year, are a UK charity that supports victims and survivors of forced marriage and honour based abuse. The date, July 14, is significant as it is the birthday of Shafiea Ahmed, a 17-year-old British girl who was suffocated by her parents in an honour-based killing.

This will be the fourth Day of Remembrance that the charity has held, with their second being hosted in Newcastle upon Tyne city centre in 2016. There's an estimated 5,000 honour killings a year across the world, and of these, around 12 a year happen in the UK, with the figure estimated to be a fraction of the actual amount due to the complexity of the killings.

Northumbria Police are proud to be supporting this day, raising awareness of this type of abuse and highlighting the support that's available to victims. Forced marriage and so-called honour based violence are an abuse of human rights and will

not be tolerated. No one should suffer, especially in silence, and we need to ensure we are doing all we can to protect and safeguard victims so they can live their lives without fear and intimidation.

We have a responsibility to raise awareness of this type of abuse, remember those who we have lost to honour based violence and highlight support for victims. Northumbria's Chief Constable also gave his support, at the time he said "No one should be subjected to fear of violence or abuse. We understand the pressure and personal conflict that victims feel in these situations and we want them to know we are here to help. We will listen to them and we will hear what they have to tell us. We will be as discreet as necessary and I would actively encourage anyone suffering this sort of abuse to seek the help and support they so justly deserve."

5.4 National Consultations and Inquiries

I continue to respond and provide evidence to government consultations and inquiries to ensure the views of Northumbria are considered at both a national policy and decision-making level. It's important that I continue to influence to bring about change for the benefit of the people of Northumbria. In the last three months I have responded to the following requests for views.

- **HM Government Consultation on Travellers and unauthorised encampments** - in May 2018 I responded to a consultation undertaken by the Ministry of Housing, Communities and Local Government, the Home Office and the Ministry of Justice on powers for dealing with unauthorised developments and encampments at a local level and the impact the proposed changes will have on members of the travelling community.
- **HM Government Consultation: Transforming the Response to Domestic Abuse** - this consultation sought views on specific measures on domestic abuse that the government set-out in the Queen's Speech, as well as views on other steps that we can take forward through future domestic abuse legislation. Amongst other important issues the key message from the PCC was that to make the government's proposals meaningful, there needs to be a coherent strategy that ties in with a broader VAWG strategy. A narrow focus on DA is inappropriate as all VAWG is interconnected.
- **House of Commons Public Bill Committee on the Voyeurism (Offences) (No 2) Bill: Request for Written Evidence** - The PCC welcomes the Bill and its potential to deter and criminalise 'upskirting' and also commented that other image-based sexual offences also need to be considered for legislative purposes. At present the law is not keeping up to pace with the emergence of new forms of sexual abuse which utilise technology.

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VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

POLICE AND CRIME PANEL

31ST July 2018

**REPORT OF HELEN MURPHY - BUSINESS INTELLIGENCE MANAGER
CORPORATE DEVELOPMENT DEPARTMENT**

INTRODUCING PERFORMANCE THRESHOLDS

1. PURPOSE

- 1.1 To explain the use of performance thresholds to support the monitoring and scrutiny process for the delivery of the Police and Crime Plan.

2. BACKGROUND

- 2.1 The Police and Crime Plan performance report includes a range of measures or key performance indicators (KPIs) that enable the Panel to monitor progress against achieving the Police and Crime Plan. By providing data, measures can be used to answer the key performance question, are we delivering desired levels of performance.
- 2.2 A KPI has limited value unless it can be compared to something. There is value in monitoring change over time; however, unless it is known what change is required, it can be of little value. Previously, performance reports have compared performance over time, which does not consider seasonal changes, national policy changes, and local resource changes. In addition performance may show that it is improving over time, but has it reached desired performance?

DEVELOPMENT OF THRESHOLDS

- 2.3 The Office of Police and Crime Commissioner and Northumbria Police have jointly developed and agreed thresholds for measures within the plan. Thresholds describe acceptable ranges for performance to ensure that attention and resources are focused on the right areas, identifying true performance concerns rather than highlighting fluctuating changes against an arbitrary comparison.
- 2.4 If performance is the same as or better than the threshold the measure has been graded green, if it does not meet the threshold it is red. This visual representation of the indicator, in addition to comparing the measures over time, enables the reader to focus on key measures and pose performance questions: e.g., 'is performance improving at the right pace?'
- 2.5 Each performance threshold has been individually considering; what is an acceptable level of service and protection our community should expect; what can be described as stretching, but realistic given previous performance, current resources, and how Northumbria Police would compare nationally, or be assessed by the HMICFRS.

- 2.6 The performance thresholds will be reviewed on a regular basis to ensure they reflect current priorities and remain meaningful. In the first instance, the plan is to review the thresholds in November 2018, reflecting their recent introduction.
- 2.7 The development of performance thresholds is not suitable for all the indicators, with some measures only being monitored. A common reason would be if a change in volume, such as the number of reported domestic abuse incidents can be seen as both a positive (increased confidence to report) and negative (increase in prevalence) outcome.

POLICE & CRIME PLAN QUARTERLY PERFORMANCE REPORT

Building Safer Communities and Effective
Justice

Quarter 1, 2018/19

Domestic and Sexual Abuse

Key points

- Increasing reported sexual offences and domestic abuse incidents.
- Improving the management of registered sex offenders.
- Newly formed Multi-Agency Safeguarding Hubs (MASH).
- Home Office Police Transformation Project – Domestic Abuse: A Whole System Approach.

Pages 2 to 5

Putting Victims First

Key points

- Reduced response rates as a result of improved identification of vulnerability.
- Scheduled launch of the new Customer Service Centre, in July, a new model to improve call handling performance.

Pages 6 to 9

Effective Criminal Justice System

Key points

- Revised format of the Local Criminal Justice Board.
- Rape victim survey findings.
- New Sexual Violence Complainant's Advocate role.

Pages 10 to 12

Reducing Anti-Social Behaviour

Key points

- Low, but increasing perceptions of ASB.
- Partnership work to address various aspects of ASB.

Pages 13 to 14

Cutting Crime

Key points

- Launch of a new model of Integrated Offender Management (IOM).
- Activity against serious and organised crime.
- Increase in crimes related to the Night Time Economy, yet high perceptions of safety.

Pages 15 to 17

Community Confidence

Key points

- High levels of safety and confidence in the Police.
- Reduction in satisfaction of victims of hate crime.
- IOPC recognition of the Force's good practices in referring cases of Abuse of Position for Sexual Gain.

Pages 18 to 20

A reduction in sexual and domestic abuse

Domestic and Sexual Abuse

	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
1. Recorded sexual offences	Monitor	1,052 12 per day	1,141 12 per day	1,120 12 per day	1,206 13 per day	1,379 15 per day	3,709 10 per day	4,846 13 per day
2. Recorded domestic abuse incidents	Monitor	8,135 89 per day	8,535 93 per day	8,470 92 per day	8,334 93 per day	8,760 96 per day	31,642 87 per day	34,099 93 per day

	Threshold	Rolling 12 month data to...			12 months to...	
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018
3. Percentage of high or medium risk victims of domestic abuse who have suffered a subsequent domestic abuse incident or crime	Monitor	43% 3,330 repeat victims	43% 3,353 repeat victims	45% 3,469 repeat victims	43% 3,331 repeat victims	43% 3,429 repeat victims
4. Percentage of victims of sexual abuse who have suffered a subsequent sexual abuse crime	Monitor	8% 195 repeat victims	8% 228 repeat victims	8% 226 repeat victims	7% 169 repeat victims	9% 258 repeat victims

	Threshold	Rolling 12 month data to...			12 months to...	
		Apr 2017	Jul 2017	Oct 2017	January 2017	January 2018
5. Reduction in the level of domestic abuse harm caused by domestic abuse offenders ¹	New measure	83% (143/173)	83% (164/197)	95% (162/171)	78% (135/172)	72% (142/196)

¹ 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, Gravity, and Frequency of their offending to give an indication of the current level of harm caused, also taking into account the number of victims offended against.

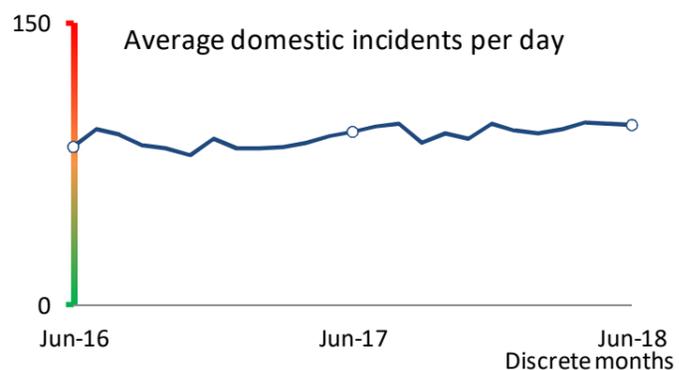
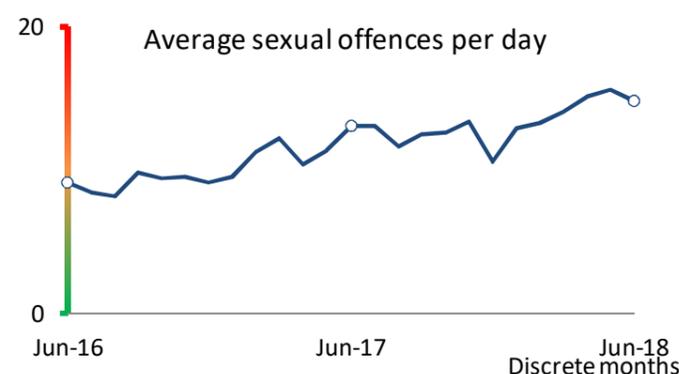
Sexual Offences

The number of sexual offences recorded per day has increased from an average of 10 per day during the 12 months to June 2017 to 13 per day during the 12 months to June 2018 (measure 1). Represented as a rate per 1,000 population, the Force recorded the 5th highest sexual offence rate in England and Wales during the 12 months to April 2018.

This increase in sexual offences can be attributed to improved crime recording, an increased likelihood of victims to report recent and non-recent abuse, and complex investigations involving numerous victims and perpetrators. In addition, the approach to victim engagement has become more sophisticated with mechanisms in place to encourage disclosure, either directly by the victim, or via third party reporting by other agencies, for example Health.

All victims reporting two or more sexual offences have been risk assessed and reviewed by safeguarding specialists, all safeguarding interventions and referrals to support agencies had already taken place.

Sanctuary is the Force's overarching response to preventing abuse and protecting vulnerable people. Under the Sanctuary banner, Northumbria Police continue to work with a range of agencies to prevent abuse including delivering training and awareness to young people, businesses and other agencies.



Management of Sexual Offenders and Violent Offenders (MOSOVO)

As part of a wider Safeguarding Project, Northumbria Police has increased the number of officers who work towards reducing the risk of Sexual Offenders and Violent Offenders under the Management of Sexual Offenders and Violent Offenders (MOSOVO) team. Neighbourhood officers will be provided with additional training and will work alongside MOSOVO specialists to ensure a more intrusive and effective management of registered sex offenders to reduce offending and increasing community based intelligence. The new model will be fully functional by 2019.

Complex Investigation Unit

The complex abuse investigation unit is the dedicated response to investigating, disrupting and prosecuting offences of sexual exploitation (child and adult) and Modern Day Slavery. The multi-agency team includes statutory and voluntary sector workers.

Tackling Exploitation

The victim team has a bespoke victim strategy, which ensures the most appropriate agency makes the first trusted approach to any potential complainant. The team has adopted a persistent and patient approach to build trust and confidence with the potential complainant so that they feel supported and ready to disclose any offences which they have been victim of. The recently published joint serious case review commissioned by Newcastle City Council in relation to sexual exploitation in Newcastle recognised the dedicated victim teams as national best practice. The multi-agency victim teams have also received endorsement from the victims spoken to during the review.

There are a number of ongoing sexual exploitation investigations currently being investigated by the Complex Abuse Investigation Team. A number of males were charged with numerous sexual offences and are appearing in Magistrates court in July.

Tackling Modern Day Slavery (MDS)

MDS is an overarching term encompassing slavery, servitude, forced or compulsory labour and human trafficking.

The Force is working with local authorities to establish a joint MDS protocol which will provide a consistent approach to the safeguarding of victims and the ability to respond to pre-planned and live incidents.

There have been several large scale complex investigations into MDS and Human Trafficking. Operation Cluster was a large scale complex MDS investigation which included a large scale financial investigation, as well as forced labour and sexual exploitation. Following an 18 month-long investigation, six offenders were found guilty of conspiracy to traffic people, conspiracy to launder money, and conspiracy to carry out forced/compulsory labour. In total, the six offenders were sentenced to 40 years imprisonment and five of the offenders were given slavery trafficking prevention orders.

Safetyworks!

Between April 2018 and May 2018, 2,418 attended the centre for 20 minute scenario sessions. In addition, 148 students attended the centre for a two hour session specifically focused on CSE, healthy relationships and peer pressure.

Over the course of the school holidays, the centre has scheduled eight sessions with inputs on numerous subject areas, including CSE, with a target audience of 400 students. During September 2018, the centre will be utilised to deliver training to special constables.

Bespoke awareness sessions focused on domestic abuse have been developed by Barnardos from funding secured by the OPCC. Safetyworks will be working in partnership with Barnardos and will be delivering sessions in October 2018.

Domestic Abuse (DA)

During the 12 months to June 2018, the Force responded to an average of 93 calls about DA each day, this is an increase from an average of 87 per day during the 12 months to June 2018 (measure 2). 43% of victims are identified as high or medium risk repeat victims.

Think Through the Eyes of the Child

In April 2018, the Force embarked on an internal campaign to think 'Through the Eyes of the Child'.

This initiative encourages officers to speak to children present at domestic abuse incidents and to consider how life is for the child. This gives the officer the opportunity to understand the impact on children affected by DA and improve their response to any concerns identified.

A Domestic Abuse poster campaign led by the OPCC was ran which shows the damaging affect abuse in the home can have on children.

Operation Encompass

Operation Encompass is a unique Police and Education safeguarding partnership which supports children and young people exposed to DA. Northumbria Police now runs its part of the operation through the newly formed Multi-Agency Safeguarding Hubs (MASHs) which are now in place across the six local authority areas.

Feedback from schools 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

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

The MATAC process determines the most harmful and serial DA perpetrators and ensures agencies work in partnership to reduce their offending. The MATAC process has been independently evaluated by Northumbria University in June 2017, who identified the project as achieving its objectives of preventing further DA, improving victim safety, improving criminal justice outcomes, improving partnership working and improving offender behaviour. MATAC now forms part of the 2017-2019 Home Office Transformation funded project, 'Domestic Abuse: A Whole system Approach' which is setting a consistent process across a six force region.

During the 12 months to January 2018, 196 subjects were discharged from MATAC. After six months of being discharged the level of DA offending is assessed using the RFG score. Of the 196, the offending score is lower for 72% (142 offenders), higher for 27% (53 offenders), and the same for one offender.

Domestic Violence Prevention Orders and Notices (DVPO and DVPN)

Under the DVPO scheme, police and magistrates have the power to ban a domestic violence perpetrator from returning to their home or having contact with the victim for up to 28 days after a domestic violence incident. Northumbria Police is proactive in the use of DVPNs and subsequent orders, in addition to promptly referring victims to other agencies, to reduce the risk to victims and give them the time and space to work with other agencies.

During the 12 months to June 2018, there were 382 applications to court (284 in the previous period); 333 granted by the court (254 in the previous period); and 49 refused (30 in the previous period). In the latest period there were 81 breaches of DVPOs (compared to 58) and 23 breaches of DVPNs in both periods.

Clare's Law

Clare's Law enables the police to disclose details of an abusive partner's past, so a person can make an informed decision about whether to remain in a relationship. Between 1st April and 30th June 2018, Northumbria Police received 128 Clare's Law applications which met the criteria.

There were 36 applications under the 'Right to know' resulting in 31 disclosures, and 92 applications under the 'Right to Ask' resulting in 39 disclosures.

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	Rolling 12 month data to...			12 months to...	
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018
Percentage of domestic abuse victims satisfied with the policing response provided: (600 surveys completed per annum)						
6. Initial contact	95% and above	97% ● +/- 1.4	98% ● +/- 1.2	97% ● +/- 1.5	97% ● +/-1.4	96% ● +/- 1.7
7. Response time	90% and above	93% ● +/- 1.9	93% ● +/- 2.0	92% ● +/- 2.2	93% ● +/- 2.0	91% ● +/- 2.4
8. Action taken	90% and above	91% ● +/- 2.1	90% ● +/- 2.2	89% ● +/- 2.5	90% ● +/- 2.2	87% ● +/- 2.7
9. Follow-up	90% and above	88% ● +/- 2.4	88% ● +/- 2.4	86% ● +/- 2.8	89% ● +/- 2.4	85% ● +/- 3.0
10. Treatment	95% and above	96% ● +/- 1.4	96% ● +/- 1.5	96% ● +/- 1.6	95% ● +/- 1.6	94% ● +/- 1.8
11. Whole experience	90% and above	94% ● +/- 1.8	93% ● +/- 1.8	93% ● +/- 2.1	94% ● +/-1.8	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	95% ● +/- 1.8	95% ● +/- 1.7	93% ● +/- 2.1	96% ● +/- 1.5	93% ● +/- 2.1

DA victims continue to have high levels of satisfaction with 92% satisfied, and many victims positive about the support received from officers. There have been some reductions in the latest period. Satisfaction with the actions taken has reduced from 90% to 87%, and follow up satisfaction has decreased from 89% to 85%. Whilst neither of these reductions are statistically significant, common reasons for dissatisfaction with the police service are a lack of action or appropriate intervention against the offender and a lack of updates about the investigation or the outcome.

Improving follow up satisfaction is a performance priority for the Force, with an action plan overseen by the Confidence and Standards Board. Areas for improvement in the plan include establishing victim contact contracts, the provision of prompt updates, delivering on promises and explaining outcomes.

Confidence in reporting DA remains high, although there has been a statistically significant reduction in the last twelve months from 96% to 92%. Whilst some who would not report again had positive experience with the police (contact was made by a third-party or it was a one-off), the main reasons why people would not report again were similar to those dissatisfied with actions taken and follow-up.

A series of officer briefings on victim standards of service have been delivered across the Force to help address these performance trends.

National research is being conducted by RESPECT into the different issues faced by rural and urban victims of DA. In anticipation of this

research, satisfaction between these two groups has been compared locally. Rural victims who report DA are more satisfied (93% urban, 97% rural). Rural service users are defined nationally as those living in the Northumberland sectors, Morpeth, Alnwick, Berwick, and Tynedale.

Safeguarding Model

On 16th April 2018, the new MASH operating 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. All six MASHs are at various stages of implementation. Line management and internal police governance will ensure that processes within the MASH develop in a consistent way. All MASHs now have a performance framework in place to highlight areas of best practice, including areas for development. The 'onecall' approach in Northumberland, incorporating Northumberland MASH, has been nationally recognised by Sir Tom Windsor, HMICFRS as best practice. The MASH model is evolving to align delivery of safeguarding and children's multi agency services. It also provides a co-ordinated and cohesive approach to tackling domestic abuse.

APVA Training

Adolescent to Parent Violence and Abuse (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 widely under

reported. Training sessions are taking place in June and July 2018 and include delivery by 'RESPECT' to 60 front line officers as well as to key professionals in other agencies who will be delivering the Respect Young People's Programme. The training to police officers is the first of its kind being delivered by RESPECT in the UK, putting Northumbria Police at the front of this evolving area of risk and preparing the Force to better identify and respond to APVA.

Home Office Police Transformation Project – Domestic Abuse: A Whole System Approach

Robust governance and reporting mechanisms are in place for the Whole System Approach Project across the regional group, as well as comprehensive management and consultation systems, both internally and externally. The project is progressing on track and an evaluation provider has recently been commissioned.

The National Police Reform Transformation Board (PRTB) and the Home Office have highlighted the project as good practice in how it is being managed and governed; the Home Office intend to share the methodology with other forces undertaking transformation projects across the country. Northumbria Police is also working with the College of Policing, who are seeking to share good practice from the project, such as MATAAC. HMICFRS visited on 3rd July and has commended the project and the MATAAC.

