



VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

POLICE AND CRIME PANEL

28 FEBRUARY 2017

REPORT OF THE POLICE AND CRIME COMMISSIONER FOR NORTHUMBRIA

DRAFT POLICE AND CRIME PLAN 2017-2021

1. Purpose

- 1.1 The purpose of this report is to present to the Police and Crime Commissioners (PCCs) draft Police and Crime Plan 2017-2021 - Building Safer Communities and Effective Justice.

2. Background

- 2.1 It is the statutory role of the PCC to issue a Police and Crime Plan within the financial year in which each ordinary election is held. The Police and Crime Plan for Northumbria includes statutory requirements as outlined in the Police and Reform and Social Responsibility Act 2011, chapter 3, section 7.
- 2.2 The role of the Police and Crime Panel is to review the draft Police and Crime Plan and make a report and recommendations for regard by the PCC.
- 2.3 The Police and Crime Plan must include:
- The PCC's police and crime objectives
 - The policing the Chief Constable is to provide
 - The financial and other resources the PCC will make available to the Chief Constable to provide policing
 - How the Chief Constable will report to the PCC about policing
 - How the Chief Constable's performance will be measured
 - Information about any crime and disorder reduction grants to be made by the PCC and any conditions made.

- 2.4 A Police and Crime Plan can last for a PCC's whole term in office.

3. Shaping the Plan

- 3.1 The draft Police and Crime Plan has been shaped by a wide range of influences which are listed below alongside a summary of the key findings:

3.2 **Public consultation**

Following the PCCs re-election in 2016, she wanted to move quickly in ensuring the priorities in 2013 were relevant for our communities in 2017. To ensure we fully understood what local people thought about policing and community safety a range of engagements were held including public meetings in every local authority (two in Northumberland due to its geographical size), attendance at community groups, faith groups and a wide range of other local groups and associations. It is appreciated that not everyone could attend meetings, so an on-line and telephone survey was set up which was completed by more than 3,000 people. The surveys and events were promoted on social media, posters in doctor's surgeries and community venues, websites including local councils, Northumbria Police and the PCC and in all secondary schools.

The survey findings were clear that adults see tackling domestic and sexual abuse, support for victims, reducing crime and ensuring an effective criminal justice system as their top priorities. Young people surveyed identified that tackling domestic and sexual abuse was a top policing priority as well as work to tackle drug and alcohol abuse, hate crime and cyber related crime.

The public meetings raised a wide range of concerns, some that we must tackle in partnership with others and some that were very discrete and personal to the individuals present. The key policing themes that were identified as important to local people were:

- Dangerous driving and mobile phone use behind the wheel
- Hate crime and the impact of BREXIT
- Neighbourhood policing and visibility of the police in local communities
- Tackling anti-social behaviour and signal crimes
- A more effective criminal justice system

3.3 **Northumbria Police performance**

Northumbria Police have a clear framework in which they report performance of their work to deliver the Police and Crime Plan 2013-18. Emerging priority areas that need further focus over the coming four years include work to support an effective criminal justice system and to secure convictions at court, improved victim satisfaction in cases of anti-social behaviour, reduce repeat victimisation, increased visibility and high standards of police conduct.

3.4 **Her Majesty's Inspectorate of Constabulary (HMIC) inspection findings**

HMIC continue to monitor and report on forces policing and efficiency activity with the aim of encouraging improvement. Overall Northumbria Police is recognised as a 'good' police force however in a recent Peel Inspection Leadership report it was felt that Northumbria Police must do more to address concerns around legitimacy and the imperative "how well does the force ensure that's its workforce behaves ethically and lawfully". We have acknowledged that this is of great importance to the overall integrity of Northumbria Police and building public confidence and we have clearly made this a commitment in the draft Police and Crime Plan 2017-21.

3.5 Northumbria Police strategic assessment

Northumbria Police carry out an annual assessment of the current and medium term issues affecting, or likely to affect them which is used to help them plan for the likely impact on demand and resources. The key findings from the most recent strategic assessment highlight that cyber-crime, fraud, modern slavery and trafficking are all emerging crime types that need a specialist response and consideration.

3.6 National Policing Vision and Strategic Policing Requirement

In November 2016 Police and Crime Commissioners and Police Chief Constables launched a vision for policing in 2025 that makes far better use of digital technology, is integrated with other agencies to focus on preventing crime and delivering effective services to provide best value for money for the public. The Police and Crime Commissioner is focused on ensuring that transformational change in policing is delivered, with local policing and accountability to the public very much at the core.

The Strategic Policing Requirement sets out the threats that require a national policing capability to ensure they are tackled effectively. This requirement is placed on all police forces across the country and we must ensure that here in Northumbria we give the right level of acknowledgement to these demands and prepare accordingly to ensure the safety of the public. Key threats in the most recent SPR include terrorism, serious and organised crime, and national cyber security as well as arrange of other issues of national importance. Many of these challenges can only be tackled by collaborating with other forces and for this reason as well as others collaboration runs as a theme throughout the draft plan.

3.7 Victim services funding priorities

Extensive mapping and consultation work has taken place over the last two years to understand the victim services landscape in Northumbria and more recently work has been undertaken to develop victim's service funding priorities for 2017-18 based on our latest understanding of need. This understanding and insight into the needs of the most vulnerable victims of crime in Northumbria has been used to shape priorities and aims in relation to victims and most specifically the need for Northumbria Police to continue to provide timely and comprehensive information to victims about their individual cases and to enhance safeguarding and protection of vulnerable people.

3.8 Consultation meetings with key strategic partners

A meeting was held on 1st December 2016 which brought key stakeholders from Community Safety Partnerships, local health bodies and Children and Adult Safeguarding Boards together with the Police and Crime Commissioner to discuss existing and emerging priorities for Northumbria Police and wider partnerships. This engagement demonstrated that sexual exploitation and alcohol related crime continue to be of great importance locally and should be prioritised by Northumbria Police.

