



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.