More accurate recording of domestic and sexual abuse

Domestic and Sexual Abuse

	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 – Q2	2017/18 – Q4	2017/18 – Q4	2018/19 - Q1	June 2017	June 2018
13. Percentage of sexual offences that comply with National Crime Recording Standards	95% and above	96% ● 46 under recorded	96% ● 52 under recorded	97% ● 34 under recorded	97% ● 42 under recorded	97% ● 32 under recorded	94% ● 240 under recorded	97% ● 161 under recorded
14. Percentage of rape offences recorded within 24 hours	90% and above	93% ● 345 within 24 hours	89% ● 350 within 24 hours	88% ● 342 within 24 hours	88% ● 301 within 24 hours	89% ● 386 within 24 hours	89% ● 1,199 within 24 hours	89% ● 1,379 within 24 hours
15. Percentage of inappropriately cancelled crimes for sexual offences	95% and above	100% ● 0 inappropriately cancelled	75% ● 3 inappropriately cancelled	100% ● 0 inappropriately cancelled	94% ● 2 inappropriately cancelled	75% ● 7 inappropriately cancelled	87% ●	88% ● 12 inappropriately cancelled

Northumbria Police closely monitor compliance to National Crime Recording Standards (NCRS). A daily review of rape and domestic abuse reports is undertaken to identify areas for improvement and to ensure victims receive the most appropriate service. As a result of a focus on accurate recording across the Force, NCRS compliance for

sexual offences has increased from 94% during 12 months to June 2017 to 97% during the 12 months to June 2018 (measure 13).

The timeliness of recording rape offences has stayed consistent at 89% recorded within 24 hours, but remains below the 90% threshold (measure 14).

The Force Crime Registrar reviews and approves all cancelled sexual offences to ensure compliance and provides feedback to officers when required. There were twelve inappropriately cancelled crimes in the 12 months to June 2018 (all were administrative errors); compliance of 88% is lower than the 95% threshold (measure 15).

Putting Victims First

Improved victim satisfaction and police response (1 of 3)							Putting Victims First	
	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
16. Attendance rate for priority 1 incidents (Urban)	10 minutes	12 mins 44 secs ●	13 mins 29 secs ●	13 mins 50 secs ●	13 mins 44 secs ●	14 mins 0 secs ●	12 mins 59 secs ●	13 mins 47 secs ●
17. Attendance rate for priority 1 incidents (Rural)	20 minutes	21 mins 45 secs ●	24 mins 10 secs ●	26 mins 15 secs ●	26 mins 36 secs ●	25 mins 30 secs ●	23 mins 0 secs ●	25 mins 38 secs ●
18. Attendance rate for priority 2 incidents	60 minutes	1 hr 5 mins ●	1 hr 17 mins ●	1 hr 14 mins ●	1 hr 9 mins ●	1 hr 37 mins ●	1 hr 1 min ●	1 hr 19 mins ●

	Threshold	February 2017	November 2017
Percentage of calls dealt with meeting call handling standards: (February 2017 is based on a sample size of 446 November 2017 is based on a sample size of 345)			
19. Correct greeting and overall politeness	95% and above	96% ●	97% ●
20. An explanation of response was given	73% and above	58% ●	65% ●
21. All information was recorded	87% and above	80% ●	85% ●
22. Contact handler reassured the caller	90% and above	88% ●	86% ●
23. Contact handler related with the caller	90% and above	90% ●	88% ●
24. Contact handler resolved the caller's request	90% and above	93% ●	94% ●

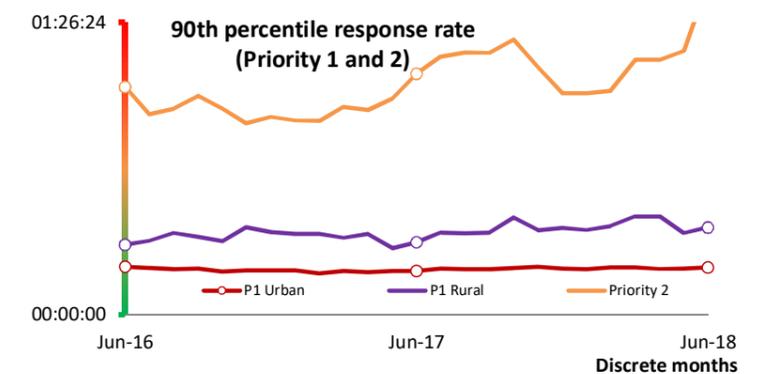
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Attendance response rates for priorities 1 and 2 have increased and remain an area for improvement and are managed under the Responding to the Public Operational Delivery Group.

The number of incidents assessed as priority 1 has increased by 10% over the past 12 months, while those assessed as priority 2 have reduced by 1%. This may be a result of the Force's improvement in identifying vulnerability at initial contact and deploying a more urgent response (see page 9).

Incident demand

	12 months to June 2017	12 months to June 2018	Change	
Priority 1 (urban)	43,099	47,315	4,216	10%
Priority 1 (rural)	3,334	3,620	286	9%
Priority 2	149,636	147,636	-2,000	-1%
Priorities 1 and 2	196,069	198,571	2,502	1%



Improved victim satisfaction and police response (2 of 3)

Putting Victims First

	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
Average time to answer calls								
25. Emergency calls	0 mins 10 secs	0 mins 21 secs ●	0 mins 22 secs ●	0 mins 20 secs ●	0 mins 9 secs ●	0 mins 13 secs ●	0 mins 14 secs ●	0 mins 16 secs ●
26. 101 – Non-Emergency calls	1 min 0 secs	1 mins 46 secs ●	2 mins 21 secs ●	1 mins 50 secs ●	0 mins 41 secs ●	0 mins 42 secs ●	1 mins 1 sec ●	1 mins 23 secs ●
27. 101 – Secondary calls	1 min 0 secs	2 mins 45 secs ●	3 mins 47 secs ●	2 mins 35 secs ●	1 mins 0 secs ●	1 mins 21 secs ●	1 min 44 secs ●	2 mins 10 secs ●
Percentage of calls answered								
28. Emergency calls	98% and above	93% ● 56,623 calls	94% ● 62,119 calls	95% ● 59,272 calls	99% ● 50,797 calls	99% ● 58,645 calls	96% ● 214,879 calls	97% ● 230,833 calls
29. 101 – Non-Emergency calls	90% and above	83% ● 71,371 calls	78% ● 82,669 calls	84% ● 81,809 calls	95% ● 84,101 calls	95% ● 88,184 calls	91% ● 281,025 calls	88% ● 336,763 calls
30. 101 – Secondary calls	90% and above	54% ● 37,001 calls	56% ● 19,087 calls	73% ● 17,005 calls	90% ● 16,752 calls	90% ● 23,322 calls	70% ● 213,249 calls	75% ● 76,167 calls

The average times taken to answer calls during the 12 months to June 2018 are longer than the thresholds.

Improved call performance in Quarter 4 (2017/18) has been maintained into Quarter 1 (2018/19) despite an increase in volume

demand for emergency and non-emergency calls in line with seasonal expectations.

The initial call customer service pilot has been developed into a permanent model went live in July. 24 customer service call handlers

have been recruited and are currently undergoing a six week training programme. The new model is expected to allow improved call handling response times as calls other than 999 and non-emergency demand will be triaged more effectively at the first point of contact.

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Improved victim satisfaction and police response (3 of 3)

Putting Victims First

	Threshold	Rolling 12 month data (since October 2017) to...			August 2017 to...		
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018	
31. Satisfaction levels for victims of crime, with a specific sample for those that are considered vulnerable and for repeat victims ²	New measure	Data not available for this new survey					
Percentage of crime victims satisfied with the policing response provided: (1,300 surveys completed per annum) This survey was revised in August 2017							
32. Initial contact	New measure	No data, survey commenced August 2017			96% +/- 1.5	No data, survey commenced August 2017	96% +/- 1.1
33. Response time	New measure				90% +/- 2.0		90% +/- 1.6
34. Action taken	New measure				83% +/- 2.5		84% +/- 1.9
35. Follow-up	New measure				70% +/- 3.6		72% +/- 2.8
36. Treatment	New measure				94% +/- 1.6		94% +/- 1.1
37. Whole experience	New measure				83% +/- 2.4		84% +/- 1.8

Percentage of victims satisfied with the RWD policing response provided: (600 surveys completed per annum)						
	Threshold	Rolling 12 month data to...			12 months to...	
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018
38. Action taken	90% and above	93% ● +/- 1.9	93% ● +/- 2.0	92% ● +/- 2.3	93% ● +/- 1.8	91% ● +/- 2.4
39. Victim thought their incident was taken seriously	90% and above	91% ● +/-2.0	89% ● +/-2.3	88% ● +/- 2.5	91% ● +/-2.0	87% ● +/- 2.6
40. Whole experience	85% and above	87% ● +/- 2.3	86% ● +/- 2.5	85% ● +/- 2.6	88% ● +/- 2.1	85% ● +/- 2.8

²This is a new survey. Initial results may be available in quarter 3 dependent on the reliability of the sample size to be representative of all vulnerable and repeat victims.

A new volume crime survey was launched in August 2017, following the withdrawal of the Home Office mandated User Satisfaction Survey. The Home Office survey covered the three crime types: burglary; violence and vehicle crime. The new survey has been designed to cover all volume crime, with a greater focus on the needs of the victim and the entitlements laid out in the Victims' Code of Practice.

The survey provides more detailed information about the victim experience to help the Force to better meet victim needs. 'Action taken' and 'follow-up' continue to be identified as areas for improvement (84% and 72% respectively; measures 34 and 35) Analysis of victim surveys identified areas for improvement including:

- Managing victim expectations more effectively, and improving the quality of investigations.
- Keeping promises when we commit to action.
- Offering victim support and completing Victim Needs Assessments (VNAs).
- Providing an information leaflet, including contact details.
- Agreeing and recording how often, and by what means, victims would like to be updated.

These areas have been discussed in Force performance meetings. They also feature in a series of briefings delivered to all frontline supervisors by the Chief Constable and Deputy Chief Constable. These have been followed up by a series of briefings to all Sergeants and Inspectors across the Force. Improving follow up for volume crime victims also forms part of the action plan overseen by the Confidence and Standards Board, as mentioned under Domestic Abuse victim satisfaction.

The plan includes actions to produce easy to follow guidance for all front-line officers, develop a more effective means to 'contact an officer' through an online form, close scrutiny of service satisfaction and complaints by Area Command Superintendents with a view to addressing any staff development required. Improving follow up satisfaction also forms part of the Hate Crime Action Plan.

Resolution Without Deployment (RWD)

Whole experience satisfaction (measure 40) has been decreasing since March 2017 and is currently at 85% compared to 88% previously; a statistically significant reduction. There has also been a statistically significant reduction for victims agreeing their incident

was taken seriously (measure 39), from 91% to 87%. The main reasons for dissatisfaction include:

- Victims expecting more action or an investigation.
- Victims expecting more updates, or not receiving any.

In March 2018, a 'customer service wrap up conversation' has been introduced for all appointments to discuss customer expectation and satisfaction to ensure satisfaction for every contact.

In February 2018, the Force changed how it manages some of its missing people reports, which are now no longer managed by RWD. This changed how missing people are safeguarded and the workload of RWD. To address this, the shift pattern and processes were changed to enable more appropriate demand to be managed within that more efficient structure. This was outlined in a formal evaluation report in April. RWD continue to focus on improving satisfaction levels across this demand with a more customer service based ethos and approach for every contact.

Victims are supported to cope and recover from their experience of crime							Putting Victims First	
	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
41. Percentage of victims with a satisfactory needs assessment	85% and above	81% ● of 25,141 victims	85% ● of 28,000 victims	84% ● of 27,537 victims	83% ● of 26,438 victims	83% ● of 27,881 victims	79% ● of 95,057 victims	84% ● of 109,856 victims
42. Percentage of needs assessments completed within 48 hours. ³	80% and above	82% ● of 25,141 victims	85% ● of 28,000 victims	89% ● of 27,537 victims	87% ● of 26,438 victims	86% ● of 27,881 victims	83% ● of 33,989 victims	86% ● of 109,856 victims

³This measure was introduced in March 2017. The figure quoted for 12 months to June is based on March 2017 to June 2017

Although 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' and has started to implement stage one; a series of events for supervisors. A significant portion of the programme is dedicated to improve 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	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
		43. Attendance rates at incidents with vulnerable victims (priority 2)	60 minutes	1 hr 10 mins ●	1 hr 19 mins ●	1 hr 12 mins ●	1 hr 2 min ●	1 hr 25 mins ●

	Threshold	February 2017	November 2017
Percentage of calls dealt with meeting call handling standards: (February 2017 is based on a sample size of 446 November 2017 is based on a sample size of 345)			
44. Correctly assessed for vulnerability, threat, risk and harm AND rationale recorded (THRIVE)	90% and above	No data, measure introduced in November 2017	84% ●
45. Allocated the most appropriate response (THRIVE)	90% and above	87% ●	82% ●

A THRIVE action plan is in place and continues to drive improvements with regular performance scrutiny including local audits (in addition to the formal assessments). In May, every call handler had recent calls listened to, assessed and feedback provided. A total of 1,500 calls were reviewed for THRIVE quality. This local audit demonstrated continuing improvement against increased HMICFRS call handling standards. The THRIVE action plan will remain a key focus for Northumbria Police and a further assessment will be undertaken in September 2018.

Additional refresher THRIVE training is being provided to all Communications staff between July and September 2018.

There is an improved focus in recognising vulnerability at the first point of contact. In April and May 2018, the Force identified and marked 8.3% of all incident demand as vulnerable, compared to only 3.7% in October 2017 when the Force was inspected by HMICFRS.

Priority 1 and 2 vulnerable incidents now have a greater level of scrutiny by supervision with an escalation process to oversee effective response deployment.

Increased number of guilty pleas at first hearing							Effective Criminal Justice System	
	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1 (April and May)	May 2017	May 2018
46. Percentage of guilty pleas at first hearing ⁴	70% and above	64% ●	64% ●	62% ●	61% ●	68% ●	64% ●	63% ●

⁴ The percentage of guilty pleas are provided by the CPS and do not include the number of guilty pleas, just the percentage.

The percentage of guilty pleas at first hearing (measure 46) is 63%; lower than the threshold of 70%.

In order to increase the number of guilty pleas at first court appearance, the Local Criminal Justice Board (LCJB) Performance

Board Group is addressing this issue and working with criminal justice agencies to reduce the volume of fail to appear (FTA) cases. This includes a drive to quickly action arrest warrants issued by the court.

Northumbria Police continue to focus on disclosure and case file quality; the 'Raising Investigative Standards' training programme includes a module dedicated to this stage of investigation.

Prevention of first time and repeat offending							Effective Criminal Justice System	
	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1 (April and May)	May 2017	May 2018
47. Appropriate use of out of court disposals where a charge is the normal outcome ⁵	Monitor	70%	64%	69%	65%	60%	62%	65%

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	Threshold	Rolling 12 month data to...			12 months to...	
		Mar 2017	Jun 2017	Sep 2017	Dec 2016	Dec 2017
48. Monitor the number of first time entrants to the criminal justice system ⁶	Monitor	3,035	2,852	2,806	3,203	2,767

⁵ 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

⁶ 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.

Out of Court Disposals (OCD)

In order to improve victim satisfaction and to rehabilitate offenders to change their behaviour and reduce re-offending, Northumbria Police is piloting a new programme of work aimed at first time and/or low level offenders. Intervening early is key to reducing the risk of future offending, by changing attitudes and increasing understanding of the impact their actions have on victims. Currently, of the cases that are charged and go to court, many first time or low level offender cases do not access interventions which address the causes of offending. These conditional caution pathways are unique; nowhere else in the country are there this range of options which can be used without a prosecution and subsequent court order. By adopting these outcomes for appropriate offences, it places the victim at the heart of the conversation, addressing offending behaviour and improving victim satisfaction.

From the period of 9th October 2017 to 29th June 2018, the total number of referrals to the pathways was 392. These pathways and the referral numbers are as follows:

- **Women's pathway** [134 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.
- **Veterans pathway** [13 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)** [19 referrals] – Undertaken by Lifeline this pathway is designed to illustrate the impact of offender actions when under the influence of alcohol.
- **Drugs/Alcohol triage** [139 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** [56 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** [31 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.

Officer training is complete and the pathways are monitored regularly through performance meetings and independently evaluated with findings due in March 2019.

First Time Entrants to the Criminal Justice System

The number of first time entrants to the criminal justice system has reduced by 14% over the past 12 months. This follows a similar national trend (-10%). The rate per 1,000 population is the same as the Force's MSG and the national average.

Increased charge and conviction rates for cases of rape, sexual offences and domestic abuse							Effective Criminal Justice System	
	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
49. Percentage of post-charge failures	32% and below	No data, data only available since September 2017	46% ● 194 failures (Sept)	41% ● 615 failures	34% ● 480 failures	34% ● 323 failures (Apr-May)	No data, data only available since September 2017	38% ● 1,612 failures (Sept-May)
Charge rate for:								
50. Rape	9% and above	8% ● 30 charges	8% ● 34 charges	9% ● 36 charges	5% ● 22 charges	4% ● 22 charges	12% ● 167 charges	6% ● 114 charges
51. Sexual offences	12% and above	14% ● 91 charges	9% ● 66 charges	13% ● 90 charges	11% ● 83 charges	7% ● 62 charges	14% ● 326 charges	10% ● 301 charges
52. Domestic abuse	22% and above	16% ● 849 charges	15% ● 924 charges	16% ● 922 charges	15% ● 917 charges	17% ● 1,101 charges	19% ● 3,239 charges	16% ● 3,864 charges

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	Threshold	Rolling 12 month data to...			12 months to...	
		Sep 2017	Dec 2017	Mar 2018	May 2017	May 2018
Conviction rate for: ⁷						
53. Rape	58% and above	49% ●	52% ●	54% ●	46% ●	55% ●
54. Sexual offences	83% and above	80% ●	82% ●	83% ●	77% ●	80% ●
55. Domestic abuse	76% and above	72% ●	71% ●	72% ●	72% ●	72% ●
Report to conviction rate for:						
56. Rape	5% and above	5% ●	4% ●	4% ●	6% ●	3% ●
57. Sexual offences	10% and above	10% ●	10% ●	10% ●	11% ●	8% ●
58. Domestic abuse	17% and above	12% ●	12% ●	11% ●	14% ●	11% ●

⁷ Conviction rates are provided by the CPS and do not contain the number of convictions, just the percentage.

Post Charge Failures

The percentage of post-charge failures has improved over the past four quarters, but remains higher than the threshold (measure 49).

The CPS revised their review process for file quality assessments in September 2017. There is a disparity between case types whereby performance in Crown Court cases are over 10% worse than the national average, balanced by quality for Magistrates court cases which are 10% better than the national average and obviously higher in volume.

Rape Charge Rate

The reporting and recording of rape crimes has increased; however there is a reduction in the rape charge rate which is now below the threshold of 9% (measure 50).

The national charge rates for rape and sexual offences have reduced over the past five years:

National charge rates

	Rape	Sexual offences
2013/14	21%	25%
2014/15	15%	19%
2015/16	16%	17%
2016/17	11%	14%
2017/18	7%	11%

Building on previous data analysis, case reviews and staff focus groups, further work is being carried out to explore reasons for the reduction in charge rate for rape offences and lower than average conviction rate, with an emphasis on the nature of offending and the comparative likelihood of securing a conviction.

The previous study identified delays in the process relating to a high volume of requests, by CPS, of third party material for disclosure, and an increasing caseload from an increase in reporting of rape offences.

A working group has been established to identify rapes which may be linked to coercive control. For those cases, the Force can present the rape to the CPS and a Jury as being one element within the context of an abusive and controlling relationship; this is predicted to improve the charge and conviction rates.

Ongoing engagement and Continuing Professional Development (CPD) with the SOITs (Sexual Offences Investigation Trained) to improve first response to rape victims in order to maximise forensic opportunities and provide support to the victim which will ensure that they remained engaged throughout the criminal justice process.

Introduction of the 24/7 rape crisis workers will provide the full range of options to victims who are unsure whether or not they want to engage with the police. The crisis workers will inform a victim about the Sexual Assault Referral Centre (SARC) and the ability to secure forensic evidence, which will be invaluable if the victim later decides that they want a police investigation.