3.9 Community Safety Partnerships strategic assessments

All Community safety Partnerships have shared with us their latest thinking about community safety and policing priorities and we have ensured that the strong messages around domestic abuse, anti-social behaviour and alcohol related crime have been incorporated into the draft plan.

3.10 PCC Advisory Groups and Victims Panel

The PCC has well-established advisory groups that are drawn from the communities which are protected by the Equality Act 2010 and that help shape the PCCs thinking about a wide range of policing and community safety issues. All of the groups including the Victims Panel have been consulted about the priorities they feel are important for the next for years and all groups were clear that more of a focus should be given to building an effective and efficient criminal justice system that not only supports victims to recover from their experience of crime but also rehabilitates offenders to stop crime from happening in the first place.

3.11 Students consultation

We have spoken at length to our student population across Northumbria and have held events to bring student unions together to tell us about their priorities for policing. Key priorities were highlighted as tackling sexual violence, improving confidence in the police and fighting hate crime and racial abuse.

3.12 Police and Crime Panel consultation

On 25th October 2016 the Police and Crime Panel were consulted about their priorities for the Police and Crime Plan 2017-2021. The main areas of importance to panel members was firstly to ensure that the PCC closely considers Community Safety Partnership priorities in the development of the plan and secondly that young people and diverse communities are included in consultation plans. These considerations were taken into account in the development of the draft plan and details of our engagement with these stakeholders and communities are included in this section of the report.

4. Proposed Police and Crime Plan Priorities

- 4.1 An analysis of the findings has led us to believe that the five priorities originally in the Police and Crime Plan 2013-18 are still relevant to local people and key stakeholders, although aims that underpin the priorities have been amended to reflect changing need and the evolving policing landscape.
- 4.2 Overwhelmingly consultation responses highlighted the need for a stronger and more effective criminal justice system in Northumbria, from both a victim and offender perspective. This was evident in both public and partner consultation and in evidence from the Northumbria Local Criminal Justice Board performance framework.
- 4.3 The Northumbria Police and Crime Plan priorities for 2017-21 are proposed as:

- Domestic and sexual abuse
- Putting victims first
- Effective criminal justice system
- Reducing anti-social behaviour
- Tackling crime
- Community confidence

5. Proposal

5.1 Panel members are asked to:

- a) review the draft plan and make a report or recommendations on the draft plan to the PCC; and
- b) give support to the PCC and Chief Constable to deliver the plan over the next four years.



VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

**Building Safer Communities and Effective Justice
(Police and Crime Plan 2017 – 2021)**

Vera Baird DBE QC

Police and Crime Commissioner for Northumbria

A message from your Police and Crime Commissioner

I am proud to be the Police and Crime Commissioner for Northumbria, first elected in 2012 and re-elected with an increased majority in 2016.

As your Police and Crime Commissioner I am committed to holding the Chief Constable and Northumbria Police to account for the delivery of an efficient and effective police service. I am a strong and passionate advocate for the rights of victims and I am determined to strongly engage in the delivery of an efficient and effective criminal justice system on your behalf. 'Building stronger communities and effective justice' is a responsibility for all community safety and criminal justice agencies and my ambition is that we fulfil the Police and Crime Plans aims together.

Since the introduction of the first Police and Crime Plan, which was put together with partners and residents across the force area, the priorities set have helped to ensure Northumbria remains a great place to live and work. The priorities of the first Police and Crime Plan have set the direction and vision of your police force - you can see how the force has delivered the priorities on my website www.northumbria-pcc.gov.uk I have worked with the Chief Constable to ensure effective delivery of the plan.

Following my re-election, I have spent winter 2016 finding out what extra priorities local people want to see in the plan. Refreshing my understanding of what you want in the plan for my second term in office will ensure that I continue to deliver the issues that are important to you.

To find out what you thought, I held public local meetings in all local authorities, met with local groups, set up an on-line survey with over 3,000 participants and worked with secondary schools to ensure we had the thoughts of young people embedded throughout our findings. You can read a snapshot of the findings further on in this document.

Like the previous plan, this plan lays out clear priorities set for the Chief Constable and I will hold him to account for its delivery. As you would expect, it is an ever changing document, that meets new challenges, threats and opportunities - but please be assured, your priorities will always be at the heart of the document.

You have said loud and clear that you believe that priorities of the old plan should continue, but you want to see newer crimes included such as on-line crime and child sexual exploitation. These priorities continue to be tackled against funding challenges presented by government. We are living in difficult times economically and our force has taken one of the biggest financial cuts out of all forces in England and Wales. It is my priority to maintain an efficient and effective force which understand and responds to the needs of the community. We will continue to work hard to increase resident's satisfaction with policing and when we get it wrong, we will learn and when we get it right we will build upon our success.

In the wider criminal justice system, other agencies such as the Crown Prosecution Service and the Courts service play a role and I have no say in what they do which limits my ability to ensure that the public is well-served. However I will continue to work with colleagues in those organisations, who are often obliged to work to targets set in far away London but who always intend to do good local work.

I will also continue to ensure that Victims First Northumbria work with partners to deliver outstanding service to victims of crime, as they have done since their establishment in 2015. Northumbria is a safe place to live, work and visit and our refreshed Police & Crime Plan which we developed together, will ensure our great area stays safe.

This is my vision for Northumbria and I will ensure it is delivered by working with partners and most of all keeping closely in touch with you.

Vera

Dame Vera Baird QC – Police and Crime Commissioner for Northumbria

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Glossary

Find out more about some of the terms used in this document.

1. About the role of the Police and Crime Commissioner

The 'police' part of a Police and Crime Commissioner's job is to bring the police and the people together by finding out what people want from the police and making sure the Chief Constable delivers it. We are lucky that our police force is recognised for high performance in many areas and our Chief Constable is very ready to be held to account for the work they do. I am responsible for the efficiency and effectiveness of Northumbria Police and accordingly I hold the budget on your behalf.