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, they remain below the thresholds. The conviction rate for offences of domestic abuse is the same as last year and continues to be below the threshold (measure 55).

Sexual Violence Complainant's Advocate (SVCA)

This is a new role which is being developed by OPCC utilising funding through the Home Office VAWG Service Transformation Fund. The aim is to support the ISVA service in respect of capacity and provide an additional independent court support in respect of adult Rape cases.

The role will effectively seek to protect the victim's 'Article 8' rights and challenge unnecessary requests for material which would otherwise be private and confidential. The expectation is that the SVCA may become involved in a case where a 'trigger' for material has been reached and the request is not proportionate or justified. This may be requests made by either CPS at discovery and charging stage or following defence requests for material at preliminary hearings. It also seeks to constrain the use of 'blanket' Stafford statements, used to obtain consent for access to personal records held by third parties.

Local Criminal Justice Board (LCJB)

The PCC has recently taken the chair of the LCJB with a view to re-invigorating working partnerships within the CJS. The PCC is also the APCC representative on the National CJB in Westminster.

The revised format features a main board, with a Business Manager providing oversight together with 4 sub-group boards:

- **Performance** – priority areas file quality & guilty plea at 1st hearing.
- **Victim & Witnesses** – priority areas victim / witness attrition & introduction of VFN enhanced model to support vulnerable witnesses.
- **Reducing re-offending** – priority areas enhancement of joined up IOM process & increased use of restorative justice.

- **Confidence** – priority areas Infrastructure & overall communications strategy.

Rape Victim Survey

32 rape victims have participated in a victim survey since its launch in March 2018, with the majority very happy with the police service.

Some victims, whilst satisfied, would have liked more regular updates. Victims also commented on the long waiting times for victim support services.

Positive feedback included officers' understanding, making the victim feel comfortable, explaining things well, and being open and honest (e.g. about the difficulty in obtaining evidence).

Domestic Abuse Charge Rate

While Domestic Abuse (DA) recorded crime continues to increase, the number of charges is not increasing at the same pace and as a result the charge rate had reduced to 16% (measure 52).

A DA action plan has been developed to improve performance. A dedicated DA Task and Finish Group has been set up jointly with CPS to look at referral and charge rates; this, along with a Raising Investigation Standards Task and Finish Group, will address the issues in relation to investigative performance.

Digital Case File Management Solution

A digital case file management solution is being developed in house to improve the efficiency and quality of building case files.

Fewer victims of ASB – though we will continue to encourage reporting							Reducing Anti-Social Behaviour	
	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
59. Recorded levels of anti-social behaviour incidents	Monitor	15,130 166 per day	14,627 159 per day	12,924 140 per day	11,472 127 per day	13,996 154 per day	60,187 165 per day	53,019 145 per day

	Threshold	Rolling 12 month data to...			12 months to...	
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018
60. Percentage of people who feel that ASB is a very or fairly big problem in their neighbourhood (5,000 surveyed annually)	15% and below	13% ● +/- 0.8	13% ● +/- 0.9	14% ● +/- 1.0	12% ● +/- 0.8	15% ● +/- 1.0
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	No data, survey commenced September 2017	77% ● +/- 3.6	79% ● +/- 2.7	No data, survey commenced September 2017	79% ● +/- 2.3
62. Percentage of victims of long term ASB who experienced no further incidents since their report (600 surveyed)	50% and above	57% ● +/- 4.0	56% ● +/- 4.3	54% ● +/- 4.0	58% ● +/- 3.9	50% ● +/- 3.8

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.

Perceptions of ASB have increased in local neighbourhoods, with the percentage of people who feel that ASB is a local problem increasing statistically from 12% to 15% (measure 60) and the percentage of people experiencing no further incidents following a report to the police decreasing statistically from 58% to 50%, both of which are better than the thresholds. Confidence in reporting ASB has shown an increase from 77% to 79%, but is not yet achieving the threshold of 85%.

Activity to tackle ASB

Northumbria Police has engaged in number initiatives with other agencies to understand the issues that matter to the community and to tackle them. Examples include:

Engagement days on the Metro System across North Tyneside to increase confidence and prevent and deter anti-social behaviour.

Operation Asteroid was a multi-sector response to a number of large scale disorder incidents within Southern Area Command, whereby

youths travelled on the Metro system committing violent offences while being involved in targeted ASB. Partnership work was completed with BTP (British Transport Police), 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.

A joint poster campaign has been run with Nexus to target anti-social behaviour on the Metro. Posters were designed by the Force's Creative Services Department which incorporate both the Force and Nexus logos. The posters were then placed at various locations on the Metro network, concentrating on the places of highest number of incidents, free of charge.

Operation Coastwatch is a multi-agency imitative in Cullercoasts Bay in response to community concerns about youth and alcohol related ASB.

In Ashington, Operation Dignity tackled the causes of ASB and violent crime within Hirst Park. The Operation aims to identify 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.

In Gateshead, Operation Crimson focuses on education at schools regarding ASB prior to the holiday periods and partnership response providing diversionary activities. Enforcement includes high visibility patrols in hotspot locations and local authority test purchase operations to target sale of alcohol to underage youths.

Operation Ridley was a similar response to an issue within Sunderland North. Officers worked in partnership with local media, housing providers, the local authority, local schools and YOS to tackle ASB issues within a local estate which included targeted enforcement on problem families which had a positive impact on the confidence within the local community.

Operation Columbia tackles motorcycle disorder around the bridal paths from Ryhope to Doxford Park. Officers worked with housing providers, Education and the local community. The local authority has assisted by moving boulders to environmentally target harden the area.

	Threshold	Rolling 12 month data (since September 2017) to...			September 2017 to...	
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018
Percentage of ASB victims satisfied with the policing response provided: (1,300 completed per annum) This is a new survey that was launched in September 2017 so there is no previous year's comparison						
63. Initial contact	90% and above	No data, survey commenced September 2017	92% ● +/- 2.4	93% ● +/- 1.7	No data, survey commenced September 2017	93% ● +/- 1.4
64. Response time	90% and above		88% ● +/- 4.0	90% ● +/- 2.6		90% ● +/- 2.3
65. Action taken	85% and above		88% ● +/- 4.0	88% ● +/- 2.9		87% ● +/- 2.6
66. Follow-up	85% and above		66% ● +/- 8.4	68% ● +/- 6.0		68% ● +/- 5.3
67. Treatment	95% and above		97% ● +/- 1.9	97% ● +/- 1.4		96% ● +/- 1.5
68. Whole experience	85% and above		77% ● +/- 3.6	83% ● +/- 2.4		82% ● +/- 2.1

Victim satisfaction is measured by revised ASB survey introduced in September 2017. Surveys are now conducted in the month following an incident report, providing a more realistic and reliable view of the victim experience following all police actions.

Providing follow-up contact is the key area for improvement according to victim feedback, with 68% of those who wanted an update receiving one (measure 66), up two percent from March

2018. This aspect of service has a significant influence on overall victim satisfaction which is currently 82%, as of June 2018 (measure 68). This has shown an improvement since December 2017, along with marginal increases in satisfaction with initial contact and arrival times.

Improving follow up satisfaction forms part of the action plan mentioned under domestic abuse and volume crime satisfaction. In

addition, the Prevention and Deterrence Operational Delivery Group is overseeing a review of 150 ASB incidents to gain a greater understanding as to why follow up is low.

The review aims to ensure incidents are being resolved at first point of contact where appropriate, service user expectations are being managed effectively and follow up contact is provided where appropriate.

Working in partnership to tackle crime

Northumbria Police work with each of the six Community Safety Partnerships (CSPs). They are local multi-agency partnership that is established to tackle community safety issues such as crime, ASB and domestic abuse.

There is a range of police and partnership activity to tackle crime including:

In Northumberland there have been several crime series across rural towns, most recently Alnwick and Berwick, this is linked to travelling criminals. Operation PawPaw is a multi-agency operation to disrupt travelling criminals using vehicles to commit crime.

Operation Coast Watch is in place in Ryhope following concerns by members of the community about vehicle crime. This is a partnership operation involving Heritage Coast and the local authority. A coastal ranger assists officers with tackling local issues.

Operation Radix, in Wallsend, is working with both high schools, the local authority, and local businesses to develop a community group to tackle issues of crime and ASB.

In April 2018, following contact from six Romanian victims a MDS investigation was conducted, whereby it was reported that the victims were being exploited working in a car wash in Sunderland. As a result of the police investigation, six victims have been safeguarded, with two couples returning to a safe location in Romania. The remaining two victims were accepted into the National Referral Mechanism and are safeguarded.

Safer night-time economy

Cutting Crime

	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
69. Recorded crime levels in night time economy areas	Monitor	1,291 14 per day	1,534 17 per day	1,586 17 per day	1,485 17 per day	1,503 17 per day	5,264 14 per day	6,108 17 per day

	Threshold	Rolling 12 month data (since June 2017) to...			12 months to...	
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018
70. Perceptions of safety of those that use the night time economy (5,000 surveyed annually, introduced June 2017)	Monitor	89% +/- 3.1	90% +/- 2.3	90% +/- 2.1	No data, survey commenced June 2017	90% +/- 1.9

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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 16% from an average of 14 crimes per day during the 12 months to June 2017 to 17 crimes per day during the 12 months to June 2018 (measure 69). This increase is largely attributable to an increase in recorded assaults without injury from an average of three per day to four per day and theft offences from four to five per day. Perceptions of safety amongst those who use the NTE are high, with 90% feeling safe whilst out on an evening.

External funding has been agreed for a Taxi Officer role as part of the Taxi Licensing scheme pilot launched in 2017. The pilot aims to share relevant information through enhanced disclosure, so that drivers who provide a risk to the public have their licence revoked or suspended. Recent revocations and refusals on licences where drivers have displayed concerning sexualised behaviour towards passengers have highlighted the inappropriateness of some individuals to operate as licensed drivers in the NTE.

An assessment is currently being undertaken on sexual assaults linked to the NTE and premises and locations that regularly feature are being identified using a recently developed Vulnerability Toolkit.

Offences where the victim and offender have met in the NTE are being identified to prevent further offences, protect victims and pursue offenders.

The Newcastle City Council Statement of Licensing Policy 2018 – 2023 was launched on 1st May 2018 and sets out how the authority intends to exercise its functions and general approach to making licensing decisions. The updated policy includes a revision of existing cumulative impact and special stress areas and specific guidance around good practice and protocols. The finalised Licensed Premises Drugs Protocol is now agreed by all agencies and set for circulation. The document will form part of the wider policy, with premises operating in Newcastle mandated to follow its instruction.

The “Shout Up” campaign, which was launched in Easter, was devised by Newcastle City Council in partnership with Rape Crisis Tyneside and Northumberland and aims to:

- Help victims report sexual violence or harassment and make it the responsibility of everyone in the venue.
- Heighten awareness of sexual violence, with the hope that it can be prevented.
- Encourage pub, club and bar-goers to consider their moral responsibility and approach to harassment.

- Encourage venues and drinkers to understand the impact of sexual violence and harassment on patrons, the venue and the wider night-time economy.

Rape Crisis Tyneside and Northumberland delivered specialist training to the venue staff so that they understand the impact of sexual harassment on their patrons, on their reputation and on their business and will upskill them in how to react appropriately. The initiative was initially piloted in Ouseburn and there are plans to extend to Jesmond in July 2018.

In collaboration with key partners and stake holders as part of a Joint Engagement Group, work has started on the plans for Fresher's 2018. The Force provides mandatory vulnerability, crime prevention, and sexual consent sessions for all first year students. Tangible reductions in student related crime in the City were achieved in 2017.

Northumbria Police has improved working relationships with Security Industry Authority staff in the NTE including formal briefings each weekend. This has been embraced by the security practitioners and is becoming the accepted practice bringing a more developed and cohesive partnership approach.

Key messages to reduce ASB through social media posts and digital advertising at Times Square have been delivered as part of the

promoting a Safer World Cup campaign. This campaign runs alongside the NPCC Campaign for Summer Drunk/Drug driving

campaign which started on the 14 June and aims to reduce ASB that is as a result of increased alcohol.

Fewer offenders, specifically those who cause the most harm to victims							Cutting Crime	
	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
71. Recorded crime	Monitor	36,267 399 per day	40,186 437 per day	38,809 422 per day	37,496 417 per day	42,104 463 per day	131,566 360 per day	158,595 435 per day
72. Recorded crime levels based on the crime severity score published by ONS ⁸	Monitor	48,738	53,842	53,396	54,110	59,443	44,224	55,192
73. Compliance with National Crime Recording Standards	95% and above	94% ● 2,467 under recorded	96% ● 1,814 under recorded	95% ● 1,990 under recorded	98% ● 864 under recorded	97% ● 1,120 under recorded	93% ● 9,966 under recorded	97% ● 5,730 under recorded
74. Percentage of crimes recorded within 24 hours ⁹	90% and above	81% ● 30,204 within 24 hours	84% ● 35,113 within 24 hours	88% ● 35,695 within 24 hours	87% ● 33,754 within 24 hours	86% ● 36,225 within 24 hours	74% ● 98,128 within 24 hours	86% ● 140,787 within 24 hours

⁸ The crime severity score is an alternative measure of total recorded crime where more severe offences are given a larger weighting.

⁹ 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. This is in part, as a result of improvements with national crime recording standards to 97% (measure 73).

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. CSEW reports the risks of personal and household crime* in Northumbria continue to reduce. The Force is 8th lowest in the country (8.8%) for risk of personal crime, and the risk of household crime in Northumbria is the lowest in the country and the lowest it has been since the measure was introduced in 2007 (4.8%).

Improvements have also been made with respect to recording crimes at the first opportunity (measure 74); with 86% of crimes recorded within 24 hours (this is largely attributable to the introduction of crime recording at source). However, this remains lower than the threshold of 90%.

Integrated Offender Management

Northumbria Police launched a new model of Integrated Offender Management on 23 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. Tactics could involve enforcement or diversion activity

* 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 (December 2017)

based on pathways out of offending including: accommodation, education and training, substance misuse, finance management, relationships, lifestyle and associates, attitudes, thinking & behaviour and mental and physical health.

The IOM model seeks to improve coordination with partners such as National Probation Service (NPS), Community Rehabilitation Company (CRC) and Youth Offending Teams (YOT) who are responsible for statutory management of the large majority of the cohort offenders. All Cohort offenders are flagged on police systems. If charged with an offence, they are subject to being fast-tracked to appearance before a court. Their status as a Cohort offender will factor in the pre-sentence report provided to the court by the NPS.

The Force is working closely with partners to develop offender management plans and evaluate the effectiveness of this new model in reducing offending and managing risk.

Serious and organised crime

Northumbria Police continue to tackle serious and organised crime. Since April 2018, there have been 198 disruption actions, including:

- Monitoring of intelligence relating to 750 people and 250 vehicles.
- 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.
- A multi-agency operation** - 10,000 illegal cigarettes were seized valued between £2,000 -£3,000 in East Newcastle.
- Four taxi licences suspensions** and three enquiries continue in relation to 11 others and two other vehicles seized.

Raising Investigative Standards

Changes are being made to the way crimes are allocated for investigation to ensure the appropriate resource, with the requisite skills and support is assigned to the crime. This approach is in-line with the guidance from the College of Policing, and best practice from other forces. The model is predicated on vulnerability, severity, complexity and solvability. All crimes with any element of vulnerability have supervisory oversight to ensure an efficient and effective investigation and that victims receive the offer of enhanced support and special measures, in accordance with the Victims' Code of Practice.

All supervisors are attending a full day of training 'Raising Standards of Investigation', which includes an input on the new model for crime allocation, performance management and performance development reviews (PDRs) and expectations of investigative and supervisory standards.

A schedule of thematic reviews is in place to review investigation standards. A new performance management framework is being developed to support the improvement in investigative standards and will provide data at an individual and team level to identify areas for improvement and good performance.

Unlike other forces nationally, Northumbria has not experienced difficulties in attracting police officers in to investigative roles. The Force has invested in additional temporary investigative resources within the Homicide and Major Enquiry Team to increase capacity and has a comprehensive succession plan to improve capability in respect of appropriately skilled investigative roles.

Cut drug use and the crime that is a consequence						Cutting Crime		
	Threshold	Quarterly data				October 2017 to...		
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
75. Monitor the number of offenders given a conditional caution referred to substance abuse intervention ¹⁰	Monitor	No data, Intervention introduced in October 2017		76	57	25	No data, Intervention introduced in October 2017	158

¹⁰ New pathways of intervention including Triage assessment (drugs and/or alcohol) and Alcohol Behaviour Change Programme (ABC) were introduced in October 2017.

Out of Court Disposals (OCD)

Since the launch in October 2017, 158 offenders have been referred to the substance abuse interventions.

Early intervention Pilots

The Early Intervention six month pilot came to an end in March 2018 with early indications that the investment of police staff dedicated to the hubs were proving to be a success. The pilot has been extended for a further three months. An evaluation has been undertaken with some positive outcomes for children and young people including the wider family environment. There are some recommendations that will be reviewed and progressed to ensure the operating model reflects the investment from all agencies with a real desire to allow children

and young people to flourish and contribute to better outcomes for families.

Cutting Drug Use

Northumbria Police has completed a range of activity to tackle drug use, an examples include:

- Operation Respect tackles council tenants producing cannabis in North Tyneside and action includes tenancy action.
- Officers patrolled with drug workers from North Tyneside Recovery Partnership in North Shields Town Centre and used the mobile police station to encourage engagement with support services.

- Stakeholders from Police, Public Health, treatment and volunteer services held two workshops in Gateshead and Newcastle to focus on the increased issue of deaths linked to drug misuse. The group will share information and intelligence regarding new and emerging drugs, supply and issues raised by service users and communities. This is supported by data from local authorities such as needle finds etc. to give a clear picture of drug use across the area and a focused response.
- Officers in Sunderland worked in partnership with drug workers from Wear Recovery to tackle a recent issue of drug misuse within Mowbray Park.

Improved satisfaction with the services that Northumbria Police and key community safety and criminal justice partners provide				Community Confidence		
	Threshold	Rolling 12 month data to...			12 months to...	
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018
76. Percentage of people who believe the police do a good or excellent job in their neighbourhood (5,000 surveyed annually)	85% and above	86% ● +/- 0.9	86% ● +/- 1.0	85% ● +/- 1.1	86% ● +/- 0.9	85% ● +/- 1.2
77. Percentage of people who feel safe in their local area (5,000 surveyed annually)	95% and above	98% ● +/- 0.3	97% ● +/- 0.4	97% ● +/- 0.4	98% ● +/- 0.4	97% ● +/- 0.5
78. Percentage of people who believe that the level of visibility in their neighbourhood is about right (5,000 surveyed annually)	55% and above	56% ● +/- 1.3	56% ● +/- 1.3	54% ● +/- 1.5	58% ● +/- 1.3	52% ● +/- 1.5
Percentage of hate crime victims satisfied with the policing response provided: (approximately 300 surveys completed per annum)						
79. Initial contact	95% and above	99% ● +/- 1.5	97% ● +/- 2.1	97% ● +/- 2.0	98% ● +/- 2.0	97% ● +/- 2.0
80. Response time	90% and above	85% ● +/- 4.5	86% ● +/- 4.1	88% ● +/- 3.6	85% ● +/- 4.3	88% ● +/- 3.4
81. Action taken	90% and above	84% ● +/- 4.3	83% ● +/- 4.2	83% ● +/- 3.9	85% ● +/- 4.2	86% ● +/- 3.6
82. Follow-up	90% and above	81% ● +/- 4.6	77% ● +/- 5.0	75% ● +/- 4.9	82% ● +/- 4.4	76% ● +/- 5.0
83. Treatment	95% and above	94% ● +/- 2.8	92% ● +/- 3.0	92% ● +/- 2.8	95% ● +/- 2.4	94% ● +/- 2.4
84. Whole experience	90% and above	84% ● +/- 4.2	82% ● +/- 4.2	82% ● +/- 3.9	87% ● +/- 3.9	82% ● +/- 3.9

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Public confidence in the Force remains high and stable, with 85% believing the police do a good job and 97% feeling safe in their local area (measures 76 and 77).

The percentage of people who believe the level of visibility is 'about right' has continued to reduce statistically, from 58% to 52% and is no longer above the threshold of 55% (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 local problem. This is supported by the high perceptions of safety.

Hate Crime

Hate crime satisfaction has shown a statistical reduction from 87% to 82% (measure 84), which has been influenced by a reduction in follow up satisfaction. Common reasons for dissatisfaction include:

- Not responding quickly enough or when advised.
- Not taken seriously, including a lack of action.
- Not advised of progress or outcome.

Northumbria Police has analysed victim feedback and as a result of this, and an internal review, a Hate Crime Action Plan has been developed. Activity includes supervisory oversight of all hate crime investigations. Community Engagement Teams have implemented a case tracker to follow the progress of hate crime investigations, ensuring that appropriate support is provided to victims. They ensure that a needs assessment has been carried out, a referral has been made to Victims First Northumbria (VFN) if desired and that the victims are aware of additional support available.

Northumbria Police, VFN and Advocacy Centre North (ACN) are committed to working more closely together to improve service provision.

Northumbria Police is teaming up with local businesses in the North-East, to help tackle hate crime in the workplace under the campaign 'Being you is not a crime, targeting you is'. The aim of the campaign is to raise awareness around what hate crime is, the work that police and partners do to tackle it, and the support available for victims. The Workplace Hate Crime Champions Network was launched in

Newcastle in April 2018 following on from the success of the Gateshead Launch last year.

The police are working closely with the CPS to look at how we can improve Criminal Justice outcomes. The CPS will dip sample a number of cases that resulted in a community resolution, adult caution, not in the public interest and victim does not support a prosecution to see if they were the appropriate outcome.

An enhanced engagement plan with the communities is driving forward work with the Home Office to manage threat harm and risk within established and emerging communities including the asylum population. This is a significant piece of work which utilises engagement with schools, community key members and uses pop up PACT meetings at key locations to identify and manage emerging tensions. This escalation has been sudden following some high profile demonstrations in Roker and Sunderland City. Further demonstrations are planned, so we expect to see an increase in demand in this area, but will continue to work effectively with other agencies to reduce tensions.

More people connecting with the police to report local concerns and crimes and reporting confidence in the police response				Community Confidence		
	Threshold	Rolling 12 month data (since October 2017) to...			October 2017 to ...	
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018
85. Percentage of victims that have confidence to report further crime in the future	90% and above	No data, survey commenced October 2017			No data, survey commenced October 2017	92% ● +/-1.3

	Threshold	Rolling 12 month data (since June 2017) to...			12 months to...	
		Sep 2017	Dec 2017	Mar 2018	June 2017	June 2018
86. Percentage of people who feel that cyber-crime is a very or fairly big problem (5,000 surveyed annually)	Monitor	95% +/-1.2	94% +/- 1.1	94% +/- 0.9	No data, survey commenced June 2017	94% +/- 0.8
87. Awareness of the community regarding exploitation (e.g. sexual, labour and benefit) (5,000 surveyed annually)	Monitor	80% +/-2.0	80% +/-1.6	81% +/- 1.4		82% +/- 1.2
88. Percentage of people who feel that exploitation is a very or fairly big problem (5,000 surveyed annually)	Monitor	54% +/-4.4	58% +/-3.2	59% +/- 2.7		64% +/- 2.2
89. Perceptions of road safety, including drink driving and use of mobile phones (5,000 surveyed annually)	Monitor	85% +/-1.8	84% +/-1.5	84% +/- 1.3		84% +/- 1.1

Confidence amongst service users to report further crimes are high at 92% (measure 85); remaining stable compared to the previous quarter.

A force-wide strategic campaign titled 'This is what we do' is running over the summer and aims to reinforce the work the Force does in hard to reach communities and celebrate the officers, staff and volunteers that help make this happen. The Force has worked with partners across the region to maximise the potential reach of the campaign and have secured digital screen presence at Eldon Square, the digital screen over the A167 and at Swann House roundabout, Sunderland Air Show, Pride Festivals and the Tall Ships all free of charge.

Cybercrime and Fraud

94% of people feel cyber-crime is a significant problem (measure 86), although less than one in four people have experienced it themselves. Of those affected, more than three in four reported it, mostly to banks, credit card companies and online service such as EBay; only 19% reported to the police.

Nine Cyber Business Breakfasts were held between January and April 2018. A total of 260 delegates attended from various organisations, SME's and statutory bodies. Eighty three businesses registered for the free vulnerability assessment following the event. The majority of delegates rated the event as excellent or very good.

On 15th May 2018, Victoria Atkins MP, the Parliamentary Under Secretary of State for Crime, Safeguarding and Vulnerability and Minister for Women, launched the BrightSky App which incorporates advice about Stalking and Online Safety. A further cyber security app, aimed at providing protect messages is in development with Newcastle University.

A Health and Wellbeing Day for 500 year six students (10 -11 year olds) was held at St James Park which included advice on E-safety.

Following inspection by UK's National Accreditation Body (UKAS), accreditation in relation to Digital Forensics ISO 17025 was agreed. This was subject to an extensive action plan which has now been completed and submitted. Digital Forensic performance remains within the service level agreement and two additional Digital Evidence Suites have been introduced.

Northumbria Police, as part of the North East Regions Serious and Organised Crime Unit, has been working with the National Crime Agency, FBI and other law enforcement agencies to identify people, on the fringes of cybercrime who are then engaged and diverted from offending.

Perceptions of Exploitation and Modern Day Slavery

Perceptions of MDS in the Force area are increasing, with 82% aware of the term (measure 87), and 64% believing it to be a problem (measure 88), which has increased by 10% since September 2017.

Effective Road Policing

Public perceptions that roads are safe remain high and stable at 84% (measure 89). The use of mobile phones is the biggest public concern (60%), followed by speeding and dangerous driving (43%), and drink driving (9%).

The Force works directly with local communities in areas where they are concerned about speeding. Community Speedwatch volunteers monitor traffic speed, which can then lead to enforcement and traffic calming measures. New groups have been set up across the Force including Prudhoe, Hexham, Stocksfield, Boldon and Newcastle.

The Force has invested in equipping neighbourhood officers with the tools to enforce speeding as a direct result of community concerns.

Several new mobile speed camera sites have been brought on line as a result of community concerns or serious collisions, and through

joint working, a site at The Links, Whitley Bay is now active. This area suffered a fatal pedestrian collision in 2017 with the speed limit being reduced also. Across three afternoons, over 200 drivers were caught speeding. The results were fed back to the local community and the media.

Over the last three months, Operation Dragoon officers have taken part in events to promote the safe riding of motorcycles. Feedback has been positive from the riders who attended a course promoting safety. In addition, the team have engaged with motorcyclists at key areas across the Force (Coastal Route through Northumberland and into North Tyneside, Rothbury, Hexham, Chollerford as well as Washington Wetlands Car Park) and have delivered joint collision simulations with Fire and Rescue services to around 2000 young people.

Enforcement

Over the past three months, action has been taken against 148 drivers for driving whilst using a mobile phone and 75 drivers or passengers have been prosecuted for not wearing a seatbelt.

Over the same period, action has been taken against over 10,000 drivers for excess speed (speed camera enforcement vehicles and Motor Patrols officers with in car and hand held speed devices). Of those, nearly all were in a 30mph limit. Just over 65% of those have been offered an educational course with the remainder receiving a fixed penalty ticket or taken to court.

In the same period, 37 drivers have been prosecuted for dangerous driving with a further five being dealt with for the more serious offence of causing serious injury by dangerous driving. 128 drivers were prosecuted for the lesser offence of careless driving with some of those being eligible to attend educational courses in place of a court appearance. A new digital solution is being explored to allow motorists to provide Northumbria Police with dashcam footage of careless and dangerous driving. The intention is that this scheme will allow positive action to be taken in relation to this type of offence.

Awareness that the PCC is always available to hear views and suggestions and will scrutinise fearlessly on the public's behalf (2 of 2)							Community Confidence	
Monitor level and type of allegations	Threshold	Quarterly data					12 months to...	
		2017/18 - Q1	2017/18 - Q2	2017/18 - Q3	2017/18 - Q4	2018/19 - Q1	June 2017	June 2018
90. Incivility, impoliteness or intolerance	35 or below per month	71 Allegations ● 24 per month	83 Allegations ● 28 per month	88 Allegations ● 29 per month	96 Allegations ● 32 per month	97 Allegations ● 32 per month	352 Allegations ● 29 per month	364 Allegations ● 30 per month
91. Other assault	20 or below per month	48 Allegations ● 16 per month	54 Allegations ● 18 per month	45 Allegations ● 15 per month	51 Allegations ● 17 per month	52 Allegations ● 17 per month	189 Allegations ● 16 per month	202 Allegations ● 17 per month
92. Other neglect or failure in duty	67 or below per month	163 Allegations ● 35 per month	148 Allegations ● 28 per month	174 Allegations ● 29 per month	183 Allegations ● 39 per month	217 Allegations ● 45 per month	704 Allegations ● 59 per month	722 Allegations ● 60 per month

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Appeals made and upheld	Threshold	Rolling 12 month data to...			12 months to...	
		Sep 2017	Dec 2017	Mar 2018	May 2017	May 2018
93. Percentage of appeals made	Monitor	15%	16%	21%	14%	20%
94. Percentage of appeals upheld - Overall	32% or below	22% ●	23% ●	20% ●	18% ●	20% ●
95. Percentage of appeals upheld - Force investigated	13% to 23%	10% ●	19% ●	18% ●	15% ●	17% ●
96. Percentage of appeals upheld - Force locally resolved	9% to 14%	0% ●	0% ●	8% ●	0% ●	8% ●
97. Percentage of appeals upheld – Independent Office of Police Conduct (IOPC) investigated	21% to 39%	40% ●	35% ●	26% ●	33% ●	24% ●
98. Percentage of appeals upheld - Independent Office of Police Conduct (IOPC) non-recording	22% to 38%	25% ●	32% ●	30% ●	16% ●	31% ●
99. Number of live complaints being managed (as at)	210 or below	176 ●	210 ●	192 ●	214 ●	192 ●

Allegations relating to 'Other neglect or failure in duty' remains the most common type of allegation, the volume has increased compared to the same period last year, but remains below the threshold (measure 92).

Allegations of 'Incivility, impoliteness and intolerance' have increased from 29 per month to 30 per month in the 12 months up to June 2018, but remain below the threshold (measure 90). A large proportion of complaints in this category originate from a perception that officers had been rude or complainants had felt intimidated by officer behaviour.

The percentage of appeals made has increased. The right of appeal is embedded within the complaints process and complainants should be encouraged to exercise that right where they believe it to be

necessary. It should be noted however, that the number of those appeals which are upheld are generally in line with national performance or in the case of 'investigation appeals upheld by Independent Office for Police Conduct (IOPC)', significantly lower.

The increase in the number of upheld non-recording decisions has been discussed with the IOPC. The majority of the IOPC non-recording decisions pertain to persistent/complex complainants and have been partially upheld only. Such complaints frequently contain large numbers of allegations and revisit historic issues where complaint investigations have already been concluded. In an effort to ensure a better understanding of those more complex complainants and subsequently any Northumbria Police decision to non-record, IOPC has agreed to appoint case workers for a number of identified complainants.

Following a national review, Northumbria were one of ten forces to receive a formal acknowledgement from IOPC recognising effort made by the Force to establish good practices in identifying and referring matters of Abuse of Position for Sexual Gain (APSG) to the IOPC.

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

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Appendix 1: Recorded crime by local authority area

Sunderland	2017-18	2018-19	Change compared to 2017/18 average		Comparison with most similar CSP		
					Per 1,000 populaion	MSG (CSP) average	Rank 1 = fewest crimes 15 = most crimes
Total crime	8,075	8,611	+ 536	+ 7%	119.4	116.5	10
Violence against the person	2,333	2,592	+ 259	+ 11%	35.1	37.5	8
Violence against the person - With injury	650	649	- 1	- 0%	9.4	12.5	4
Violence against the person - Without injury	1,683	1,943	+ 260	+ 15%	25.6	25.0	9
Other violence	96	126	+ 30	+ 32%	1.6	2.1	4
Harassment & assault	1,587	1,817	+ 230	+ 14%	24.1	22.9	8
Robbery	34	39	+ 5	+ 15%	0.5	1.2	2
Sexual offences	214	250	+ 36	+ 17%	3.2	3.6	6
Rape	80	95	+ 15	+ 19%	1.2	1.3	7
Other serious sexual offences	90	110	+ 20	+ 23%	1.4	1.5	6
Other sexual offences	44	45	+ 1	+ 1%	0.6	0.8	4
Vehicle crime	486	504	+ 18	+ 4%	7.3	9.3	5
Criminal damage	1,319	1,281	- 38	- 3%	19.0	16.8	13
Burglary	472	445	- 27	- 6%	7.0	9.1	4
Theft and handling	1,804	1,737	- 67	- 4%	25.6	22.6	13
Shoplifting	717	761	+ 44	+ 6%	10.4	9.1	11
Theft from the person	52	53	+ 1	+ 2%	0.8	1.0	7
Theft of a pedal cycle	84	85	+ 1	+ 1%	1.2	1.2	9
Other theft and handling	951	838	- 113	- 12%	13.3	11.3	13
Drug crime	122	128	+ 6	+ 5%	1.9	2.4	6
Fraud and forgery	12	21	+ 9	+ 75%	0.2	0.1	9
Public disorder	1,182	1,496	+ 314	+ 27%	18.2	12.4	13
Miscellaneous crime	96	118	+ 22	+ 23%	1.5	1.6	10

Note – Comparison with most similar CSP relates to the period June 2017 to May 2018

South Tyneside	2017-18	2018-19	Change compared to 2017/18 average		Comparison with most similar CSP (2017-18)		
					Per 1,000 populaion	MSG (CSP) average	Rank 1 = fewest crimes 15 = most crimes
Total crime	3,758	4,208	+ 450	+ 12%	105.2	111.2	5
Violence against the person	1,221	1,380	+ 159	+ 13%	34.2	34.6	6
Violence against the person - With injury	320	331	+ 11	+ 4%	8.7	11.6	2
Violence against the person - Without injury	902	1,049	+ 147	+ 16%	25.5	23.0	9
Other violence	50	65	+ 15	+ 29%	1.4	2.1	4
Harassment & assault	851	984	+ 133	+ 16%	24.1	20.9	10
Robbery	15	7	- 8	- 53%	0.4	1.4	1
Sexual offences	116	124	+ 8	+ 7%	3.2	3.3	9
Rape	40	48	+ 8	+ 21%	1.2	1.2	8
Other serious sexual offences	57	48	- 9	- 16%	1.5	1.4	10
Other sexual offences	19	28	+ 9	+ 48%	0.6	0.7	5
Vehicle crime	177	176	- 1	- 0%	4.9	9.8	2
Criminal damage	656	714	+ 58	+ 9%	18.1	15.9	12
Burglary	184	208	+ 24	+ 13%	5.2	9.6	1
Theft and handling	724	844	+ 120	+ 17%	20.3	21.3	9
Shoplifting	292	373	+ 81	+ 28%	8.4	9.0	9
Theft from the person	20	20	- 0	- 1%	0.6	0.8	3
Theft of a pedal cycle	50	63	+ 13	+ 27%	1.3	1.2	10
Other theft and handling	362	388	+ 26	+ 7%	10.0	10.3	7
Drug crime	64	63	- 1	- 2%	1.7	2.3	5
Fraud and forgery	8	0	- 8	-100%	0.2	0.1	13
Public disorder	549	644	+ 95	+ 17%	15.8	11.4	11
Miscellaneous crime	45	48	+ 3	+ 8%	1.2	1.5	6

Note – Comparison with most similar CSP relates to the period June 2017 to May 2018

Gateshead

	2017-18	2018-19	Change compared to 2017/18 average		Comparison with most similar CSP (2017-18)		
					Per 1,000 populaion	MSG (CSP) average	Rank 1 = fewest crimes 15 = most crimes
Total crime	5,132	5,613	+ 481	+ 9%	105.2	112.9	5
Violence against the person	1,448	1,712	+ 264	+ 18%	30.2	36.6	3
Violence against the person - With injury	395	411	+ 16	+ 4%	7.8	11.6	1
Violence against the person - Without injury	1,052	1,301	+ 249	+ 24%	22.4	25.0	6
Other violence	74	104	+ 30	+ 41%	1.5	1.8	4
Harassment & assault	979	1,197	+ 218	+ 22%	20.9	23.2	7
Robbery	30	30	- 0	- 1%	0.6	1.1	2
Sexual offences	163	151	- 12	- 7%	3.3	3.6	7
Rape	61	62	+ 1	+ 2%	1.2	1.3	8
Other serious sexual offences	66	67	+ 1	+ 1%	1.4	1.5	7
Other sexual offences	36	22	- 14	- 39%	0.7	0.8	6
Vehicle crime	320	294	- 26	- 8%	6.6	8.2	4
Criminal damage	870	849	- 21	- 2%	17.4	16.8	8
Burglary	351	346	- 5	- 2%	7.2	8.5	6
Theft and handling	1,108	1,112	+ 4	+ 0%	21.8	21.8	8
Shoplifting	465	399	- 66	- 14%	8.4	9.1	8
Theft from the person	35	57	+ 22	+ 62%	0.8	1.0	8
Theft of a pedal cycle	46	30	- 16	- 35%	0.8	1.1	6
Other theft and handling	561	626	+ 65	+ 11%	11.7	10.5	12
Drug crime	92	123	+ 31	+ 34%	1.9	2.3	7
Fraud and forgery	11	19	+ 8	+ 69%	0.3	0.2	15
Public disorder	674	889	+ 215	+ 32%	14.5	12.2	11
Miscellaneous crime	65	88	+ 23	+ 35%	1.4	1.6	6

Note – Comparison with most similar CSP relates to the period June 2017 to May 2018

North Tyneside	2017-18	2018-19	Change compared to 2017/18 average		Comparison with most similar CSP (2017-18)		
					Per 1,000 populaion	MSG (CSP) average	Rank 1 = fewest crimes 15 = most crimes
Total crime	4,732	5,298	+ 566	+ 12%	96.7	94.9	10
Violence against the person	1,473	1,600	+ 127	+ 9%	30.4	29.4	9
Violence against the person - With injury	399	394	- 5	- 1%	7.8	9.9	1
Violence against the person - Without injury	1,074	1,206	+ 132	+ 12%	22.6	19.5	12
Other violence	76	91	+ 15	+ 20%	1.5	1.5	9
Harassment & assault	998	1,115	+ 117	+ 12%	21.1	18.0	13
Robbery	23	19	- 4	- 19%	0.5	1.0	1
Sexual offences	133	173	+ 40	+ 30%	2.7	2.9	7
Rape	54	62	+ 8	+ 14%	1.1	1.1	9
Other serious sexual offences	53	75	+ 22	+ 41%	1.1	1.2	5
Other sexual offences	25	36	+ 11	+ 42%	0.5	0.6	6
Vehicle crime	222	222	+ 0	+ 0%	4.5	7.9	2
Criminal damage	773	795	+ 22	+ 3%	15.5	13.4	13
Burglary	273	259	- 14	- 5%	5.4	7.8	2
Theft and handling	974	1,139	+ 165	+ 17%	19.4	20.0	8
Shoplifting	424	459	+ 35	+ 8%	8.4	8.5	8
Theft from the person	23	40	+ 17	+ 74%	0.6	1.0	3
Theft of a pedal cycle	62	84	+ 22	+ 35%	1.2	1.6	8
Other theft and handling	464	556	+ 92	+ 20%	9.3	8.9	11
Drug crime	70	88	+ 18	+ 27%	1.5	2.5	3
Fraud and forgery	8	11	+ 3	+ 30%	0.1	0.1	11
Public disorder	724	931	+ 207	+ 29%	15.3	8.6	15
Miscellaneous crime	59	61	+ 2	+ 3%	1.3	1.3	8

Note – Comparison with most similar CSP relates to the period June 2017 to May 2018