As your Police and Crime Commissioner I have a passion to deliver excellent policing and community safety services to you and a first class criminal justice system for our area. I am a passionate supporter of victim rights and I am dedicated to ensuring that victims are provided with the right support to help them cope and recover following an experience of crime. This sums up the 'and crime' part of the role which goes much wider than the police force.

Crime prevention is an important part of the way forward and this cannot be achieved without close working with your local Councils, fire and rescue service, ambulance service, Community Safety Partnerships, services that support victims of crime and anti-social behaviour, voluntary sector organisations and criminal justice partners. The Policing and Crime Act 2017 places a duty on police, fire and ambulance services to work together to increase efficiency and effectiveness, maximise available resources and enhance local resilience, I will seek out these opportunities to collaborate where I believe it will deliver real savings and improved services for the public.

I must tell people about policing in their area, how well their local force is performing, how to get in touch and how to influence local priorities. You can find out more information about this on my website www.northumbria-pcc.gov.uk and more about the role of the Police and crime Commissioner by visiting <https://www.gov.uk/police-and-crime-commissioners>

The Police and Crime Plan

Every Police and Crime Commissioner elected in May 2016 has to write a Police and Crime Plan by the end of March 2017. The police will follow this plan and I will hold them to account through it. It will be the road map to deliver the best policing in our area.

Many of you have helped me to get priorities right by responding to our survey or in other ways letting me know what you think Northumbria Police do well and where we need to get them to improve. We have come a long way over the last four years, many of the key achievements have been captured in my Annual Reports and in performance information that is presented to the Police and Crime Panel; you can view this information on my website.

The Police and Crime Panel

Two local councillors, appointed by, and from each of our six local authorities and two independent members make up the membership of the Police and Crime Panel whose role

it is to scrutinise how I do my job but in a way which supports me to work effectively. The Panel meets five times a year in public. You can find out more information about the role of the Northumbria Police and Crime Panel and view papers by visiting <http://www.gateshead.gov.uk/Council%20and%20Democracy/Northumbria-Police-and-Crime-Panel.aspx>

2. The changing world of policing

Policing has changed significantly in the past five years, crime and the demand on police resources is different. Online and cyber-crime are increasing and there is an emergence of complex and harmful crimes such as child sexual exploitation and human trafficking. Police are receiving more calls than ever before but fewer of them translate into a crime. The police are fast becoming the last port of call for people with problems and nowhere else to turn as cuts to other public services.

Incidents involving people with mental health problems are increasing. More victims are reporting rape and domestic violence. Demand is also growing around protective statutory obligations. These include Multi Agency Public Protection Panels, which are led by police to manage known criminals living in our area.

What we are learning is that policing needs different resources and skills to respond to new crimes effectively. They can be complex, requiring support and protection of victims as well as investigation.

For Cyber Crime we need to look to our universities and local cyber businesses to help us to upskill our staff. We need to make sure that our local communities understand the changing threats and how to stay safe online. The force is constantly working to meet this very changeable demand profile.

National demands and specialist capabilities

The Strategic Policing Requirement identifies threats to national security and risks that need to be countered by countywide policing capabilities. Forces need to work collaboratively on these issues and the Chief Constable and I will ensure that Northumbria Police can play their part. This SPR is reviewed periodically to ensure it remains relevant and effective and in March 2015 it identified the following as threats; Terrorism, Serious and Organised Crime, a national cyber security incident, public order or safety that cannot be managed by one force and Civil Emergencies and Child Sexual Abuse.

Collaboration and working with others

The Government has made clear that there is not enough cross region, regional and sub-regional collaboration amongst police forces to maximise efficiency and effectiveness. In Northumbria we are ambitious to do more but already have a strong track record of improving services through collaborative work.

There is the North East Regional Special Operations Unit in which we work the Durham and Cleveland forces and which focuses on the identification and disruption of organised crime. Additionally with our two nearest neighbours, we developed a regional strategy to tackle Violence against Women and Girls which will be refreshed in course of this year. We have secured funding through the Police Transformation Fund to deliver a whole system approach, specifically to domestic abuse, across six of the seven north east police forces.

The North East Transformation, Innovation and Collaboration (NETIC) is a collaboration to design and deliver Specialist Capabilities across all seven forces of our regional forces.

We collaborate well with the other “blue light services” especially closely with the fire and rescue service. We have established one strategic oversight group with both Tyne and Wear and Northumberland Fire and Rescue and developed an action plan to drive forward joint work. Some of the key themes are sharing information; tackling prevention, response and demand together, estate integration and public engagement and accountability. We also work with the North East Ambulance Service on the Safe Haven in the night time economy and are building up contacts with other health service providers.

Criminal Justice

Criminal justice partners have had to deal with significant reductions in funding at a time when caseloads are increasing and becoming more complex. Public expectations are rising. We provide victims and witnesses in Northumbria high quality support. We have work to do on the criminal justice system, fewer ineffective and ‘cracked’ trials and better conviction rates for the most serious crimes are key targets.

These changing demands are against a backdrop of reductions in funding to individual forces in England and Wales by between 12 and 23 percent between 2010/11 and 2015/16. Locally this has had a significant impact, with funding for Northumbria, since 2010, cut by more than £100 million. We have lost over 860 police officers and nearly 1000 police staff. The Government is currently consulting to determine how central funding will be allocated to police forces in future years. Here in Northumbria we have vast rural areas to police as well as towns and cities. You have my assurances that I will continue to do all I can so that Northumbria receives a fair funding settlement and can meet these policing challenges into the future.

3. The Northumbria area

Northumbria stretches for more than 2,000 square miles, from the Scottish Border to County Durham; from the Pennines to the North East coast. It is made up of the boroughs of North and South Tyneside, Sunderland, Newcastle, Gateshead and the County of Northumberland. Northumberland's rural area will continue to need special focus since it has different needs from the urban areas.

There are 623,061 households in Northumbria, 32% of the population is aged 20-44 years old whilst 18% is aged over 65.

29% of families (181,208) have someone with a long term health problem or disability. Almost 95% of the population is white while 5% (77,106) are from minority ethnic groups, mainly Asian or Asian British (3%).