Newcastle	2017-18	2018-19	Change compared to 2017/18 average		Comparison with most similar CSP (2017-18)		
					Per 1,000 populaion	MSG (CSP) average	Rank 1 = fewest crimes 15 = most crimes
Total crime	10,100	11,451	+1,351	+ 13%	141.3	115.9	14
Violence against the person	2,752	3,269	+ 517	+ 19%	38.7	33.2	13
Violence against the person - With injury	879	962	+ 83	+ 9%	12.0	11.9	8
Violence against the person - Without injury	1,873	2,307	+ 434	+ 23%	26.7	21.3	13
Other violence	150	238	+ 88	+ 59%	2.1	2.1	9
Harassment & assault	1,723	2,069	+ 346	+ 20%	24.6	19.3	13
Robbery	73	87	+ 14	+ 20%	1.0	1.8	4
Sexual offences	312	400	+ 88	+ 28%	4.6	3.7	12
Rape	127	178	+ 51	+ 41%	1.9	1.4	14
Other serious sexual offences	142	177	+ 35	+ 25%	2.1	1.6	14
Other sexual offences	43	45	+ 2	+ 5%	0.6	0.7	5
Vehicle crime	493	518	+ 25	+ 5%	6.6	9.7	3
Criminal damage	1,425	1,521	+ 96	+ 7%	19.3	14.5	15
Burglary	583	531	- 52	- 9%	8.0	9.6	4
Theft and handling	2,742	3,077	+ 335	+ 12%	38.5	27.1	15
Shoplifting	1,178	1,338	+ 160	+ 14%	16.4	10.8	14
Theft from the person	192	221	+ 29	+ 15%	3.0	2.2	14
Theft of a pedal cycle	236	219	- 17	- 7%	3.2	2.8	9
Other theft and handling	1,137	1,299	+ 162	+ 14%	15.9	11.2	13
Drug crime	281	340	+ 59	+ 21%	4.1	3.3	12
Fraud and forgery	22	49	+ 27	+118%	0.4	0.2	14
Public disorder	1,313	1,508	+ 195	+ 15%	18.6	11.2	13
Miscellaneous crime	103	151	+ 48	+ 47%	1.6	1.7	8

Note – Comparison with most similar CSP relates to the period June 2017 to May 2018

Northumberland	2017-18	2018-19	Change compared to 2017/18 average		Comparison with most similar CSP (2017-18)		
					Per 1,000 populaion	MSG (CSP) average	Rank 1 = fewest crimes 15 = most crimes
Total crime	6,210	6,817	+ 607	+ 10%	81.7	63.8	14
Violence against the person	1,972	2,170	+ 198	+ 10%	26.4	21.0	13
Violence against the person - With injury	583	581	- 2	- 0%	7.4	7.9	7
Violence against the person - Without injury	1,389	1,589	+ 200	+ 14%	19.0	13.2	13
Other violence	80	88	+ 8	+ 10%	1.0	1.0	8
Harassment & assault	1,309	1,501	+ 192	+ 15%	18.0	12.2	13
Robbery	18	18	- 0	- 1%	0.2	0.3	8
Sexual offences	190	281	+ 91	+ 48%	2.8	2.5	11
Rape	63	92	+ 29	+ 45%	0.9	0.9	11
Other serious sexual offences	90	134	+ 44	+ 48%	1.4	1.1	13
Other sexual offences	36	55	+ 19	+ 52%	0.5	0.6	8
Vehicle crime	293	361	+ 68	+ 23%	3.8	3.7	9
Criminal damage	1,140	1,126	- 14	- 1%	14.4	10.1	15
Burglary	459	439	- 20	- 4%	5.7	4.7	10
Theft and handling	1,181	1,245	+ 64	+ 5%	15.4	14.1	11
Shoplifting	441	460	+ 19	+ 4%	5.8	6.0	8
Theft from the person	23	52	+ 29	+124%	0.4	0.3	12
Theft of a pedal cycle	62	57	- 5	- 9%	0.7	0.9	8
Other theft and handling	654	676	+ 22	+ 3%	8.4	6.8	13
Drug crime	84	107	+ 23	+ 27%	1.1	2.0	3
Fraud and forgery	21	13	- 8	- 39%	0.3	0.1	14
Public disorder	765	972	+ 207	+ 27%	10.4	4.3	15
Miscellaneous crime	88	85	- 3	- 3%	1.2	1.0	13

Note – Comparison with most similar CSP relates to the period June 2017 to May 2018



VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

POLICE AND CRIME PANEL

31st July 2018

REPORT OF THE INTERIM CHIEF OF STAFF AND MONITORING OFFICER

**COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER –
QUARTERLY REPORT TO JUNE 2018**

1. Purpose of the Report

- 1.1 To provide the Police and Crime Panel with information about the complaints and purported complaints received and every conduct matter recorded by the Monitoring Officer since November 2012.

2. Background

- 1.2 The Police and Crime Panel has the statutory role of overseeing all complaints against the PCC and informally resolving non-criminal complaints, as well as criminal complaints or conduct matters that are referred back to the Panel by the Independent Office for Police Complaints (IOPC).
- 2.2 The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 (the Regulations) make provision regarding the Panel's powers and duties in regard to complaints made about the conduct of the PCC. The aim of the complaints system is to deliver resolution as quickly and effectively as possible for the majority of complainants through local resolution.
- 2.3 In accordance with the Regulations, the Panel is required to maintain suitable arrangements for handling complaints, recording conduct matters where there is an indication that the PCC may have committed a criminal offence and prescribing the manner in which any complaints alleging conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence and conduct matters are handled.
- 2.4 A procedure for dealing with complaints against the PCC was approved by panel members in November 2012 appointing the Chief Executive of the Office of the Police and Crime Commissioner as the Monitoring Officer
- 2.5 In respect of record keeping the panel agreed in this procedure that the Monitoring Officer will keep records of: every complaint and purported complaint received and every conduct matter recorded by the Monitoring Officer. In addition the Monitoring Officer is to report, on a regular basis, the summary details (such as can be reported in public), on the exercise of any and all of these functions to the Police and Crime Panel for monitoring purposes. In this instance there has been one complaint received between April 2018 and June 2018.

Received	Nature of Complaint	Recorded / Action Taken
2nd May 2018	<p>The Complainant wrote to the Chief Constable, stating that he was complaining about him. The Chief Constable referred the matter to the PCC, as by law it is only the PCC who can deal with such matters.</p> <p>The Complainant disagreed with this action and said that the PCC should never have dealt with the matter as it was a complaint to the Chief Constable.</p>	<p>The complaint was not upheld as it was correctly forwarded to the PCC. The Police and Crime Act 2017 states that all expressions of dissatisfaction are regarded as complaints. The complainant was made aware of the legislation and the reasons behind the decisions taken.</p>

POLICE AND CRIME COMMISSIONER FOR NORTHUMBRIA

NORTHUMBRIA POLICE AND CRIME PANEL

31 JULY 2018

STATEMENTS OF ACCOUNTS 2017/18 AND THE EXTERNAL AUDITORS CONCLUSIONS

REPORT OF JOINT CHIEF FINANCE OFFICER

1. PURPOSE

- 1.1 The Statements of Account (SOA) are one of the key governance documents published each year. This report provides an update to the Panel on the preparation, audit, authorisation and publication of the Statements.
- 1.2 The Local Audit and Accountability Act 2014 implemented changes to the timeframe for the production of the SOA and Annual Governance Statements (AGS) with effect from 01 April 2017. In summary, these changes required:
 - Draft SOA and AGS to be signed and published by 31 May each year; and
 - Final SOA, AGS and the audit opinion to be signed and published by 31 July each year.
- 1.3 The following report provides assurance to the Panel that robust governance arrangements were in place for the preparation, publication and audit of the Statements for 2017/18. The report sets out:
 - The compilation and publication process for the SOA and AGS statements in-line with relevant regulations.
 - An overview of budget performance and how the final outturn compared with the budget plans for the Police and Crime Commissioner (PCC) and the Chief Constable (CC).
 - Confirmation that the external auditor, Mazars, have issued an unqualified opinion, without modification, on the SOA for both the Police and Crime Commissioner and Chief Constable for Northumbria. The unqualified Value for Money conclusion also confirms that both organisations have made proper arrangements to secure economy, efficiency and effectiveness in their use of resources

2. RECOMENDATION

- 2.1 The Police and Crime Panel are recommended to note:
 - The preparation of the SOA and AGS for 2017/18;
 - The Financial Outturn position for 2017/18;
 - The arrangements for the scrutiny and certification, leading to the publication of the final Statements by 31 July 2018; and

- The issuing of an unqualified opinion, without modification, on the SOA and Value for Money assessment for both the PCC and CC for Northumbria.

3. PREPARATION, PUBLICATION, AUDIT AND AUTHORISATION OF THE STATEMENTS

3.1 The report should be read in conjunction with the Statements of Account, which were published on 26 July 2018 and are available at:

<http://www.northumbria-pcc.gov.uk/transparency/finance/accounts/>

3.2 The 2017/18 SOA have been prepared in-line with the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 (The Code), issued by CIPFA, and are prepared in accordance with International Financial Reporting Standards (IFRS).

3.3 The statements also include the AGS for each organisation; an annual assessment of the governance arrangements and their effectiveness. Further details can be found at section 5 of this report.

3.4 The timetable for the publication of the 2017/18 draft accounts, the external audit and final approval are shown in the table below:

Date	Task
31 May 2018	Draft SOA signed off by Chief Financial Officer of the PCC and CC Director of Finance. Draft AGS prepared, signed as appropriate for PCC/CC. Statements published on PCC/CC websites.
01 June – 12 July 2018	Accounts open for public inspection in accordance with Accounts and Audit Regulations. Notice published on both websites 31 May 2018.
01 July – 31 July 2018	External Audit on site, complete audit.
23 July 2018	Joint Independent Audit Committee: – Audited SOA reviewed and recommended for approval by the PCC/CC. – Revised AGS recommended for signature by PCC/CC.
26 July 2018	Statements authorised and signed. Publication of SOA, AGS, Narrative Statement and External Audit opinion to 31 March 2018 on websites. Publish notice that the audit has been concluded and the statements published.
31 July 2018	Report the completion of the audit, publication of the statements and to report to the Police and Crime Panel.

3. FINANCIAL PERFORMANCE 2017/18

3.1 The statements of account for the PCC, CC and Group each include a narrative statement that sets out the key financial and other performance for the 2017/18 financial year. A summary of the statements is provided below.

3.2 Budget Background – the 2017/18 revenue budget was approved at £262.543m and based upon:

- Increases in pay and prices of £6.800m; budget pressures of £2.300m, including an annual budget increase of £0.800m relating to the government's introduction of the Apprenticeship Levy;
- Budget savings of £12.200m in 2017/18;
- The use of £1.529m from the Commissioner's reserves to support the revenue budget and provide headroom to manage savings going forward; and
- An increase of £5 on the Council Tax precept in 2017/18.

3.3 The revenue outturn for 2017/18 is shown in the table below:

	Approved Budget 17/18	Outturn 17/18	Variance
Group Position	£m	£m	£m
Chief Constable	252.943	254.227	1.284
Police and Crime Commissioner	2.262	1.853	(0.409)
Capital Financing	7.338	7.173	(0.165)
	262.543	263.253	0.710
Central Government Grant	(222.624)	(222.624)	-
Council Tax Precept	(38.390)	(38.390)	-
Central Grant and Precept Total	(261.014)	(261.014)	-
Appropriations (To)/From Reserves	1.529	2.239	0.710

3.4 Further information on the outturn is provided below.

Chief Constable

3.5 The PCC delegated a budget of £252.943m to the CC for 2017/18 to enable the discharge of the activities under his control.

3.6 The in-year budget strategy and regular monitoring resulted in an outturn of £254.227m, reflecting an in-year overspend of £1.284mm.

3.7 The overspend is primarily attributable to the Northumbria response to the increased counter terrorism threat level in 2017 and pay settlements being in excess of the budgeted 1%. Despite national representation by all Forces the Home Office determined that no additional funding was to be provided in-year.

Police and Crime Commissioner

- 3.8 The 2017/18 approved budget for the Office of the Police and Crime Commissioner is £2.262m. The outturn for 2017/18 is £1.853m which is an underspend of £0.409m.
- 3.9 Of the underspend, £0.258m has been set aside within earmarked reserves as at 31 March 2018 to pilot additional support for victims in specialist domestic violence courts and pilot additional project support for the Local Criminal Justice Board (LCJB).
- 3.10 Capital Financing is also under the direction of the PCC, the Capital Financing budget for 2017/18 was £7.338m, comprising interest on borrowing and investments and the minimum revenue provision for repayment of borrowing. The outturn position is £7.173m reflecting an under spend of £0.165m. These savings have been as a direct result of tactical decisions made as part of the Treasury Management Strategy, to defer long term borrowing at higher interest rates, with shorter term borrowing at lower rates and using cash balances to fund expenditure.

2017/18 Capital Programme

- 3.11 In addition to the day-to-day revenue activities, the Commissioner incurs expenditure on capital related items. This includes: acquisition of fixed assets; building alterations; Information and Communications Technology; vehicles; and other major items of plant and equipment.
- 3.12 The total capital investment for 2017/18 was £9.553m. Further details of the capital investment programme can be found within the narrative statement to the Commissioners Group accounts.

4. GENERAL RESERVES

- 4.1 The General Reserves are a key strategic resource to assist with the management of the Medium Term Financial Strategy (MTFS) and meet unexpected costs. At 31 March 2018 the General Reserves, are £9.436m, as outlined below:

2017/18 General Reserve - Year End Position			
	Approved 2017/18 £m	Actual 2017/18 £m	Variance 2017/18 £m
Group Position			
Opening Balance (01/04/17)	11.865	11.865	0.000
Planned Use of Reserve	(1.529)	(2.429)	(0.900)
Closing Balance (31/03/18)	10.336	9.436	(0.900)

- 4.2 Based on the outturn, the PCC will be able to maintain the General Reserves at a level above the 2% minimum (£5.000m) threshold, in accordance with the

reserves policy. Thus, enabling them to continue to support the MTFS as intended.

5. ANNUAL GOVERNANCE STATEMENTS

- 5.1 Regulations require public bodies to produce an Annual Governance Statement (AGS) that provides an assessment of the adequacy of the governance arrangements and their effectiveness. This separate statement accompanies the Statement of Account for each body.
- 5.2 The PCC and CC Joint Governance Monitoring Group have undertaken a review of the governance and internal control arrangements and have prepared an AGS for each body. These were reported to, and scrutinised by, the Joint Independent Audit Committee on 23 July 2018 and subsequently authorised by the PCC and CC.
- 5.3 The process did not identify any weaknesses in the governance arrangements.

6. EXTERNAL AUDITOR CONCLUSIONS

- 6.1 The Audit of the SOA and AGS for both the PCC and CC is now complete. Only minor changes were made to the draft SOA, primarily disclosure and narrative in nature, with no numeric changes.
- 6.2 The external auditor (Mazars) has issued an unqualified opinion, without modification, on the SOA for both the PCC and CC for Northumbria. The unqualified Value for Money conclusion also confirms that both organisations have made proper arrangements to secure economy, efficiency and effectiveness in their use of resources.
- 6.3 The audit completion reports attached set out the main findings of the work of the auditor, the unqualified opinion on the financial statements, the Value for Money conclusion and other comments. The reports can be found in Appendix 1 and 2. There were no outstanding matters or recommendations contained within the reports.
- 6.4 The Joint Independent Audit Committee considered and recommended the Statements and the Audit Completion reports at their meeting of 23 July 2018.
- 6.5 The Police and Crime Commissioner, Chief Constable and the Chief Finance Officer signed the accounts on 19 September 2017 and the auditor certified them as completed on 26 July 2018.
- 6.6 The Statements will be published on the Police and Crime Commissioner's and Chief Constable's websites on 31 July 2018 along with the Notice of Conclusion of the Audit.

Appendix 1 – Chief Constable Audit Completion Report

Appendix 2 – Police & Crime Commissioner Audit Completion Report

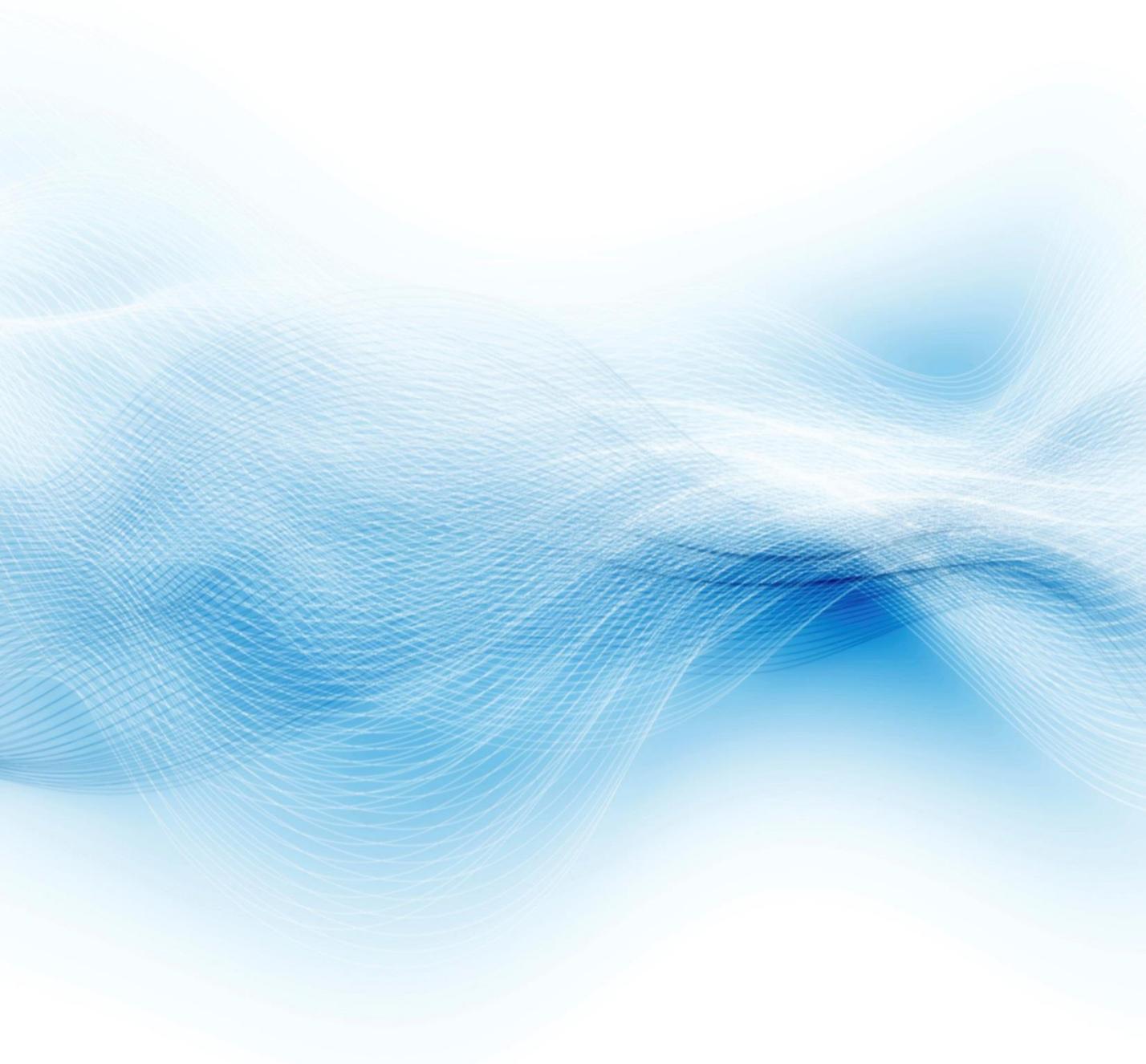
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Audit Completion Report

Chief Constable for Northumbria

Year ending 31 March 2018



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NORTHUMBRIA
POLICE
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CONTENTS

1. Executive summary
2. Significant findings
3. Internal control recommendations
4. Summary of misstatements
5. Value for Money conclusion

Appendix A – Draft management representation letter

Appendix B – Draft audit report

Appendix C – Independence

Our reports are prepared in the context of the 'Statement of responsibilities of auditors and audited bodies' and the 'Terms of Appointment' issued by Public Sector Audit Appointments Limited.

Reports and letters prepared by appointed auditors and addressed to the Chief Constable are prepared for the sole use of the Chief Constable and we take no responsibility to any member or officer in their individual capacity or to any third party.