69% of Northumbria people identified with a recognised religion. 66% said that they were Christian, 2% are Muslim and many other religions were also followed in smaller numbers. Northumbria has three large shopping centres - the MetroCentre, Eldon Square and The Bridges and four universities - Northumbria, Newcastle, Sunderland and the Open University in the North.

Northumbria Police is the 6th largest force in the country, and at the time of writing this plan, have three geographical Area Commands; Human Resources, Finance and Information Communication Technologies, and Strategic Asset Management directorates; five specialist departments; 3,231 police officers; 1,454 police staff; 196 Special Constables and 164 Police Community Support Officers.

In a typical day Northumbria Police:

- Receives 2,453 phone calls;
- Handles 561 "999" calls;
- Deals with 1,150 incidents;
- Investigates 325 crimes;
- Makes 96 arrests;
- Travels 38,500 miles;
- Attends 8 injury road collisions;
- Administers 26 breath tests;
- Records 72 sets of fingerprints; and
- Processes 26 DNA samples in custody.

The Office of Police and Crime Commissioner has a relatively small number of staff making Northumbria Police accountable to you, managing the budget and the police estate, driving collaboration, working with a wide range of partners, commissioning services and helping me to fulfil my statutory role.

4. Shaping the plan

The first Police & Crime Plan was published in 2013, following an extensive consultation with residents, businesses, public authorities and the voluntary sector to ascertain policing priorities.

Following my re-election in 2016, I wanted to move quickly to see if the priorities in 2013 were still relevant to us in 2017. A lot of study and consultation has been undertaken with local authorities, professionals and all parts of the community to find that out. This has included:

The Northumbria Police Annual Assessment of Crime.

By working out changes taking place locally and nationally, the police aim to forecast likely levels of crime, disorder and hence the challenges in the coming years.

“Northumbria remains one of the safest places in England but crime is changing, our focus now is much more about protecting vulnerable people from crime and anti-social behaviour and trying to stamp out all forms of exploitation – online or on the streets.”

Safer Communities Survey and Victim Satisfaction Survey – Northumbria Police and strategic partners survey the public of Northumbria, speaking to almost 10,000 people each year on the telephone. This gives a significant indication of satisfaction levels with the police and your councils and helps us to further ascertain your policing priorities

“Northumbria is first in the country for overall victim of crime satisfaction but more can be done in local areas, including better follow up and keeping victims of crime and anti-social behaviour informed about their case.”

Community Safety Partnerships – Led by the Councils, responsible authorities come together to form partnerships to tackle local community safety priorities. The Partnerships have shared their local priorities with me to help shape this Plan.

“We continue to support the priorities in the Police and Crime Plan – they are all still very much important issues that our local communities and partners want us to tackle.”

Stakeholder consultation – I work alongside a wide range of other services including health, children and social services, using their priorities too.

“Abuse of alcohol is a real concern and can lead to and intensify many social, policing and health related problems.”

Public consultation - To ensure I knew what local people were thinking, I held public meetings in every local authority area (two in Northumberland) I met with student unions, community groups and victims groups. I also set up an on-line and telephone survey which was completed by more than 3,000 people.

Adults and young people alike have told us “tackling domestic and sexual abuse and putting victims first are our top priorities”. Providing an effective criminal justice system is also very important to a lot of people.

Advisory Groups – I have set up Advisory Groups to represent the communities which are protected by the Equality Act 2010. The groups cover age, gender, black and minority ethnic people, those committed to religion or belief, the disabled community and lesbian, gay, bisexual, and transgender people and there is also a Victims Group. These groups meet regularly to help shape my thinking about policing and to support me in my scrutiny role. There are common themes:

“Putting victims first is so important it should be the overarching priority in the plan.”

“Without an effective and efficient criminal justice system victims will fail to recover from their experience of crime and offenders will not be reformed.”

“Concern about cyber-crime and fraud is high amongst local communities – better education and awareness should be delivered by the police to the most vulnerable.”

5. Police and crime objectives

Domestic and Sexual Abuse

Why is this important?

We have listened to your views and both adults and young people continue to believe that this is a very important issue that must be tackled. In Northumbria we have seen the highest increase in levels of reported domestic abuse and sexual violence crimes. There are around 30,910 reports of domestic abuse in Northumbria each year, this equates to an average of 2,576 incidents per month and 2,216 victims every month. Levels of rape and other serious sexual assaults, often committed by partners or people known to their victims are also high and unacceptable. Although we are pleased that over the last four years we have raised public and professional awareness of domestic abuse and sexual violence, these are shockingly high figures and it is clear more must be done to address and prevent this violence and abuse. We recognise that personalised support is needed for all victims of abuse and is key to long-term recovery.

We will refresh the integrated regional strategy already in place to tackle violence against women and girls. We will build on our successes. They include 350 Workplace Domestic Abuse Champions across Northumbria, offering support at work for people who are being abused at home. There are Domestic Violence Advice and Support Cars in every area at peak times, so that experienced domestic abuse support workers respond, with police, to 999 calls, maximising speedy support to victims.

How we'll continue to make a difference, our commitment to you:

- Listen to all cases of child sexual abuse, current or historic and respond in a way that supports the victim into long-term recovery from their experience.
- Police will work with local specialist services to best understand the issues of adolescent/adult to parent abuse and will encourage reporting. An appropriate multi-agency response will be provided to safeguard those in need.
- Earlier identification of child and adult sexual exploitation cases and provision of long-term support for victims to assist their recovery. We will raise both public and professional awareness of this issue so no case goes uncovered.
- We will encourage increased reporting and an enhanced police response to victims who are isolated and marginalised, for example older victims, those in rural areas, those with a disability, from an ethnic minority background and those with mental health concerns. Support services will also be strengthened for these victims.
- Police will better understand cyber stalking and harassment leading to improved identification of the crime and increased prosecutions.
- Police will be pro-active in managing the most dangerous and harmful offenders, ensuring perpetrators receive support for behavioural change where appropriate.
- Continue to strengthen the police response to this area of work through the introduction of a Domestic Abuse Scrutiny Panel to let members of the public scrutinise how cases have been managed, to maximise continuous improvement.

What will be achieved?

- A reduction in sexual and domestic abuse.
- An overall better policing response and support services for victims with complex needs and those affected by domestic and sexual abuse.
- More confidence in the reporting of domestic and sexual abuse.
- More accurate recording of domestic and sexual abuse.

Putting Victims First

Why is this important?

A high percentage of victims of crime are satisfied with the service they receive from Northumbria Police and agree that they are taken seriously. Concerns are often around managing expectation and keeping people updated about their case. Being a victim of crime can undermine a person's confidence and make them unhappy or frightened. It can affect a person's outlook on life. The same applies to victims of anti-social behaviour who deserve equally good service from officers.

Since my first Police and Crime Plan, in 2013, PCCs have been given the responsibility for the local provision of victim services. We have trained our police officers to recognise vulnerability and have established Victims First Northumbria, a 'one stop shop' which has supported over 36,000 victims since April 2015. VFN delivers support to victims, from report to court and beyond. Restorative justice can have a role and VFN has been nationally recognised as a leader in this field by the award of the Restorative Services Quality Mark. We collaborate with the Northumbria Community Rehabilitation Company to maximise both victim and offender engagement with restorative justice.

How we'll continue to make a difference, our commitment to you:

- Provide timely information and communication about cases to suit the individual needs of victims – from report of a crime right up to a potential court case and beyond.
- Commission victim services that respond to the existing and emerging needs of victims of crime in Northumbria.
- Listen carefully to victims and use their experience of Northumbria Police and the Criminal Justice System to help shape training and improve our service and the victims' experience.
- Continue to develop and enhance safeguarding and our protection of vulnerable victims – understanding and responding to their needs to reduce repeat victimisation.
- Provide restorative justice opportunities where appropriate to help repair the harm caused by crime.
- Assess and understand the needs of victims at the first point of contact, helping to strengthen the police response to victims and ensuring victims are connected with the support they need.

- Continue to provide a 'one stop shop' for victims of crime, offering emotional and practical support, restorative justice and referrals to specialist support all under one roof.

What will be achieved?

- Improved victim satisfaction and police response.
- Victims are supported to cope and recover from their experience of crime.
- The most vulnerable are recognised and receive an enhanced service.

Effective Criminal Justice System

Why is this important?

Our criminal justice system is being placed under increasing pressure with growing demand and ever tighter budgets. Criminal justice agencies are not accountable to me in my role as PCC, and I have little leverage to drive change. However, I am committed to working closely with the local courts, probation services, youth offending teams, prisons and the Crown Prosecution Service and putting victims at the heart of the process

We set up a Court Observers Panel to see how those agencies work together and how they work for victims in rape trials, which are especially difficult cases. The results are new but I am determined that they will help to improve local justice.

How we'll make a difference, our commitment to you:

- Assertive advocacy will be developed that supports individual victims throughout the criminal justice process, challenging systems and procedures that seem to work against the victims interests. We have made a funding application to support this.
- Ensure that victims are aware of and access special measures, including remote evidence suites at the earliest opportunity to help vulnerable and intimidated witnesses to give their best evidence.
- Continue to provide robust police evidence in cases progressing through the criminal justice system, especially with the timely provision of CCTV footage.
- In cases of sexual violence where there is an Independent Sexual Violence Adviser or other trained supporter present that all parties understand the professional nature and scope of the role and ensure further involvement.
- Provide early intervention to offenders and secure swift justice through effective community resolutions and out of court disposals where appropriate.
- Support more effective programmes to change offender's behaviour.
- Continue to closely monitor and scrutinise work in this area through observing magistrates courts practices, attending the Out of Court Disposal Panel and a range of other activities.

What will be achieved?

- Improved reporting and recording of rape, sexual offences and domestic abuse.
- Increased charge and conviction rates for cases of rape, sexual offences and domestic abuse.

- Increased number of guilty pleas at first hearing.
- Prevention of first time and repeat offending.

Reducing Anti-Social Behaviour

Why is this important?

Anti-social behaviour (ASB) can affect anyone. Damage, graffiti and drunken youths in our neighbourhoods may start off as a nuisance but quickly impact on quality of life. We have made great strides in tackling this but it is still a very important issue and we clearly must do more

ASB Volunteer Networks have been established across Northumbria to provide extra support for the most vulnerable victims and our ASB task force ensures that vulnerability is identified more quickly. In this way we ensured that last year, more than half of the people suffering long term ASB in their neighbourhood had no further incidents after reporting it.

Recorded anti-social behaviour has fallen year on year but it is still the content of 14% of all calls to the police. 11% of those incidents are alcohol related and so there is clearly still a job to do

How we'll continue to make a difference, our commitment to you:

- Contact with victims about their case will be designed to meet their individual needs.
- Provide victims of anti-social behaviour who feel targeted and all vulnerable victims with tailor-made support and real understanding.
- Work with partner organisations to efficiently tackle the changing nature of anti-social behaviour and to meet the demands of local communities.
- Tackle graffiti and related anti-social behaviour which is often seen as a 'signal' crime and ensure that these crimes are stopped and where possible diverted.
- Neighbourhood Policing Teams and Community Safety Partnerships will engage with the victim in stopping the problem.

What will be achieved?

- Fewer victims of ASB – though we will continue to encourage reporting.
- Improved satisfaction for victims of ASB.
- Those most vulnerable will receive a service that better meets their needs.
- Action will be taken against offenders.

Tackling Crime

Why is this important?

Violent crime, hate crime and house burglary are crimes which can have a profound personal impact. In the more scattered communities in Northumberland, specific rural crimes can have affect livelihoods and people there complain that the police are not as visible as they wish.

Alcohol and drug misuse feature in a high percentage of crimes. There has been real concern recently about what were called 'legal highs'. We have collaborated successfully with health partners on these issues. Additionally we are pleased with the introduction of a 'street triage' team so that police can get health-based support quickly for people presenting with a mental health crisis. There is a Safe Haven' in Newcastle City Centre, on Friday and Saturday evenings where police and ambulance services try to keep the night time economy safe, working with our fantastic Street Pastors. All have pub and club door staff and key workers have been trained in safeguarding and our approach on this has been taken up and made mandatory by the Security Industry Authority.

We are proud of our work to try to divert military veterans, both male and female, who come into custody to help them to re-integrate into civil society.

How we'll continue to make a difference, our commitment to you:

- Enhance the investigation of hate crime and the police response to it by working closely with diverse groups to understand victim's needs and build confidence in the community to report incidents.
- Raise awareness of cybercrime and fraud and enhance our investigation of these cases.
- Tackle exploitation of all types including labour, sexual and benefit exploitation whilst raising public and police awareness and understanding of these newly emerging issues.
- Effective road policing leading to improved road safety with an additional focus on challenges in rural areas and a commitment to zero tolerance of alcohol and mobile telephone use at the wheel.
- Understand changing crime demand so the police can respond and resource appropriately to tackle crime affectively.
- Work with partners to reduce the harm caused by alcohol and all types of drugs by supporting 'community impact areas' and continuing to develop our approach to ensuring a safe night-time economy.

What will be achieved?

- Improved police and partnership response to specific crimes.
- Specific intervention and response to alcohol related crime and disorder.
- Safer night-time economy.
- Fewer offenders, specifically those who cause the most harm to victims.
- Cut drug use and the crime that is a consequence.

Community Confidence

Why is this important?

If the public is not confident in local policing and community safety, they may suffer unnecessary fear of crime. By speaking to people and promoting the good work they do, our police build good relationships. The police need the public and the public need the police.

We have introduced a Complaints Charter to improve the complaints process. We aim to reduce the number of appeals against Northumbria Police and increase satisfaction with how complaints are managed. Our Complaints Triage is a simple system from my office. Staff phone every complainant within 24 hours and if it is suitable, offer to resolve their concern informally. However, they make very clear that the formal route is available. By discussion and negotiation they usually resolve 60% of complaints within a few days, with a very high satisfaction rate. Our triage process is now available for all PCCs since it was established as a material option in the Police and Crime Act 2017. That is very pleasing.

Frontline officers now have more time available to deal with serious incidents since we introduced a system of resolving some incidents over the phone with the agreement of the caller rather than sending an officer out. If anyone wants or needs an officer to attend one will always do so.

How we'll continue to make a difference, our commitment to you:

- Engage with communities to build relationships and to provide safety advice, education and guidance in particular to young people, vulnerable people and marginalised communities.
- Ensure that communities approve of the level of police visibility in their neighbourhood.
- First responders will respond swiftly in a professional manner, assessments of vulnerability will be robust and crimes recorded accurately.
- Ensure high standards of police conduct are maintained with police officers behaving ethically and lawfully.
- Ensure transparent and neutral handling of police complaints.
- Join up emergency service activities where we can to deliver savings and improve services.
- Monitor hate crime post BREXIT, ensuring a swift and strong response while promoting diversity and tolerance amongst our communities.
- Consider resource and workforce planning in partnership with other key organisations, based on evidence of likely future demand.
- Continue to deliver good value for public money through effective police governance.

What will be achieved?

- Improved satisfaction with the services that Northumbria Police and key community safety and criminal justice partners provide.
- More people connecting with the police to report local concerns and crimes and reporting confidence in the police response.

- Awareness that the PCC is always available to hear views and suggestions and will scrutinise fearlessly on the public's behalf.

6. Delivering the plan

I will continue to provide clear, strong leadership to achieve the police and crime objectives outlined in this plan and ensure we achieve our vision for policing in Northumbria.

Delivering the right services, to the right people at the right time is very important to us. We believe in equality and we know that in our diverse world this means understanding the needs of different people and avoiding a one size fits all approach.

Working with Northumbria Police

One of the most important ways the plan will be delivered is through the work of the Chief Constable and Northumbria Police. The Chief Constables commitment to you:

"This plan will allow me to continue to deliver the very best of policing services to you. I fully support the priorities within it." Steve Ashman, Chief Constable Northumbria Police

The Chief Constable will develop a policing delivery plan that outlines how the priorities and the commitments in this plan will be met. You can view the annual delivery plan on my website www.northumbria-pcc.gov.uk.

Working with key partners

We will work with our community safety and criminal justice partners to deliver first class services and our common aims. The commitments in this plan are a good foundation to drive this forward.

We will work closely with other Police and Crime Commissioners across the region and the country. We can learn from each other, share resources, drive innovation and ensure best use of public funds.

Grants and Commissioning

PCCs have the responsibility to provide victim services and I receive some funding from the Ministry of Justice to do that in the Northumbria area. We will ensure that "victims of crime feel confident to seek help and when they do, they are provided with a choice of high quality support tailored to meet individual needs".

In April 2015 I established Victims First Northumbria the 'one stop shop' for victims of crime. VFN co-ordinates victim care and provides both emotional and practical support to victims of crime and can make priority referrals to a wide range of other specialist victim services that I commission.

I make annual grants to all sorts of organisations, large and small who support victims or otherwise contribute to our aims. The Supporting Victims Fund supports voluntary and community sector and some statutory providers to deliver services to victims of crime in Northumbria. 'Putting victims first' is the number one funding priority. The Commissioners Community Fund is used for small grants to support local communities to design and deliver local solutions to local police and safety issues.

7. Our resources

I will do my best to ensure there are enough resources available to enable all of the commitments in the plan to be delivered to you and your communities.

The Plan will be delivered in the most efficient manner possible providing excellent value for money for all the communities of Northumbria.

Northumbria Police receive two main sources of funding; grant income from central Government and the part of Council Tax, which is allocated to the police called the 'police precept'.

Additional funding is sometimes made available by the Government to help encourage new ways of working. We are always eager to explore innovation to deliver better services and to save public money and for this reason we are keen to bid for some of these extra resources. We have been very successful. We have been awarded almost £8,000,000 over the last three years from the Competed Fund, Police Innovation Fund and the Police Transformation Fund. This clearly recognises that we intend to drive change.

For Northumbria, 85% of total funding comes from central Government, the highest proportion of all forces in England and Wales. The remaining balance (around 15%) is raised locally through the precept.

The current financial climate remains a difficult one. Since 2010 we have seen unprecedented cuts to the Government's policing grant. Northumbria was the hardest hit of any force in England and Wales. In the next few years Government funding is set to reduce even further and the clear expectation is that the shortfall is met locally through the precept.

Local precept income is therefore essential to maintain police officer numbers and preserve our high standards of policing.

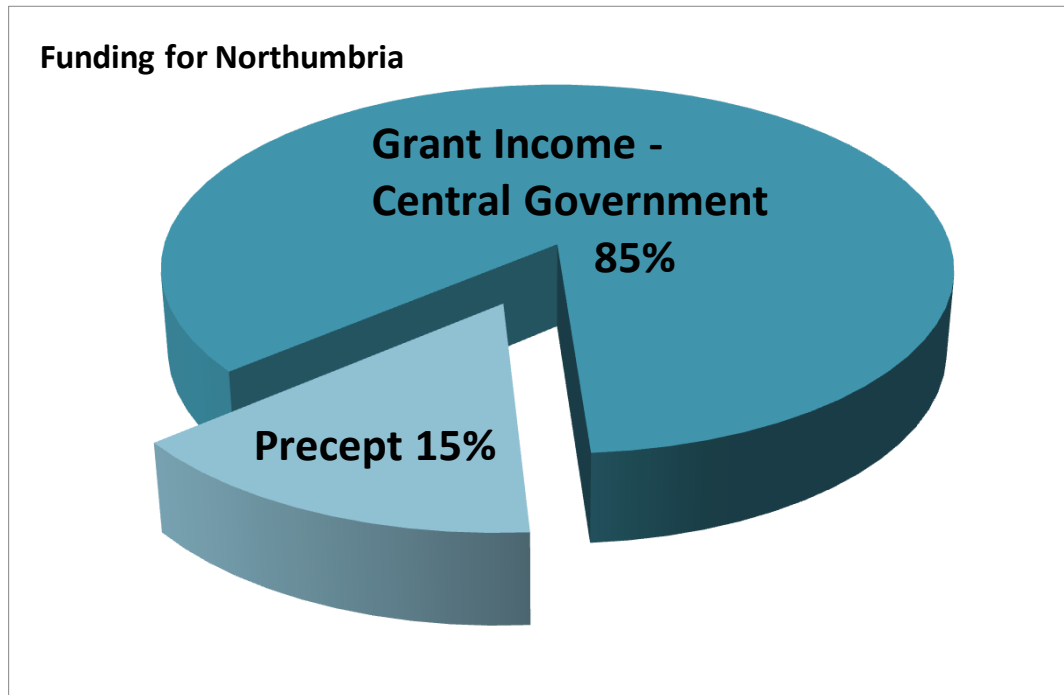
Police and Crime Commissioners are responsible for setting the annual police budget and determining the level of precept required for their police force area.

I will always consult with you, the public, when setting the precept level. This year 80% of those who responded were prepared to pay approximately of ten pence more per week for policing. For many residents the actual increase is less than seven pence per week (£3.33 per year). I will make sure your money is spent as effectively as possible. There are clear processes in place to enable you to monitor this.

The Medium Term Financial Strategy describes the financial direction of my office and the force over a four year period. The Strategy demonstrates an affordable position, balancing costs with available resources and provides an overarching framework for police budgets over the medium term.

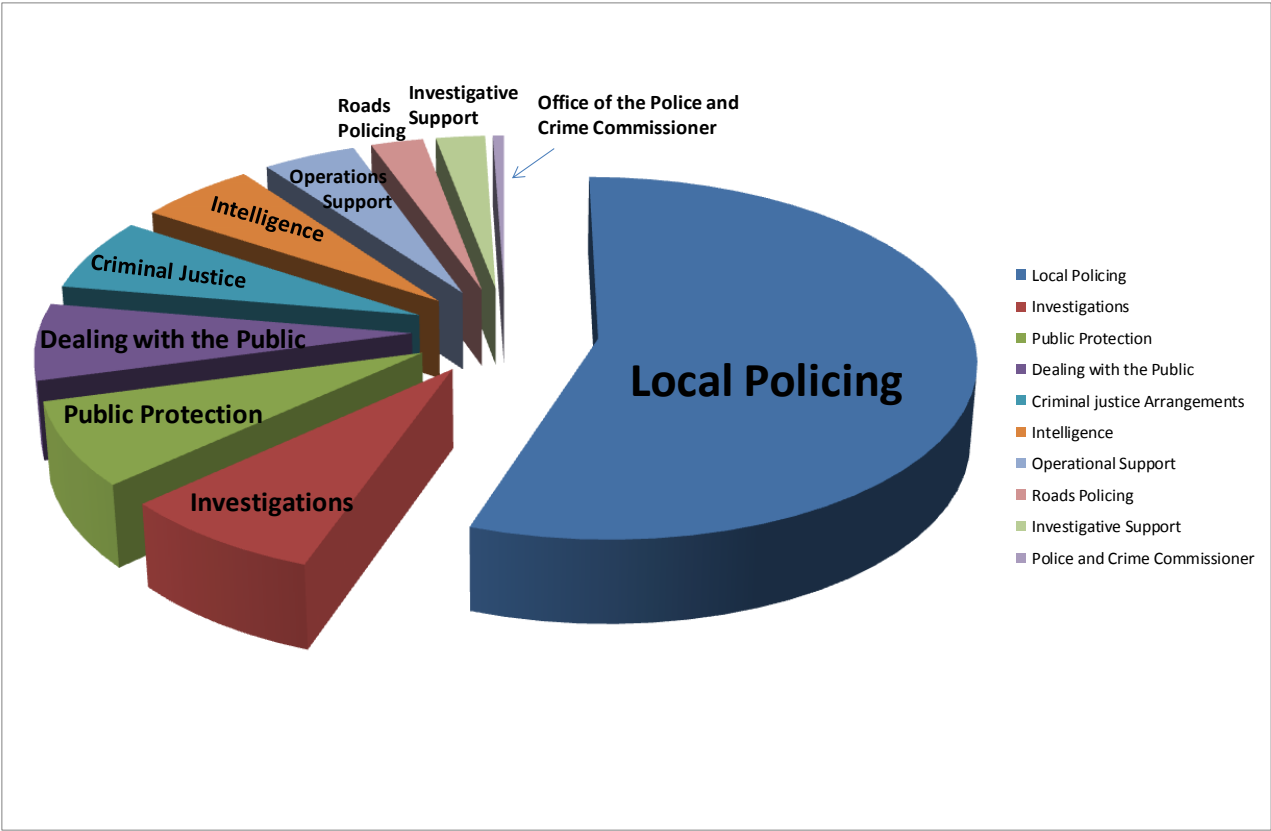
In recent years our external auditors have issued a Value for Money Conclusion which is published on the Northumbria OPCC website each year, and has always been very positive. Each year the opinion has been that in all significant respects the Office of the Police and Crime Commissioner for Northumbria has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Source of funding



How funding is allocated to policing services:

Policing Services	Resource Allocation
Local Policing	55.4%
Investigations	7.9%
Public Protection	7.5%
Dealing with the Public	6.9%
Criminal justice Arrangements	6.5%
Intelligence	5.7%
Operational Support	4.6%
Roads Policing	2.6%
Investigative Support	2.4%
Police and Crime Commissioner	0.5%
	100.0%



8. Monitoring the plan – transparency and accountability

I will monitor and review the work of the Chief Constable on your behalf and will ensure that you receive the service from the police and criminal justice system that you have been promised in this plan.

I will look at the work of Northumbria Police in a number of ways:

- Going out and about, talking to local communities.
- Discussing with Advisory Groups – covering the characteristics of age, gender, disability, BME, faith, religion, lesbian, gay, bisexual and transgender and victims of crime.
- Holding monthly oversight meetings, quarterly performance meetings and an annual review with the Chief Constable.
- Attending bi-monthly Northumbria Police Strategic Management Boards.
- Working with the Northumbria Police and Crime Panel.
- Looking closely at inspection results from Her Majesty's Inspectorate of Constabulary, noting any comments from the Independent Police Complaints Commission and findings from external audits and media coverage.
- Considering what the public are telling us through the Safer Communities Survey and the Northumbria Police User Satisfaction Survey.
- Working with my dedicated scrutiny panels to 'deep dive' into priority areas of work such as the handling of rape and domestic abuse cases, police complaints and hate crime.
- Work closely through the Local Criminal Justice Board to try to ensure an effective and efficient criminal justice system.
- Learning lessons and responding to findings from the Joint Independent Audit Committee who ensure good financial and organisational governance of both Northumbria Police and the Office of the Police and Crime Commissioner.

Want to know more? If you want to know more about the work I will do to ensure delivery of this plan please visit my website www.northumbria-pcc.gov.uk

9. Staying in touch

I want to let you know about our progress to deliver this plan, and I want you to tell me how you think we are doing.

I have set up the following ways to help us do this:

You can email via enquiries@northumbria-pcc.gov.uk

You can learn about my work by visiting my website www.northumbria-pcc.gov.uk

You can follow me on Twitter www.twitter.com/northumbriapcc

You can like my Facebook page www.facebook.com/Vera.Baird.QC

In these interactive ways, I will keep you up to date with what I am doing to ensure the very best policing services for Northumbria. I will keep you up to date with key decisions I have made and I will ask you to tell me what you think about certain policing and crime issues.

I will also get out and about and talk to local communities to get their views and talk about how we can best work together on our joint desire to maintain Northumbria as a safe place to love, invest and work.

If you would prefer to write to me, you can write to:

Vera Baird QC, Office of the Police and Crime Commissioner, Victory House, Balliol Business Park, Benton Lane, Newcastle upon Tyne, Tyne and Wear NE12 8EW.

Glossary

Community Safety Partnership

By law local organisations must come together to improve community safety and reduce crime and disorder. As a minimum partnerships should include the local council, health service, Probation, Fire and Rescue and the Police; these organisations are called 'responsible authorities'.

Criminal Justice System (CJS)

The system of law enforcement that is involved in apprehending, prosecuting, defending, sentencing, and imprisoning those suspected of committing a crime.

First responders

The first police officer or community support officer who attends the victims address. This term also includes police telephone call handlers.

Hate crime

A hate crime is any criminal offence that is motivated by hostility or prejudice based upon the victims personal characteristics such as disability, race, age, gender, religion or belief, sexual orientation or transgender identity.

Local Criminal Justice Board (LCJB)

Criminal justice agencies such as the Police, Courts, Prison Service, Crown Prosecution Service and Probation Trusts form the LCJB working together to deliver the different stages of the criminal justice process.

Restorative Justice

A system of criminal justice which focuses on the rehabilitation of offenders through reconciliation with victims and the community at large.

Signal crime

A 'signal crime' is one that sends a message to the public that all is not well in its locality. The fact of the crime, which might be minor in itself, flags up to people that things might get worse.

Statutory Responsibilities

The things the Police and Crime Commissioner is required to do by law.

Strategic Policing Requirement

A national policing demand placed on all Police and Crime Commissioners.

Victims First Northumbria

Victims First Northumbria, known as VFN, is a 'one stop shop' for victim services in Northumbria. If you have been a victim of crime VFN can offer emotional and practical support to help you cope with the aftermath of a crime and help your long term recovery. Contact VFN on 08000 113 116 or visit their website www.victimsfirstnorthumbria.org.uk