Mazars LLP is the UK firm of Mazars, an international advisory and accountancy group. Mazars LLP is registered by the Institute of Chartered Accountants in England and Wales.

Mr W Keenen
Chief Constable, Northumbria Police
Police Force Headquarters
North Road, Ponteland
Newcastle upon Tyne
NE20 0BL

26 July 2018

Dear Mr Keenen

Audit Completion Report – Year ended 31 March 2018

We are pleased to present our Audit Completion Report for the year ended 31 March 2018. The purpose of this document is to summarise our audit conclusions.

The scope of our work, including identified significant audit risks and other areas of management judgement, was outlined in our Audit Strategy Memorandum which we presented to the Joint Independent Audit Committee on 19 February 2018. We have reviewed our Audit Strategy Memorandum and concluded that the original significant audit risks and other areas of management judgement remain appropriate.

We would like to express our thanks for the assistance of your team during our audit.

If you would like to discuss any matters in more detail then please do not hesitate to contact me on 0781 375 2053.

Yours faithfully

Signed: {{_es_:signer1:signature}}

Cameron Waddell
Partner
For and on behalf of Mazars LLP

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We are registered to carry on audit work in the UK and Ireland by the Institute of Chartered Accountants in England and Wales. Details about our audit registration can be viewed at www.auditregister.org.uk under reference number C001139861.
VAT number: 839 8356 73

1. EXECUTIVE SUMMARY

Purpose of this report and principle conclusions

The Audit Completion Report sets out the findings from our audit of the Chief Constable for Northumbria for the year ended 31 March 2018, and forms the basis for discussion at the meeting on 26 July 2018.

The detailed scope of our work as your appointed auditor for 2017/18 is set out in the National Audit Office's (NAO) Code of Audit Practice. Our responsibilities and powers are derived from the Local Audit and Accountability Act 2014.

Sections 2 and 5 of this report outline the detailed findings from our work on the financial statements and our conclusion on the Chief Constable for Northumbria's arrangements to achieve economy, efficiency and effectiveness in its use of resources. As we outline on the following page, our work is substantially complete and, subject to the satisfactory completion of the outstanding work, at the time of issuing this report we have the following conclusions:

Opinion on the financial statements

We anticipate issuing an unqualified opinion, without modification, on the financial statements. Our proposed audit opinion is included in the draft auditor's report in Appendix B.

Value for Money conclusion

We anticipate concluding that the Chief Constable for Northumbria had proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources. Our draft auditor's report, including proposed conclusion, is provided in Appendix B

Whole of Government Accounts (WGA)

We anticipate completing our work on your WGA submission, in line with the group instructions issued by the NAO, by the deadline of 31 August 2018. We anticipate reporting that the WGA submission is consistent with the audited financial statements.

Wider powers

The 2014 Act requires us to give an elector, or any representative of the elector, the opportunity to question us about the accounting records of the Chief Constable for Northumbria and consider any objection made to the accounts. To date we have not received any questions or objections.

Misstatements and internal control recommendations

Section 3 sets out the internal control recommendations that we make, together with an update on any prior year recommendations.

Section 4 outlines the misstatements noted as part of our audit as at the time of issuing this report. If any additional misstatements are noted on completion of the outstanding work, these will be reported to the Chief Constable for Northumbria in a follow-up letter.

1. EXECUTIVE SUMMARY

Status of our audit work

We have substantially completed our work on the financial statements and Value for Money conclusion for the year ended 31 March 2018. At the time of preparing this report

Audit area	Description of outstanding matters
Fraud and related parties	Work to examine disclosure of Related parties information currently ongoing, no issues found so far.
Pensions	Accuracy of disclosures in main statements has been verified to actuary reports with no issues. Disclosure notes still to be checked for typographical errors and omissions. Further work will be done to ensure the work done by the actuary is reasonable.
Audit closure procedures	This includes internal consistency checks, agreeing amendments and post balance sheet events.

We will provide the Chief Constable with an update in relation to these outstanding matters in a follow-up letter, prior to signing the auditor's report.

Our audit approach

We provided details of our intended audit approach in our Audit Strategy Memorandum in March 2018. We have not made any changes to our audit approach since we presented our Audit Strategy Memorandum.

Materiality

We set materiality at the planning stage of the audit at £6.101 million using a benchmark of 2% of Gross Operating Expenditure. Our final assessment of materiality, based on the final financial statements and qualitative factors is [Xm], using the same benchmark. We set our trivial threshold (the level under which individual errors are not communicated to the Chief Constable), at £193k based on 3% of overall materiality.

2. SIGNIFICANT FINDINGS

Set out below are the significant findings from our audit. These findings include:

- our audit conclusions regarding significant risks and key areas of management judgement outlined in the Audit Strategy Memorandum;
- our comments in respect of the accounting policies and disclosures that you have adopted in the financial statements. On page 7 we have concluded whether the financial statements have been prepared in accordance with the financial reporting framework and commented on any significant accounting policy changes that have been made during the year;
- any further significant matters discussed with management; and
- any significant difficulties we experienced during the audit;

Significant risks and key areas of management judgement

As part of our planning procedures we considered the risks of material misstatement in the Chief Constable's financial statements that required special audit consideration. Although we report identified significant risks at the planning stage of the audit in our Audit Strategy Memorandum, our risk assessment is a continuous process and we regularly consider whether new significant risks have arisen and how we intend to respond to these risks. No new risks have been identified since we issued our Audit Strategy Memorandum.

Significant risk

Management override of controls

Description of the risk

Management at various levels within an organisation are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Due to the unpredictable way in which such override could occur there is a risk of material misstatement due to fraud on all audits.

How we addressed this risk

We addressed this risk through performing audit work over accounting estimates, journal entries and significant transactions outside the normal course of business or otherwise unusual.

Audit conclusion

Work is ongoing in this area as at 13 July 2018

2. SIGNIFICANT FINDINGS (CONTINUED)

Significant risk

Defined benefit liability valuation

Description of the risk

The financial statements contain material pension entries in respect of the retirement benefits. The calculation of these pension figures, both assets and liabilities, can be subject to significant volatility and includes estimates based upon a complex interaction of actuarial assumptions. This results in an increased risk of material misstatement.

How we addressed this risk

We discussed with key contacts the significant changes to the pensions estimates prior to the preparation of the final accounts. In addition to our standard programme of work in this area, we:

- evaluated the management controls you have in place to assess the reasonableness of the figures provided by the actuaries; and
- considered the reasonableness of the actuaries outputs, referring to an expert's report on all actuaries nationally which is commissioned annually by the National Audit Office.

Audit conclusion

Work is ongoing in this area as at 13 July 2018

2. SIGNIFICANT FINDINGS (CONTINUED)

Qualitative aspects of the entity's accounting practices

We have reviewed the Chief Constable's accounting policies and disclosures and concluded they comply with the requirements of the Code of Practice on Local Authority Accounting (the Code), appropriately tailored to the Chief Constable's circumstances.

Draft accounts were received from the Chief Constable on 31 May 2018 and were of a good quality.

Significant difficulties during the audit

During the course of the audit we did not encounter any significant difficulties and we have had the full co-operation of management.

Wider responsibilities

Our powers and responsibilities under the 2014 Act are broad and include the ability to:

- issue a report in the public interest;
- make statutory recommendations that must be considered and responded to publicly;
- apply to the court for a declaration that an item of account is contrary to law; and
- issue an advisory notice under schedule 8 of the 2014 Act.

We have not exercised any of these powers as part of our 2017/18 audit.

The 2014 Act also gives rights to local electors and other parties, such as the right to ask questions of the auditor and the right to make an objection to an item of account.

3. INTERNAL CONTROL RECOMMENDATIONS

The purpose of our audit is to express an opinion on the financial statements. As part of our audit we have considered the internal controls in place relevant to the preparation of the financial statements. We do this in order to design audit procedures to allow us to express an opinion on the financial statement and not for the purpose of expressing an opinion on the effectiveness of internal control, nor to identify any significant deficiencies in their design or operation.

The matters reported are limited to those deficiencies and other control recommendations that we have identified during our normal audit procedures and that we consider to be of sufficient importance to merit being reported. If we had performed more extensive procedures on internal control we might have identified more deficiencies to be reported or concluded that some of the reported deficiencies need not in fact have been reported. Our comments should not be regarded as a comprehensive record of all deficiencies that may exist or improvements that could be made.

Our findings and recommendations are set out below.

We have not identified any significant deficiencies as a result of our work this year.

Follow up of previous internal control points.

We did not raise any internal control points in 2016/17.

4. SUMMARY OF MISSTATEMENTS

We set out below the misstatements identified for adjustment during the course of the audit, above the level of trivial threshold of £183k.

The first table outlines the misstatements that were identified during the course of our audit which management has assessed as not being material either individually or in aggregate to the financial statements and does not currently plan to adjust.

The second table outlines the misstatements that have been adjusted by management during the course of the audit.

Unadjusted misstatements 2017/18 – None identified as at 13 July 2018

Comprehensive Income and Expenditure Statement

Balance Sheet

Dr (£'000)

Cr (£'000)

Dr (£'000)

Cr (£'000)

1 Dr:
Cr:

Insert explanation

2 Dr:
Cr:

Insert explanation

3 Dr:
Cr:

Insert explanation

4 Dr:
Cr:

Insert explanation

4. SUMMARY OF MISSTATEMENTS (CONTINUED)

Adjusted misstatements 2017/18 – None identified as at 13 July 2018

	Comprehensive Income and Expenditure Statement		Balance Sheet	
	Dr (£'000)	Cr (£'000)	Dr (£'000)	Cr (£'000)
1	Dr:			
	Cr:			
	Insert explanation			
<hr/>				
2	Dr:			
	Cr:			
	Insert explanation			
<hr/>				
3	Dr:			
	Cr:			
	Insert explanation			
<hr/>				
4	Dr:			
	Cr:			
	Insert explanation			

Disclosure amendments as at 13 July 2018

The following disclosure amendments were identified and amended during the course of our audit -

- Annual Governance Statement – A disclosure has been added to outline that the Internal Audit service was provided by Gateshead Council. This is now consistent with the disclosure in the PCC's Annual Governance Statement.
- Exit Packages – Note 11 has been updated to accurately reflect the number of departures within each banding.

5. VALUE FOR MONEY CONCLUSION

Our approach to Value for Money

We are required to form a conclusion as to whether the Chief Constable has made proper arrangements for securing economy, efficiency and effectiveness in his use of resources. The NAO issues guidance to auditors that underpins the work we are required to carry out in order to form our conclusion, and sets out the criterion and sub-criteria that we are required to consider.

The overall criterion is that, 'in all significant respects, the Chief Constable had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.' To assist auditors in reaching a conclusion on this overall criterion, the following sub-criteria are set out by the NAO:

- Informed decision making.
- Sustainable resource deployment.
- Working with partners and other third parties.

Commentary against each of the sub-criteria, and an indication of whether arrangements are in place, is provided below.

Sub-criteria	Commentary	Arrangements in place?
Informed decision making	<ul style="list-style-type: none"> • There is an up-to-date Governance Framework available on the website covering both the Chief Constable and PCC. • Delivery of the Police and Crime Plan is the responsibility of the Chief Constable. Performance is monitored at the Strategic Management Board, underpinned by a number of operational delivery groups. The PCC and the Interim Chief of Staff scrutinise progress, along with performance, at a monthly scrutiny meeting with the Chief Constable and his team. • An experienced Chief Constable and PCC management team is in place. • There is regular reporting to the Chief Constable and PCC of both performance and financial information. • The Police and Crime Panel (hosted by Gateshead Council and independent of both the Chief Constable and PCC) meet 6 times per year and hold the PCC to account. 	Yes

5. VALUE FOR MONEY CONCLUSION

Sub-criteria	Commentary	Arrangements in place?
Informed decision making (continued)	<ul style="list-style-type: none"> <li data-bbox="355 312 1058 416">• An Annual Governance Statement is prepared, reviewed and challenged by JIAC before being included in the financial statements. <li data-bbox="355 457 1058 520">• An up to date risk register and risk management arrangements are in place and regularly reported to relevant committees. <li data-bbox="355 561 1058 737">• There is a Police and Crime Plan in place for the period 2017 to 2021. The purpose, vision, values, priorities and strategic objectives of the PCC are developed in consultation with the Chief Constable. In turn, the Chief Constable produces the Policing Plan, for which he is responsible, from the Police and Crime Plan. <li data-bbox="355 779 1058 841">• Performance is monitored through a robust framework based around the Chief Constable's Delivery Plan. <li data-bbox="355 882 1058 1017">• An updated Medium Term Financial Strategy (MTFS), covering the period 2018/19 to 2021/22, and including the 2018/19 budget was approved in February 2018. The MTFS is clearly linked to the Police and Crime Plan. <li data-bbox="355 1058 1058 1197">• Alongside the annual budget and MTFS is the comprehensive workforce strategy that includes the recruitment, training and development of officers and police staff whilst continuing to manage necessary change through the prudent use of reserves. 	Yes

5. VALUE FOR MONEY CONCLUSION

Sub-criteria	Commentary	Arrangements in place?
Sustainable resource deployment	<ul style="list-style-type: none"> An updated MTFS, covering the period 2018/19 to 2021/22, and including the 2018/19 budget was approved in February 2018. The MTFS is clearly linked to the Police and Crime Plan. Both the CC and PCC have a history of meeting financial targets with no previous budget deficits. The level of general fund balances is approved annually as part of the approval of the MTFS. An up to date asset register is in place. The Capital Programme, included in the 2018/19 to 2021/22 approved MTFS, sets out the Police's investment priorities. Capital schemes are appraised and prioritised to ensure they reflect key investment requirements. A Workforce Strategy is in place that includes recruitment, training and development of officers and police staff. 	Yes
Working with partners and other third parties	<ul style="list-style-type: none"> Collaboration agreements to which the Chief Constable and PCC are parties to are published on the PCC's website. Both the Chief Constable and PCC are aware of the importance of collaboration. This is evidenced in the Collaboration and Partnership Strategy, updated May 2016. Areas of collaboration with other police forces and public organisations include: <ul style="list-style-type: none"> Co-locating with partners wherever possible, including fire and rescue services, councils and local community groups; Continuation of the 7 force Section 22A collaboration agreement. The agreement provides an overarching framework for areas of collaboration in the region. Currently the agreement covers the following capabilities across the 7 forces: Disaster Recovery Identification and CBRN (Chemical, Biological, Radiological and Nuclear incidents); and A collaborative working agreement between the legal teams of Northumbria Police and North Tyneside Council in order to provide advice, support and resilience to one another. The North East Regional Special Operations Unit (NERSOU) collaboration between Northumbria, Durham and Cleveland forces. 	Yes

5. VALUE FOR MONEY CONCLUSION

Sub-criteria	Commentary	Arrangements in place?
Working with partners and other third parties	<ul style="list-style-type: none"> ○ The force has a number of collaboration arrangements in place with Durham Constabulary including kennel services, fingerprint enhancement services, public order training and forensic services. ○ Northumbria participates in National Procurement Frameworks which are delivering significant savings on an on-going basis, particularly in areas such as vehicle purchase, ICT contracts and uniform. ○ The force has written procedures for procuring products and services, which are within its Code of Corporate Governance. 	Yes

Significant Value for Money risks

The NAO's guidance requires us to carry out work to identify whether or not a risk to the Value for Money conclusion exists. Risk, in the context of our Value for Money work, is the risk that we come to an incorrect conclusion rather than the risk of the arrangements in place at the Chief Constable being inadequate. In our Audit Strategy Memorandum, we reported that we had not identified any significant Value for Money risks.

Overall assessment ('reality check')

Having gathered evidence in each area we have conducted a final 'reality check', which included consideration of our cumulative knowledge of the Chief Constable and, in particular:

- reports by statutory inspectorates, other regulators and external advisors;
- achievement of performance and other targets; and
- Performance against budgets and other financial targets.

We do this to identify anything that would make us reconsider our conclusion.

5. VALUE FOR MONEY CONCLUSION (CONTINUED)

Evidence

Auditor assessment

Outputs by statutory inspectorates or other regulators

We considered reports issued by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and other inspectorates during the year which might impact on our conclusion.

This included a review of the 2017 PEEL Effectiveness report which judged Northumbria Police to be 'Good' at the way it effectively, efficiently and legitimately keep people safe and reduce crime.

We also reviewed the 2017 value for money profiles. Based on this review, there were no indicators which would suggest weaknesses in the Chief Constable's arrangements, or any information contrary to our knowledge of the Chief Constable.

Achievement of performance and other targets

Performance is good overall and the 2017 value for money profiles are in line with our knowledge.

However the Chief Constable is working to achieve performance improvements in line with the requirements of the Police and Crime Priorities.

Performance against budgets and other financial targets

Both the Chief Constable and PCC have a history of achieving financial targets.

Our overall Value for Money conclusion

Having completed our assessment, and having carried out a 'reality check', we have concluded that our initial risk assessment remains appropriate and we remain confident in our conclusion that the Chief Constable has adequate arrangements in place for each criterion.

We intend to issue an unqualified Value for Money conclusion as set out in Appendix B.

APPENDIX A

DRAFT MANAGEMENT REPRESENTATION LETTER

The Chief Constable for Northumbria - audit for year ended 31 March 2018

This representation letter is provided in connection with your audit of the statement of accounts for the Chief Constable for Northumbria (‘the Chief Constable’) for the year ended 31 March 2018 for the purpose of expressing an opinion as to whether the statement of accounts give a true and fair view in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 (the Code).

I confirm that the following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience (and, where appropriate, inspection of supporting documentation) sufficient to satisfy ourselves that I can properly make each of the following representations to you.

My responsibility for the statement of accounts and accounting information

I believe that I have fulfilled my responsibilities for the true and fair presentation and preparation of the statement of accounts in accordance with the Code.

My responsibility to provide and disclose relevant information

I have provided you with:

- access to all information of which we are aware that is relevant to the preparation of the statement of accounts such as records, documentation and other material;
- additional information that you have requested from us for the purpose of the audit; and
- unrestricted access to individuals within the Chief Constable’s office you determined it was necessary to contact in order to obtain audit evidence.

I confirm as Chief Finance Officer that I have taken all the necessary steps to make me aware of any relevant audit information and to establish that you, as auditors, are aware of this information. As far as I am aware there is no relevant audit information of which you, as auditors, are unaware.

Accounting records

I confirm that all transactions that have a material effect on the financial statements have been recorded in the accounting records and are reflected in the financial statements. All other records and related information, including minutes of all Chief Constable and Committee meetings, have been made available to you.

Accounting policies

I confirm that I have reviewed the accounting policies applied during the year in accordance with the Code and International Accounting Standard 8 and consider these policies to faithfully represent the effects of transactions, other events or conditions on the Chief Constable’s financial position, financial performance and cash flows.

Accounting estimates, including those measured at fair value

I confirm that any significant assumptions used by the Chief Constable in making accounting estimates, including those measured at fair value, are reasonable.

Contingencies

There are no material contingent losses including pending or potential litigation that should be accrued where:

- information presently available indicates that it is probable that an asset has been impaired or a liability had been incurred at the balance sheet date; and
- the amount of the loss can be reasonably estimated.

APPENDIX A

DRAFT MANAGEMENT REPRESENTATION LETTER

There are no material contingent losses that should be disclosed where, although either or both the conditions specified above are not met, there is a reasonable possibility that a loss, or a loss greater than that accrued, may have been incurred at the balance sheet date.

There are no contingent gains which should be disclosed.

All material matters, including unasserted claims, that may result in litigation against the Chief Constable have been brought to your attention. All known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to you and accounted for and disclosed in accordance with Code.

Laws and regulations

I confirm that I have disclosed to you all those events of which I am aware which involve known or suspected non-compliance with laws and regulations, together with the actual or contingent consequences which may arise therefrom.

The Chief Constable has complied with all aspects of contractual agreements that would have a material effect on the accounts in the event of non-compliance.

Fraud and error

I acknowledge my responsibility as Chief Finance Officer for the design, implementation and maintenance of internal control to prevent and detect fraud and error.

I have disclosed to you:

- all the results of my assessment of the risk that the statement of accounts may be materially misstated as a result of fraud;
- all knowledge of fraud or suspected fraud affecting the Chief Constable involving:
 - management and those charged with governance;
 - employees who have significant roles in internal control; and
 - others where fraud could have a material effect on the financial statements.

I have disclosed to you all information in relation to any allegations of fraud, or suspected fraud, affecting the Chief Constable's statement of accounts communicated by employees, former employees, analysts, regulators or others.

Related party transactions

I confirm that all related party relationships, transactions and balances, have been appropriately accounted for and disclosed in accordance with the requirements of the Code.

I have disclosed to you the identity of the Chief Constable's related parties and all related party relationships and transactions of which I am aware.

Impairment review

To the best of my knowledge, there is nothing to indicate that there is a permanent reduction in the recoverable amount of the property, plant and equipment below their carrying value at the balance sheet date. An impairment review is therefore not considered necessary.

Future commitments

I am not aware of any plans, intentions or commitments that may materially affect the carrying value or classification of assets and liabilities or give rise to additional liabilities.

APPENDIX A

DRAFT MANAGEMENT REPRESENTATION LETTER

Subsequent events

I confirm all events subsequent to the date of the financial statements and for which the Code require adjustment or disclosure have been adjusted or disclosed.

Should further material events occur after the date of this letter which may necessitate revision of the figures included in the financial statements or inclusion of a note thereto, I will advise you accordingly.

Going concern

To the best of my knowledge there is nothing to indicate that the Chief Constable will not continue as a going concern in the foreseeable future. The period to which I have paid particular attention in assessing the appropriateness of the going concern basis is not less than twelve months from the date of approval of the accounts.

Yours sincerely

Mike Tait
Chief Finance Officer
Date.....

APPENDIX B

DRAFT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE CHIEF CONSTABLE FOR NORTHUMBRIA

Opinion on the financial statements

We have audited the financial statements of the Chief Constable for Northumbria for the year ended 31 March 2017 under the Local Audit and Accountability Act 2014. The financial statements comprise the Movement in Reserves Statement, the Comprehensive Income and Expenditure Statement, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including the summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

In our opinion the financial statements:

- give a true and fair view of the financial position of the Chief Constable for Northumbria as at 31 March 2018 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities section of our report. We are independent of the Chief Constable for Northumbria in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Chief Finance Officer's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Chief Finance Officer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Chief Constable for Northumbria's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Chief Finance Officer is responsible for the other information. The other information comprises the information included in the Statement of Accounts, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

APPENDIX B

DRAFT AUDITOR'S REPORT (CONTINUED)

Responsibilities of the Chief Finance Officer for the financial statements

As explained more fully in the Statement of the Chief Finance Officer Responsibilities, the Chief Finance Officer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18, and for being satisfied that they give a true and fair view. The Chief Finance Officer is also responsible for such internal control as the Chief Finance Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Chief Finance Officer is required to comply with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 and prepare the financial statements on a going concern basis, unless the Chief Constable for Northumbria is informed of the intention for dissolution without transfer of services or function to another entity. The Chief Finance Officer is responsible for assessing each year whether or not it is appropriate for the Council to prepare its accounts on the going concern basis and disclosing, as applicable, matters related to going concern.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Conclusion on the Chief Constable for Northumbria's arrangements for securing economy, efficiency and effectiveness in the use of resources

Conclusion

On the basis of our work, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, we are satisfied that, in all significant respects, the Chief Constable for Northumbria has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

Basis for conclusion

We have undertaken our review in accordance with the Code of Audit Practice issued by the Comptroller and Auditor General, having regard to the guidance on the specified criterion issued in November 2017, as to whether the Chief Constable for Northumbria had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider in satisfying ourselves whether the Chief Constable for Northumbria put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, the Chief Constable for Northumbria had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

APPENDIX B

DRAFT AUDITOR'S REPORT (CONTINUED)

Responsibilities of the Chief Constable for Northumbria

The Chief Constable for Northumbria is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's responsibilities in relation to review of arrangements for securing economy, efficiency and effectiveness in the use of resources
We are required under section 20(1)(c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Chief Constable for Northumbria has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Comptroller and Auditor General requires us to report to you our conclusion relating to proper arrangements. We are not required to consider, nor have we considered, whether all aspects of the Chief Constable for Northumbria's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Matters on which we are required to report by exception under the Code of Audit Practice

We are required by the Code of Audit Practice to report to you if:

- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014;
- we make a recommendation under section 24 of the Local Audit and Accountability Act 2014; or
- we exercise any other special powers of the auditor under sections 28, 29 or 31 of the Local Audit and Accountability Act 2014.

We have nothing to report in these respects.

Use of the audit report

This report is made solely to the Chief Constable for Northumbria, as a body, in accordance with part 5 of the Local Audit and Accountability Act 2014 and as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. Our audit work has been undertaken so that we might state to the Chief Constable for Northumbria those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the members of the Chief Constable for Northumbria, as a body, for our audit work, for this report, or for the opinions we have formed.

Certificate

We certify that we have completed the audit of the financial statements of the Chief Constable for Northumbria in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice.

Cameron Waddell, Partner
For and on behalf of Mazars LLP
Salvus House
Aykley Heads
Durham, DH1 5TS

[Date]

Date

APPENDIX C INDEPENDENCE

As part of our ongoing risk assessment we monitor our relationships with you to identify any new actual or perceived threats to our independence within the regulatory or professional requirements governing us as your auditors.

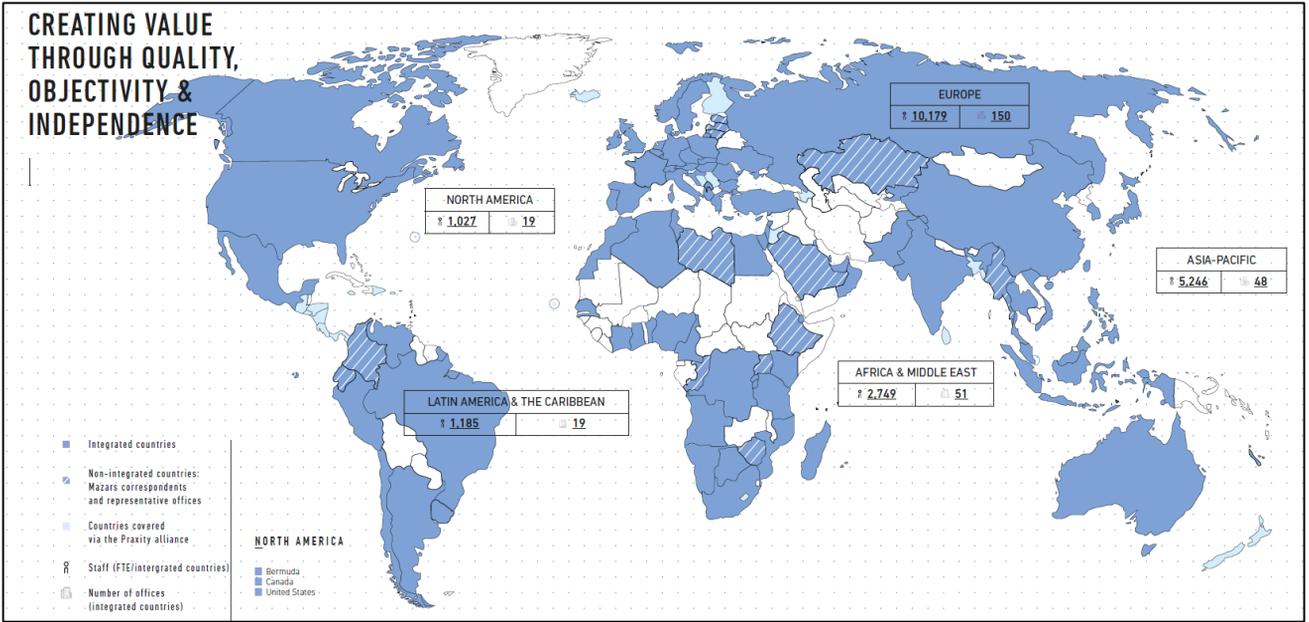
We can confirm that no new threats to independence have been identified since issuing the Audit Strategy Memorandum and therefore we remain independent.

MAZARS AT A GLANCE

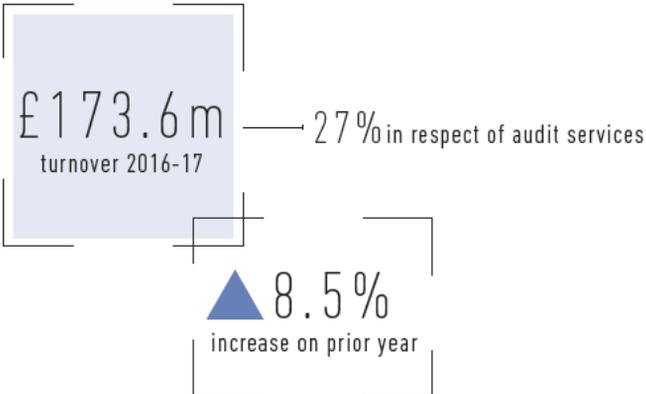
Mazars LLP

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- Over 86 countries and territories
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- Over 20,000 professionals
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Mazars Internationally



Mazars in the UK



As at 31 August 2017

CONTACT

Engagement lead name

Partner

Phone:

Mobile:

Email:

Engagement manager name

Manager / Senior Manager

Phone:

Mobile:

Email:

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Audit Completion Report

Police and Crime Commissioner for Northumbria
Year ending 31 March 2018

CONTENTS

1. Executive summary
2. Significant findings
3. Internal control recommendations
4. Summary of misstatements
5. Value for Money conclusion

Appendix A – Draft management representation letter

Appendix B – Draft audit report

Appendix C – Independence

Our reports are prepared in the context of the 'Statement of responsibilities of auditors and audited bodies' and the 'Terms of Appointment' issued by Public Sector Audit Appointments Limited.

Reports and letters prepared by appointed auditors and addressed to the Police and Crime Commissioner for Northumbria are prepared for the sole use of the Police and Crime Commissioner for Northumbria and we take no responsibility to any member or officer in their individual capacity or to any third party.

Mazars LLP is the UK firm of Mazars, an international advisory and accountancy group. Mazars LLP is registered by the Institute of Chartered Accountants in England and Wales.

Mrs V Baird
Police and Crime Commissioner for Northumbria
Victory House
Balliol Business Park
Newcastle upon Tyne
NE12 8EW

26 July 2018

Dear Mrs Baird

Audit Completion Report – Year ended 31 March 2018

We are pleased to present our Audit Completion Report for the year ended 31 March 2018. The purpose of this document is to summarise our audit conclusions.

The scope of our work, including identified significant audit risks and other areas of management judgement, was outlined in our Audit Strategy Memorandum which we presented to the Joint Independent Audit Committee on 19 February 2018. We have reviewed our Audit Strategy Memorandum and concluded that the original significant audit risks and other areas of management judgement remain appropriate.

We would like to express our thanks for the assistance of your team during our audit.

If you would like to discuss any matters in more detail then please do not hesitate to contact me on 0781 375 2053.

Yours faithfully

Signed: {{_es_:signer1:signature}}

Cameron Waddell
Partner
For and on behalf of Mazars LLP

Mazars LLP – Salvus House, Durham, DH1 5TS
Tel: +44 (0) 191 383 6300 – Fax: +44 (0) 191 383 6350 – www.mazars.co.uk

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We are registered to carry on audit work in the UK and Ireland by the Institute of Chartered Accountants in England and Wales. Details about our audit registration can be viewed at www.auditregister.org.uk under reference number C001139861.
VAT number: 839 8356 73

1. EXECUTIVE SUMMARY

Purpose of this report and principle conclusions

The Audit Completion Report sets out the findings from our audit of the Police and Crime Commissioner for Northumbria ('the PCC') for the year ended 31 March 2018, and forms the basis for discussion at the meeting on 26 July 2018.

The detailed scope of our work as your appointed auditor for 2017/18 is set out in the National Audit Office's (NAO) Code of Audit Practice. Our responsibilities and powers are derived from the Local Audit and Accountability Act 2014.

Sections 2 and 5 of this report outline the detailed findings from our work on the financial statements and our conclusion on the PCC's arrangements to achieve economy, efficiency and effectiveness in its use of resources. As we outline on the following page, our work is substantially complete and, subject to the satisfactory completion of the outstanding work, at the time of issuing this report we have the following conclusions:

Opinion on the financial statements

We anticipate issuing an unqualified opinion, without modification, on the financial statements. Our proposed audit opinion is included in the draft auditor's report in Appendix B.

Value for Money conclusion

We anticipate concluding that the PCC had proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources. Our draft auditor's report, including proposed conclusion, is provided in Appendix B

Whole of Government Accounts (WGA)

We anticipate completing our work on your WGA submission, in line with the group instructions issued by the NAO, by the deadline of 31 August 2018. We anticipate reporting that the WGA submission is consistent with the audited financial statements .

Wider powers

The 2014 Act requires us to give an elector, or any representative of the elector, the opportunity to question us about the accounting records of the PCC and consider any objection made to the accounts. To date we have not received any questions or objections.

Misstatements and internal control recommendations

Section 3 sets out the internal control recommendations that we make, together with an update on any prior year recommendations.

Section 4 outlines the misstatements noted as part of our audit as at the time of issuing this report. If any additional misstatements are noted on completion of the outstanding work, these will be reported to the PCC in a follow-up letter.

1. EXECUTIVE SUMMARY

Status of our audit work

At the time of preparing this report, the following matters remain outstanding:

Audit area	Description of outstanding matters
Fraud and related parties	Work to examine disclosure of Related parties information currently ongoing, no issues found so far.
Whole of Government Accounts	Completion of the required testing
Group reporting	Work required to ensure group statements are consistent with those of the single entity accounts for PCC and CC.
Audit closure procedures	This includes internal consistency checks, agreeing amendments and post balance sheet events.

We will provide the PCC with an update in relation to these outstanding matters in a follow-up letter, prior to signing the auditor's report.

Our audit approach

We provided details of our intended audit approach in our Audit Strategy Memorandum in March 2018. We have not made any changes to our audit approach since we presented our Audit Strategy Memorandum.

Materiality

We set materiality at the planning stage of the audit at £5.771 million for the PCC, £6.161 million for the Group, using a benchmark of 2% of Gross Operating Expenditure. Our final assessment of materiality, based on the final financial statements and qualitative factors is [Xm], using the same benchmark. We set our trivial threshold (the level under which individual errors are not communicated to the PCC), at £173k for the PCC, £195k for the Group, based on 3% of overall materiality.

2. SIGNIFICANT FINDINGS

Set out below are the significant findings from our audit. These findings include:

- our audit conclusions regarding significant risks and key areas of management judgement outlined in the Audit Strategy Memorandum;
- our comments in respect of the accounting policies and disclosures that you have adopted in the financial statements. On page 8 we have concluded whether the financial statements have been prepared in accordance with the financial reporting framework and commented on any significant accounting policy changes that have been made during the year;
- any further significant matters discussed with management; and
- any significant difficulties we experienced during the audit.

Significant risks and key areas of management judgement

As part of our planning procedures we considered the risks of material misstatement in the PCC's financial statements that required special audit consideration. Although we report identified significant risks at the planning stage of the audit in our Audit Strategy Memorandum, our risk assessment is a continuous process and we regularly consider whether new significant risks have arisen and how we intend to respond to these risks. No new risks have been identified since we issued our Audit Strategy Memorandum.

Significant risk

Management override of controls (relevant to single entity and group accounts)

Description of the risk

Management at various levels within an organisation are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Due to the unpredictable way in which such override could occur there is a risk of material misstatement due to fraud on all audits.

How we addressed this risk

We addressed this risk through performing audit work over accounting estimates, journal entries and significant transactions outside the normal course of business or otherwise unusual.

Audit conclusion

Work ongoing in this area as at 13 July 2018

2. SIGNIFICANT FINDINGS (CONTINUED)

Significant risk

Revenue recognition (relevant to single entity and group accounts)

Description of the risk

There is a risk of fraud in the financial reporting relating to revenue recognition due to the potential to inappropriately record revenue in the wrong period. Due to there being a risk of fraud in revenue recognition we consider it to be a significant risk..

How we addressed this risk

We tested cut off to assess whether transactions were included in the appropriate year. We also carried out analytical review procedures.

Audit conclusion

Our work has provided the assurance we sought and has not highlighted any material issues to bring to your attention.

Significant risk

Treasury Management (relevant to single entity and group accounts)

Description of the risk

The PCC took a decision to bring the Treasury Management function in-house from January 2018. This change brought with it the potential for a material misstatement in the 2017/18 financial statements. Given the complexity and large volume of significant material cash transactions involved and potential issues, we identified this as a significant risk.

How we addressed this risk

We liaised with officers and carried out substantive testing in order to gain assurance that the transfer of information between organisations was carried out accurately and did not result in a material financial misstatement

Audit conclusion

Our work has provided the assurance we sought and has not highlighted any material issues to bring to your attention.

2. SIGNIFICANT FINDINGS (CONTINUED)

Significant risk

Defined benefit liability valuation (relevant to group accounts only)

Description of the risk

The financial statements contain material pension entries in respect of the retirement benefits. The calculation of these pension figures, both assets and liabilities, can be subject to significant volatility and includes estimates based upon a complex interaction of actuarial assumptions. This results in an increased risk of material misstatement.

How we addressed this risk

We discussed with key contacts the significant changes to the pensions estimates prior to the preparation of the final accounts. In addition to our standard programme of work in this area, we:

- evaluated the management controls you have in place to assess the reasonableness of the figures provided by the actuaries; and
- considered the reasonableness of the actuaries outputs, referring to an expert's report on all actuaries nationally which is commissioned annually by the National Audit Office.

Audit conclusion

Work ongoing in this area as at 13 July 2018

2. SIGNIFICANT FINDINGS (CONTINUED)

Qualitative aspects of the entity's accounting practices

We have reviewed the PCC's accounting policies and disclosures and concluded they comply with the requirements of the Code of Practice on Local Authority Accounting (the Code), appropriately tailored to the PCC's circumstances.

Draft accounts were received from the PCC on 31 May 2018 and were of a good quality.

Significant difficulties during the audit

During the course of the audit we did not encounter any significant difficulties and we have had the full co-operation of management.

Wider responsibilities

Our powers and responsibilities under the 2014 Act are broad and include the ability to:

- issue a report in the public interest;
- make statutory recommendations that must be considered and responded to publicly;
- apply to the court for a declaration that an item of account is contrary to law; and
- issue an advisory notice under schedule 8 of the 2014 Act.

We have not exercised any of these powers as part of our 2017/18 audit.

The 2014 Act also gives rights to local electors and other parties, such as the right to ask questions of the auditor and the right to make an objection to an item of account.

3. INTERNAL CONTROL RECOMMENDATIONS

The purpose of our audit is to express an opinion on the financial statements. As part of our audit we have considered the internal controls in place relevant to the preparation of the financial statements. We do this in order to design audit procedures to allow us to express an opinion on the financial statement and not for the purpose of expressing an opinion on the effectiveness of internal control, nor to identify any significant deficiencies in their design or operation.

The matters reported are limited to those deficiencies and other control recommendations that we have identified during our normal audit procedures and that we consider to be of sufficient importance to merit being reported. If we had performed more extensive procedures on internal control we might have identified more deficiencies to be reported or concluded that some of the reported deficiencies need not in fact have been reported. Our comments should not be regarded as a comprehensive record of all deficiencies that may exist or improvements that could be made.

Our findings and recommendations are set out below.

We have not identified any significant deficiencies as a result of our work this year.

Follow up of previous internal control points.

We did not raise any internal control points in 2016/17.

4. SUMMARY OF MISSTATEMENTS

We set out below the misstatements identified for adjustment during the course of the audit, above the level of trivial threshold of £195k.

The first table outlines the misstatements that were identified during the course of our audit which management has assessed as not being material either individually or in aggregate to the financial statements and does not currently plan to adjust.

The second table outlines the misstatements that have been adjusted by management during the course of the audit.

Unadjusted misstatements 2017/18 – None identified as at 13 July 2018

		Comprehensive Income and Expenditure Statement		Balance Sheet	
		Dr (£'000)	Cr (£'000)	Dr (£'000)	Cr (£'000)
1	Dr: Cr: Insert explanation				
2	Dr: Cr: Insert explanation				
3	Dr: Cr: Insert explanation				
4	Dr: Cr: Insert explanation				

4. SUMMARY OF MISSTATEMENTS (CONTINUED)

Adjusted misstatements 2017/18 - None identified as at 13 July 2018

	Comprehensive Income and Expenditure Statement		Balance Sheet	
	Dr (£'000)	Cr (£'000)	Dr (£'000)	Cr (£'000)
1	Dr:			
	Cr:			
	Insert explanation			
<hr/>				
2	Dr:			
	Cr:			
	Insert explanation			
<hr/>				
3	Dr:			
	Cr:			
	Insert explanation			
<hr/>				
4	Dr:			
	Cr:			
	Insert explanation			

Disclosure amendments as at 13 July 2018

The following disclosure amendment was identified and amended during the course of our audit -

- Exit Packages (Group only) - Note 6 of the Group Financial Statements has been updated to accurately reflect the number of departures within each banding.

5. VALUE FOR MONEY CONCLUSION

Our approach to Value for Money

We are required to form a conclusion as to whether the PCC has made proper arrangements for securing economy, efficiency and effectiveness in his use of resources. The NAO issues guidance to auditors that underpins the work we are required to carry out in order to form our conclusion, and sets out the criterion and sub-criteria that we are required to consider.

The overall criterion is that, 'in all significant respects, the PCC had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.' To assist auditors in reaching a conclusion on this overall criterion, the following sub-criteria are set out by the NAO:

- Informed decision making.
- Sustainable resource deployment.
- Working with partners and other third parties.

Commentary against each of the sub-criteria, and an indication of whether arrangements are in place, is provided below.

Sub-criteria	Commentary	Arrangements in place?
Informed decision making	<ul style="list-style-type: none"> • There is an up-to-date Governance Framework available on the website covering both the PCC and Chief Constable. • Delivery of the Police and Crime Plan is the responsibility of the Chief Constable. Performance is monitored at the Strategic Management Board, underpinned by a number of operational delivery groups. The PCC and the Interim Chief of Staff scrutinise progress, along with performance, at a monthly scrutiny meeting with the Chief Constable and his team. • An experienced PCC and Chief Constable management team is in place. • There is regular reporting to the PCC and Chief Constable of both performance and financial information. • The Police and Crime Panel (hosted by Gateshead Council and independent of both the PCC and Chief Constable) meet 6 times per year and hold the PCC to account. 	Yes

5. VALUE FOR MONEY CONCLUSION

Sub-criteria	Commentary	Arrangements in place?
Informed decision making (continued)	<ul style="list-style-type: none"> An Annual Governance Statement is prepared, reviewed and challenged by JIAC before being included in the financial statements. An up to date risk register and risk management arrangements are in place and regularly reported to relevant committees. There is a Police and Crime Plan in place for the period 2017 to 2021. The purpose, vision, values, priorities and strategic objectives of the PCC are developed in consultation with the Chief Constable. In turn, the Chief Constable produces the Policing Plan, for which he is responsible, from the Police and Crime Plan. Performance is monitored through a robust framework based around the Chief Constable's Delivery Plan. An updated Medium Term Financial Strategy (MTFS), covering the period 2018/19 to 2021/22, and including the 2018/19 budget was approved in February 2018. The MTFS is clearly linked to the Police and Crime Plan. Alongside the annual budget and MTFS is the comprehensive workforce strategy that includes the recruitment, training and development of officers and police staff whilst continuing to manage necessary change through the prudent use of reserves. 	Yes

5. VALUE FOR MONEY CONCLUSION

Sub-criteria	Commentary	Arrangements in place?
Sustainable resource deployment	<ul style="list-style-type: none"> An updated MTFS, covering the period 2018/19 to 2021/22, and including the 2018/19 budget was approved in February 2018. The MTFS is clearly linked to the Police and Crime Plan. Both the PCC and Chief Constable have a history of meeting financial targets with no previous budget deficits. The level of general fund balances is approved annually as part of the approval of the MTFS. An up to date asset register is in place. The Capital Programme, included in the 2018/19 to 2021/22 approved MTFS, sets out the Police's investment priorities. Capital schemes are appraised and prioritised to ensure they reflect key investment requirements. A Workforce Strategy is in place that includes recruitment, training and development of officers and police staff. 	Yes
Working with partners and other third parties	<ul style="list-style-type: none"> Collaboration agreements to which the PCC and Chief Constable are parties to are published on the PCC's website. Both the PCC and Chief Constable are aware of the importance of collaboration. This is evidenced in the Collaboration and Partnership Strategy, updated May 2016. Areas of collaboration with other police forces and public organisations include: <ul style="list-style-type: none"> Co-locating with partners wherever possible, including fire and rescue services, councils and local community groups; Continuation of the 7 force Section 22A collaboration agreement. The agreement provides an overarching framework for areas of collaboration in the region. Currently the agreement covers the following capabilities across the 7 forces: Disaster Recovery Identification and CBRN (Chemical, Biological, Radiological and Nuclear incidents); and A collaborative working agreement between the legal teams of Northumbria Police and North Tyneside Council in order to provide advice, support and resilience to one another. The North East Regional Special Operations Unit (NERSOU) collaboration between Northumbria, Durham and Cleveland forces. 	Yes

5. VALUE FOR MONEY CONCLUSION

Sub-criteria	Commentary	Arrangements in place?
Working with partners and other third parties	<ul style="list-style-type: none"> ○ The force has a number of collaboration arrangements in place with Durham Constabulary including kennel services, fingerprint enhancement services, public order training and forensic services. ○ Northumbria participates in National Procurement Frameworks which are delivering significant savings on an on-going basis, particularly in areas such as vehicle purchase, ICT contracts and uniform. ○ The force has written procedures for procuring products and services, which are within its Code of Corporate Governance. 	Yes

Significant Value for Money risks

The NAO's guidance requires us to carry out work to identify whether or not a risk to the Value for Money conclusion exists. Risk, in the context of our Value for Money work, is the risk that we come to an incorrect conclusion rather than the risk of the arrangements in place at the PCC being inadequate. In our Audit Strategy Memorandum, we reported that we had not identified any significant Value for Money risks.

Overall assessment ('reality check')

Having gathered evidence in each area we have conducted a final 'reality check', which included consideration of our cumulative knowledge of the PCC and, in particular:

- reports by statutory inspectorates, other regulators and external advisors;
- achievement of performance and other targets; and
- Performance against budgets and other financial targets.

We do this to identify anything that would make us reconsider our conclusion.

5. VALUE FOR MONEY CONCLUSION (CONTINUED)

Evidence

Auditor assessment

Outputs by statutory inspectorates or other regulators

We considered reports issued by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and other inspectorates during the year which might impact on our conclusion.

This included a review of the 2017 PEEL Effectiveness report which judged Northumbria Police to be 'Good' at the way it effectively, efficiently and legitimately keep people safe and reduce crime.

We also reviewed the 2017 value for money profiles. Based on this review, there were no indicators which would suggest weaknesses in the PCC's arrangements, or any information contrary to our knowledge of the PCC.

Achievement of performance and other targets

Performance is good overall and the 2017 value for money profiles are in line with our knowledge.

However the PCC is working to achieve performance improvements in line with the requirements of the Police and Crime Priorities.

Performance against budgets and other financial targets

Both the PCC and Chief Constable have a history of achieving financial targets.

Our overall Value for Money conclusion

Having completed our assessment, and having carried out a 'reality check', we have concluded that our initial risk assessment remains appropriate and we remain confident in our conclusion that the PCC has adequate arrangements in place for each criterion.

We intend to issue an unqualified Value for Money conclusion as set out in Appendix B.

APPENDIX A

DRAFT MANAGEMENT REPRESENTATION LETTER

Police and Crime Commissioner for Northumbria - audit for year ended 31 March 2018

This representation letter is provided in connection with your audit of the statement of accounts for Police and Crime Commissioner for Northumbria ('the Commissioner) and Group for the year ended 31 March 2018 for the purpose of expressing an opinion as to whether the statement of accounts give a true and fair view in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 (the Code).

I confirm that the following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience (and, where appropriate, inspection of supporting documentation) sufficient to satisfy ourselves that I can properly make each of the following representations to you.

My responsibility for the statement of accounts and accounting information

I believe that I have fulfilled my responsibilities for the true and fair presentation and preparation of the statement of accounts in accordance with the Code.

My responsibility to provide and disclose relevant information

I have provided you with:

- access to all information of which we are aware that is relevant to the preparation of the statement of accounts such as records, documentation and other material;
- additional information that you have requested from us for the purpose of the audit; and
- unrestricted access to individuals within the Commissioner's office you determined it was necessary to contact in order to obtain audit evidence.

I confirm as Treasurer that I have taken all the necessary steps to make me aware of any relevant audit information and to establish that you, as auditors, are aware of this information. As far as I am aware there is no relevant audit information of which you, as auditors, are unaware.

Accounting records

I confirm that all transactions that have a material effect on the financial statements have been recorded in the accounting records and are reflected in the financial statements. All other records and related information, including minutes of all relevant meetings, have been made available to you.

Accounting policies

I confirm that I have reviewed the accounting policies applied during the year in accordance with the Code and International Accounting Standard 8 and consider these policies to faithfully represent the effects of transactions, other events or conditions on the Commissioner and Group's financial position, financial performance and cash flows.

Accounting estimates, including those measured at fair value

I confirm that any significant assumptions used by the Commissioner and Group in making accounting estimates, including those measured at fair value, are reasonable.

APPENDIX A

DRAFT MANAGEMENT REPRESENTATION LETTER

Contingencies

There are no material contingent losses including pending or potential litigation that should be accrued where:

- information presently available indicates that it is probable that an asset has been impaired or a liability had been incurred at the balance sheet date; and
- the amount of the loss can be reasonably estimated.

There are no material contingent losses that should be disclosed where, although either or both the conditions specified above are not met, there is a reasonable possibility that a loss, or a loss greater than that accrued, may have been incurred at the balance sheet date.

There are no contingent gains which should be disclosed.

All material matters, including unasserted claims, that may result in litigation against the Commissioner and Group have been brought to your attention. All known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to you and accounted for and disclosed in accordance with Code.

Laws and regulations

I confirm that I have disclosed to you all those events of which I am aware which involve known or suspected non-compliance with laws and regulations, together with the actual or contingent consequences which may arise therefrom.

The Commissioner and Group has complied with all aspects of contractual agreements that would have a material effect on the accounts in the event of non-compliance.

Fraud and error

I acknowledge my responsibility as Treasurer for the design, implementation and maintenance of internal control to prevent and detect fraud and error.

I have disclosed to you:

- all the results of my assessment of the risk that the statement of accounts may be materially misstated as a result of fraud;
- all knowledge of fraud or suspected fraud affecting the Commissioner and Group involving:
 - management and those charged with governance;
 - employees who have significant roles in internal control; and
 - others where fraud could have a material effect on the financial statements.

I have disclosed to you all information in relation to any allegations of fraud, or suspected fraud, affecting the Commissioner and Group's statement of accounts communicated by employees, former employees, analysts, regulators or others.

Related party transactions

I confirm that all related party relationships, transactions and balances, have been appropriately accounted for and disclosed in accordance with the requirements of the Code.

I have disclosed to you the identity of the Commissioner and Group's related parties and all related party relationships and transactions of which I am aware.

Impairment review

To the best of my knowledge, there is nothing to indicate that there is a permanent reduction in the recoverable amount of the property, plant and equipment below their carrying value at the balance sheet date. An impairment review is therefore not considered necessary.

APPENDIX A

DRAFT MANAGEMENT REPRESENTATION LETTER

Future commitments

I am not aware of any plans, intentions or commitments that may materially affect the carrying value or classification of assets and liabilities or give rise to additional liabilities.

Subsequent events

I confirm all events subsequent to the date of the financial statements and for which the Code require adjustment or disclosure have been adjusted or disclosed.

Should further material events occur after the date of this letter which may necessitate revision of the figures included in the financial statements or inclusion of a note thereto, I will advise you accordingly.

Going concern

To the best of my knowledge there is nothing to indicate that the Commissioner and Group will not continue as a going concern in the foreseeable future. The period to which I have paid particular attention in assessing the appropriateness of the going concern basis is not less than twelve months from the date of approval of the accounts.

Yours sincerely

Mike Tait
Treasurer
Date.....

APPENDIX B

DRAFT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE POLICE AND CRIME COMMISSIONER FOR NORTHUMBRIA and Group

Opinion on the financial statements

We have audited the financial statements of the Police and Crime Commissioner for Northumbria (PCC) and Group for the year ended 31 March 2017 under the Local Audit and Accountability Act 2014. The financial statements comprise the PCC and Group Movement in Reserves Statements, the PCC and Group Comprehensive Income and Expenditure Statements, the PCC and Group Balance Sheets, the PCC and Group Cash Flow Statements, the Group Pension Fund Accounts and notes to the financial statements, including the summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

In our opinion the financial statements:

- give a true and fair view of the financial position of the Police and Crime Commissioner for Northumbria as at 31 March 2018 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities section of our report. We are independent of the Police and Crime Commissioner for Northumbria in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Treasurer's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Treasurer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Police and Crime Commissioner for Northumbria's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Treasurer is responsible for the other information. The other information comprises the information included in the Statement of Accounts, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

APPENDIX B

DRAFT AUDITOR'S REPORT (CONTINUED)

Responsibilities of the Treasurer for the financial statements

As explained more fully in the Statement of the Treasurer Responsibilities, the Treasurer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18, and for being satisfied that they give a true and fair view. The Treasurer is also responsible for such internal control as the Treasurer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Treasurer is required to comply with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 and prepare the financial statements on a going concern basis, unless the Police and Crime Commissioner for Northumbria is informed of the intention for dissolution without transfer of services or function to another entity. The Treasurer is responsible for assessing each year whether or not it is appropriate for the Police and Crime Commissioner for Northumbria to prepare its accounts on the going concern basis and disclosing, as applicable, matters related to going concern.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Conclusion on the Police and Crime Commissioner for Northumbria's arrangements for securing economy, efficiency and effectiveness in the use of resources

Conclusion

On the basis of our work, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2017, we are satisfied that, in all significant respects, the Police and Crime Commissioner for Northumbria has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

Basis for conclusion

We have undertaken our review in accordance with the Code of Audit Practice issued by the Comptroller and Auditor General, having regard to the guidance on the specified criterion issued in November 2017, as to whether the Police and Crime Commissioner for Northumbria had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider in satisfying ourselves whether the Police and Crime Commissioner for Northumbria put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, the Police and Crime Commissioner for Northumbria had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

APPENDIX B

DRAFT AUDITOR'S REPORT (CONTINUED)

Responsibilities of the Police and Crime Commissioner for Northumbria

The Police and Crime Commissioner for Northumbria is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

Auditor's responsibilities in relation to review of arrangements for securing economy, efficiency and effectiveness in the use of resources
We are required under section 20(1)(c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Police and Crime Commissioner for Northumbria has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Comptroller and Auditor General requires us to report to you our conclusion relating to proper arrangements. We are not required to consider, nor have we considered, whether all aspects of the Police and Crime Commissioner for Northumbria's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Matters on which we are required to report by exception under the Code of Audit Practice

We are required by the Code of Audit Practice to report to you if:

- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014;
- we make a recommendation under section 24 of the Local Audit and Accountability Act 2014; or
- we exercise any other special powers of the auditor under sections 28, 29 or 31 of the Local Audit and Accountability Act 2014.

We have nothing to report in these respects.

Use of the audit report

This report is made solely to the members of Police and Crime Commissioner for Northumbria, as a body, in accordance with part 5 of the Local Audit and Accountability Act 2014 and as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. Our audit work has been undertaken so that we might state to the Police and Crime Commissioner for Northumbria those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the members of the Police and Crime Commissioner for Northumbria, as a body, for our audit work, for this report, or for the opinions we have formed.

Certificate

We certify that we have completed the audit of the financial statements of the Police and Crime Commissioner for Northumbria in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice.

Cameron Waddell, Partner
For and on behalf of Mazars LLP
Salvus House
Aykley Heads
Durham, DH1 5TS

Date

APPENDIX C INDEPENDENCE

As part of our ongoing risk assessment we monitor our relationships with you to identify any new actual or perceived threats to our independence within the regulatory or professional requirements governing us as your auditors.

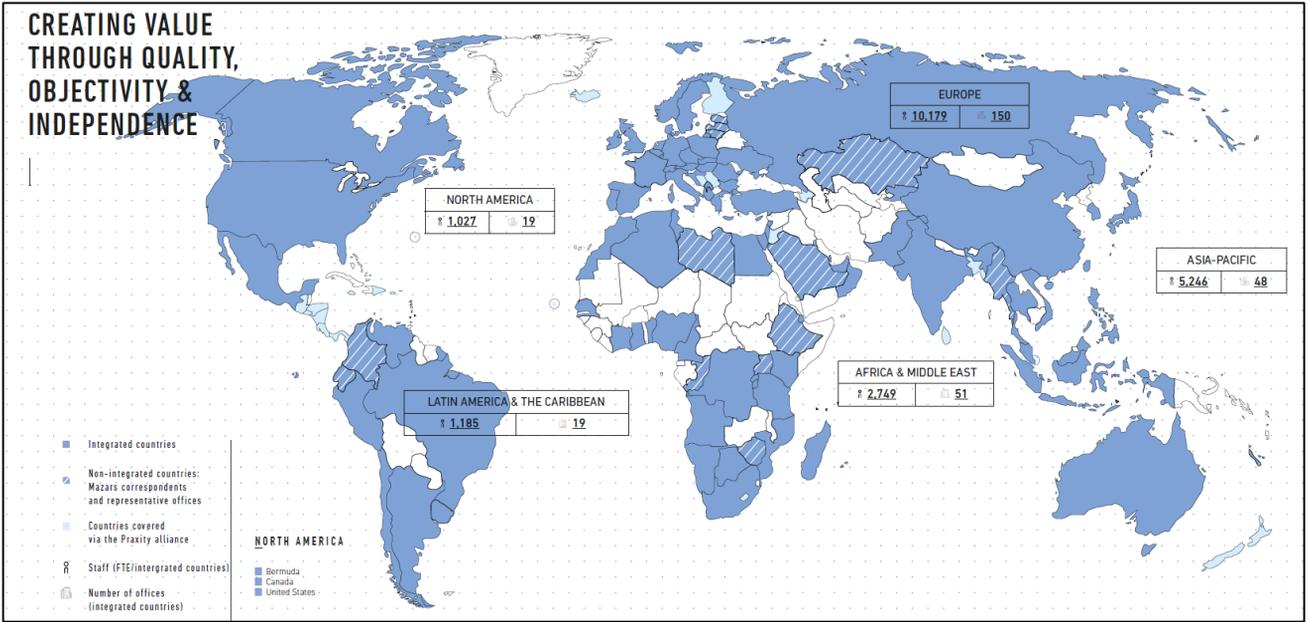
We can confirm that no new threats to independence have been identified since issuing the Audit Strategy Memorandum and therefore we remain independent.

MAZARS AT A GLANCE

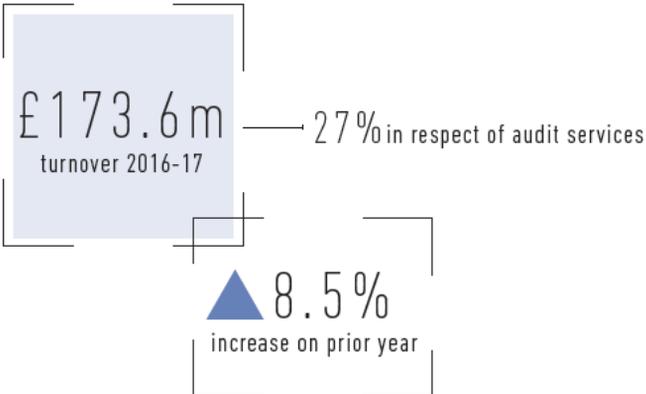
Mazars LLP

- Fee income €1.5 billion
- Over 86 countries and territories
- Over 300 locations
- Over 20,000 professionals
- International and integrated partnership with global methodologies, strategy and global brand

Mazars Internationally



Mazars in the UK



As at 31 August 2017

CONTACT

Engagement lead name

Partner

Phone:

Mobile:

Email:

Engagement manager name

Manager / Senior Manager

Phone:

Mobile:

Email: