

Proud to serve

Proud of our people

Proud to improve

Proud to lead



7

Proud to Protect

PROUD OF WHAT WE DO • PROUD OF WHO WE ARE



Our Vision is:

To be outstanding in the service we provide

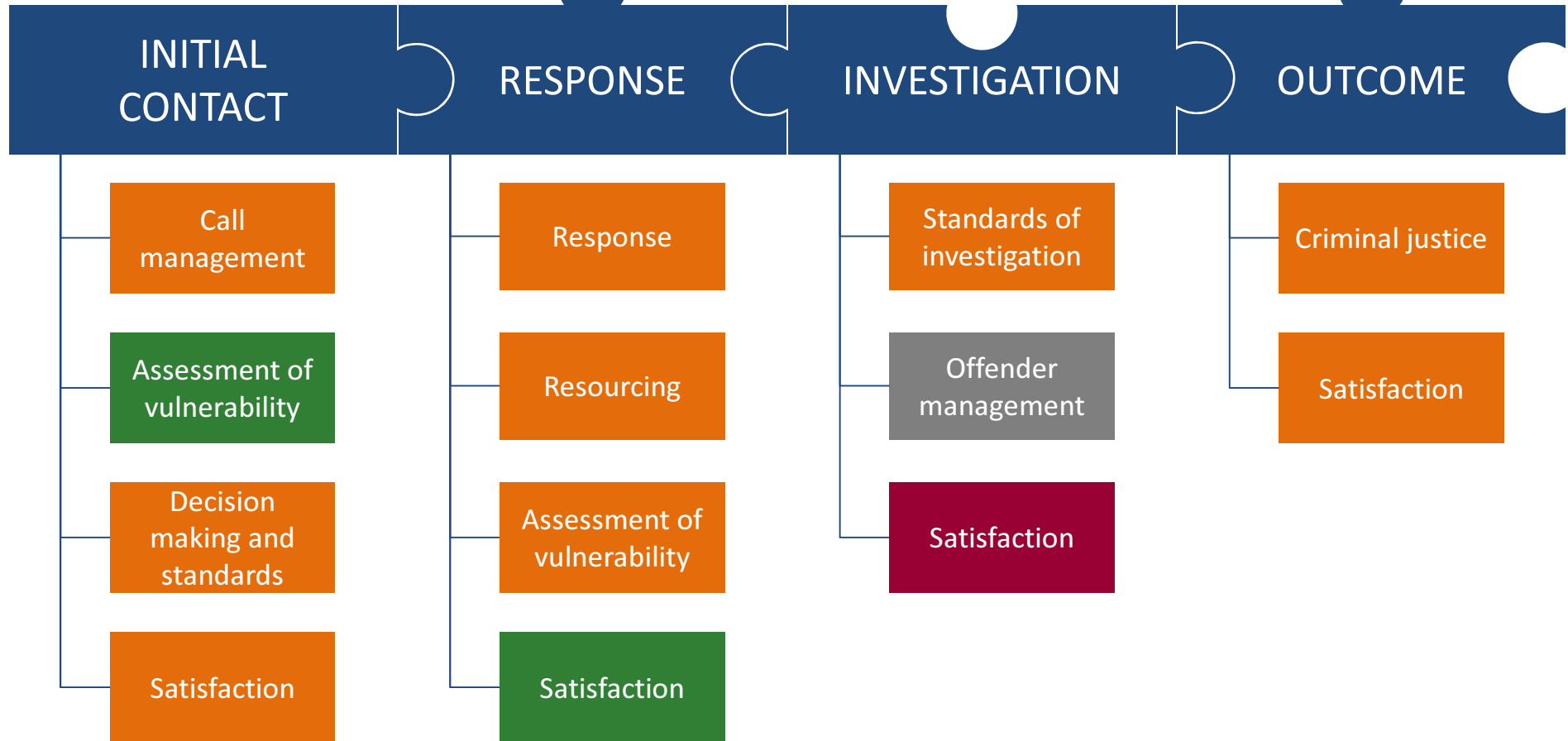


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2. Victim's journey



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3. Victim's journey



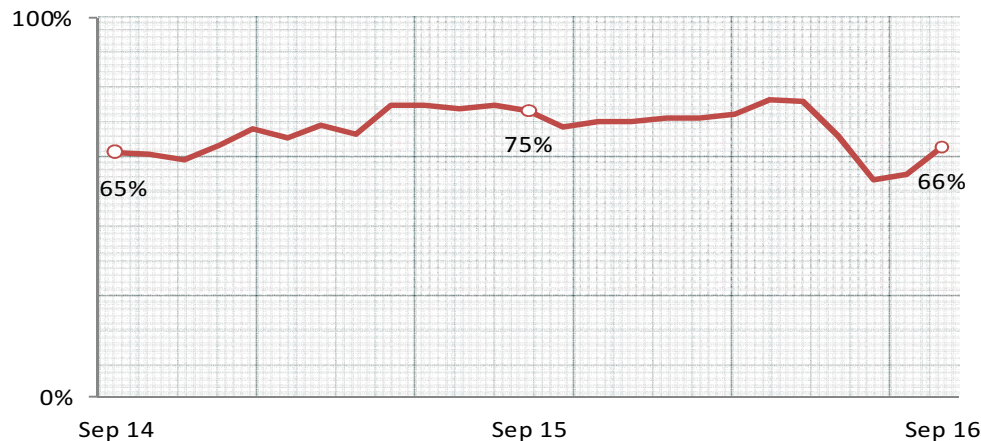
Call management	999 call answering times remain similar to the previous year. The trend for the average answer time for 101 calls has increased, whilst percentage of 101 calls answered has reduced.
Assessment of vulnerability	Vulnerability, threat, risk and harm is correctly assessed in 94% of occasions.
Decision making and standards	80% of incidents are allocated the most appropriate response. NCRS compliance is 93%, whilst crime recording timeliness has reduced.
Satisfaction	Satisfaction with ASB for ease of contact remains lower than last year.

4. Victim's journey



1. For the period April to September 2016, the percentage of crimes recorded within 24 hours reduced to 67%.
2. The reduction has been due to technical issues with Winscribe (telephone recording system) and significant staff shortages.

Crimes recorded within 24 hours



Implementation of Crime Recording at Source

1. The Force Crime and Incident Registrar has delivered crime recording training to identified contact handlers who will undertake a pilot in advance of the wider roll out.
2. A Police E-box application is currently being piloted which allows officers to directly record crimes.
3. The overall project to deliver a final E-box application and new incident management system (IMS) remains on schedule to be delivered by the end of October.
4. Implementation planned for November/December 2016.

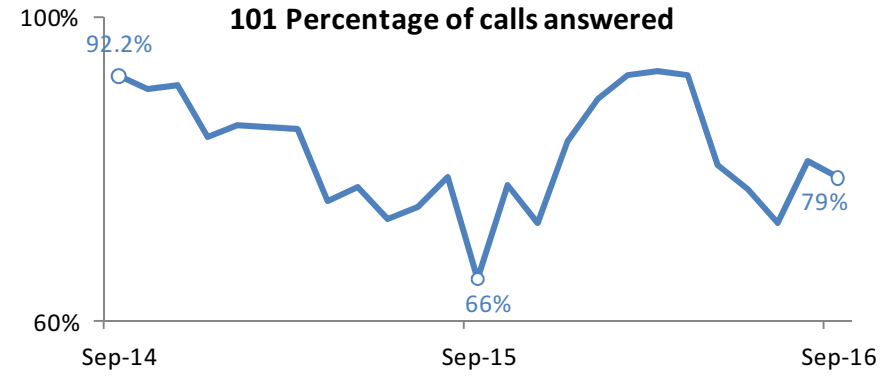
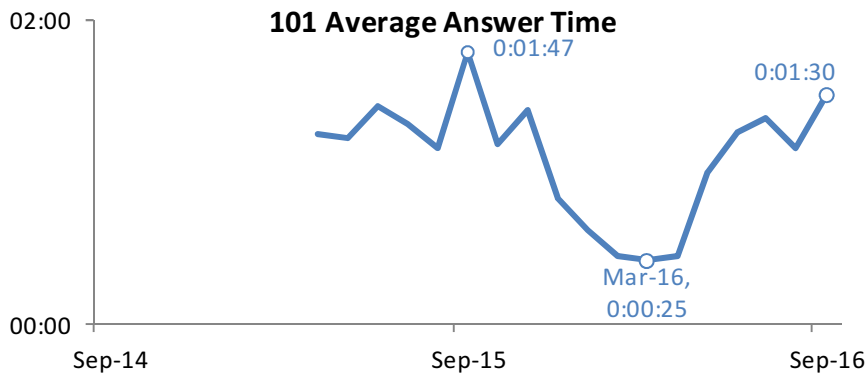


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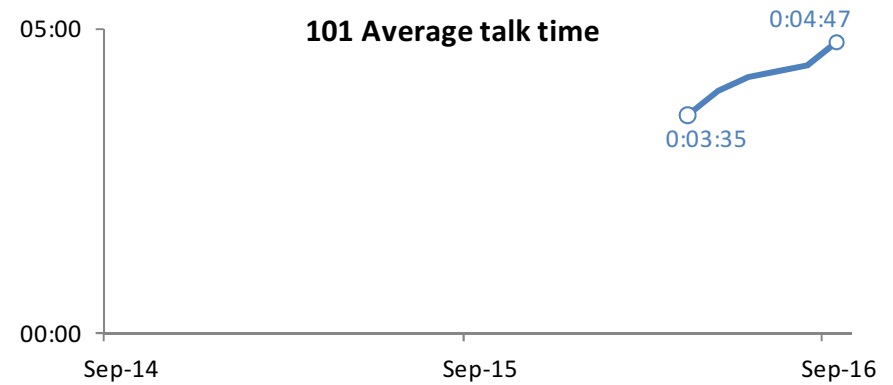


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5. Victim's journey



1. The average time to answer 101 calls has increased from 25 seconds in March 2016 to 1 minute 30 seconds in September 2016.
2. The percentage of 101 calls answered has reduced over the same period, with 11,033 missed calls in September 2016.
3. The average time spent on a 101 call has increased by 34% from 3 minutes 35 seconds in April 2016 to 4 minutes 47 seconds in September 2016.



6. Victim's journey



- Several measures have been implemented to improve 101 call answering times:
 - A daily management meeting process has commenced so that capacity issues and critical areas of performance are highlighted.
 - Switchboard triage is currently being operated between 9am and 5pm which is improving the efficiency with which secondary calls are handled.
 - Overtime is being used to fill current vacancies and the offer of extended hours (flat rate) has been taken up by a number of existing key time workers.
 - A recruitment drive is on-going with extra resilience built in to cater for a high turnover of staff and the inherently long timescales involved in training.
 - Demand reduction work involving enhanced IVR to remove unnecessary secondary calls (i.e. Custody enquiries) and the 101 campaign (expanding customer choice) has been launched.
 - A focus on email based secondary contact through advice by Contact Handlers, a new 'Victim Journey' process and a revised CID 88.



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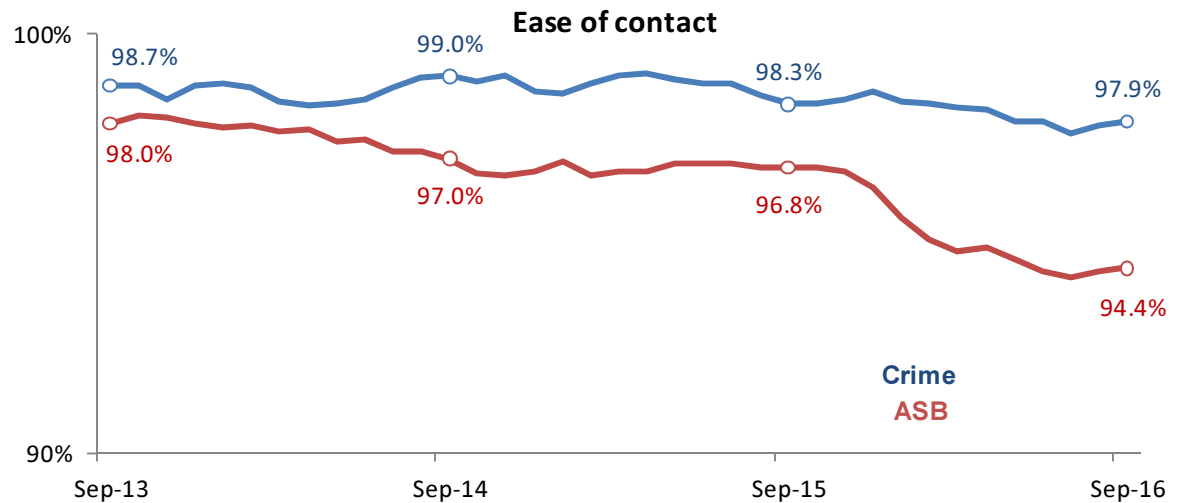


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7. Victim's journey



1. There is a reduction in satisfaction for ease of contact for ASB callers.
2. This reduction relates to a perceived lack of service and not meeting caller expectations, particularly for noise nuisance.
3. A key driver in this reduction was the introduction of THRIVE in October 2015, when the Force's stance changed to recognise councils as the appropriate authority to deal with most noise-related ASB issues.



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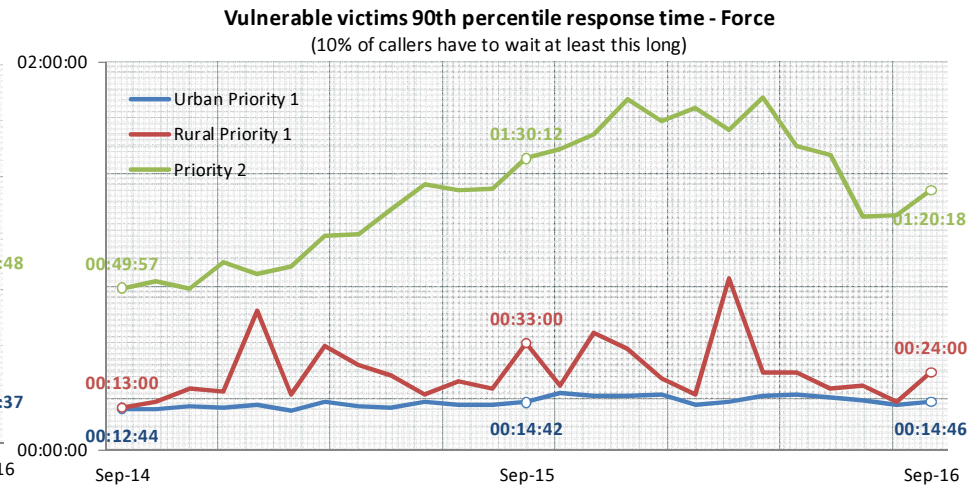
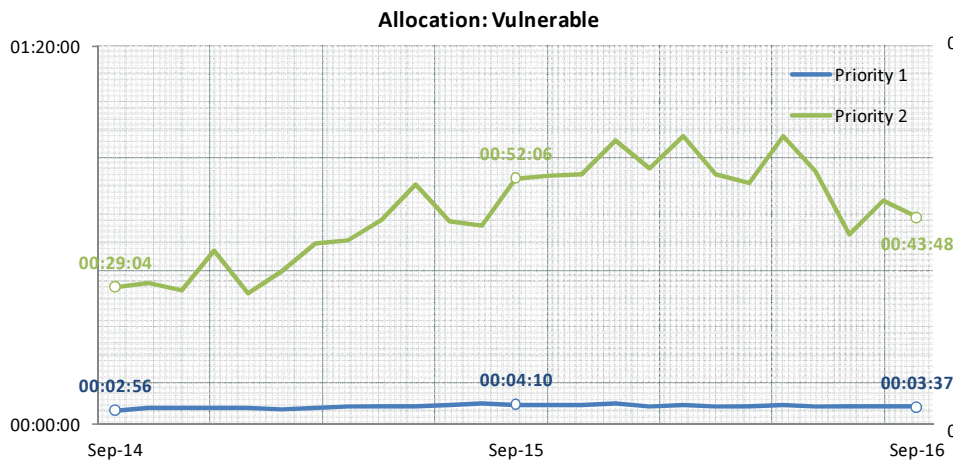
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8. Victim's journey



- Response** The time taken to respond to vulnerable incidents has improved, but remains higher than non-vulnerable incidents.
- Resourcing** Officer availability has remained similar to last year.
- Assessment of vulnerability** 87% of needs assessments satisfactorily completed.
- Satisfaction** Satisfaction with time of arrival remains high.

9. Victim's journey



1. 90% of priority 1 incidents with a vulnerable victim are allocated within 3 minutes and 37 seconds.
2. 90% of priority 2 incidents with a vulnerable victim are allocated within 43 minutes and 48 seconds.
3. Response rates for priority 1 and priority 2 incidents with a vulnerable victim have increased in September 2016.
4. A review has been undertaken that has enabled the identification of common administrative themes to be addressed. In response, an aide memoire and clear escalation procedures have been implemented.
5. ICT developments are being considered to improve the identification and prioritisation of vulnerable incidents.



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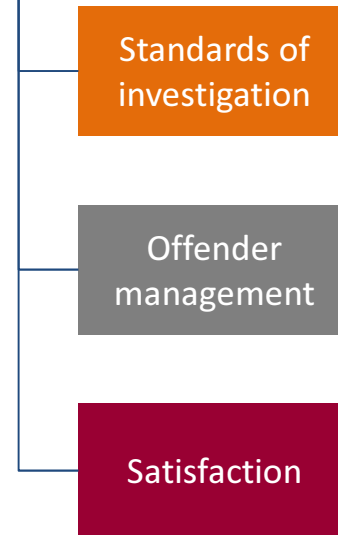
10. Victim's journey



The length of investigations continue to reduce. There has been a reduction in pre and post charge failures (file quality). 78% of volume crime investigations considered to be good or outstanding.

Measure of IOM to be introduced.

RWD satisfaction with action taken remains high. There is a reduction in satisfaction with action taken for ASB and follow-up for both crime and ASB.



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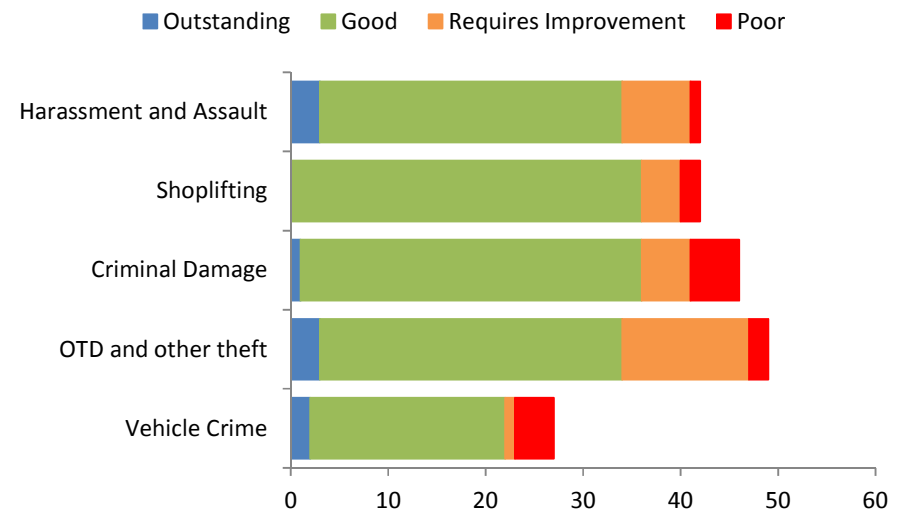
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11. Victim's journey



Review of volume crime investigations

1. A review of 206 investigations has been completed for burglary OTD and other theft (49), vehicle crime (27), harassment and assault (42), criminal damage (46), shoplifting (42).
2. Overall, the majority of volume crime investigations were good (153), with a small number of outstanding (9).
3. Organisational learning identified in those investigations that require improvement (30) and poor (14).

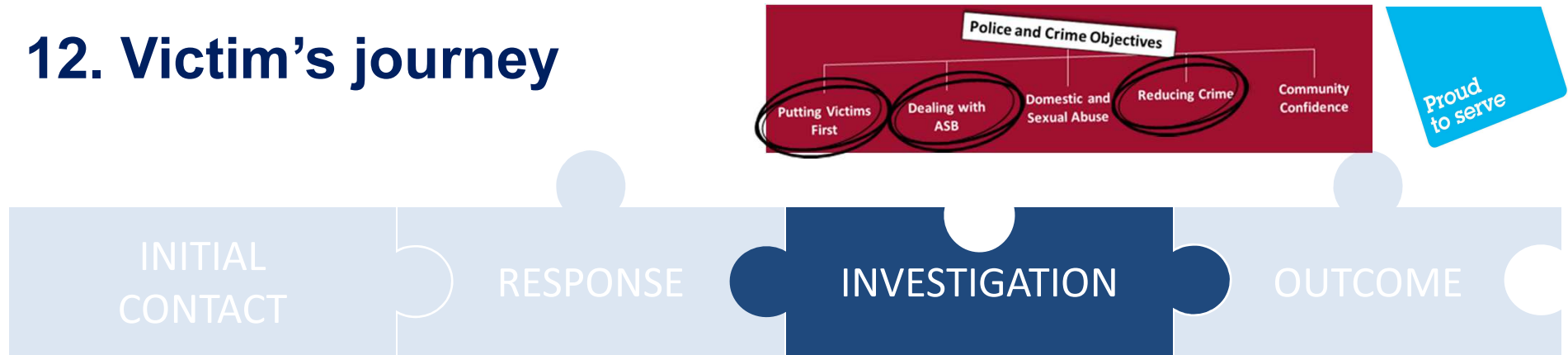


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12. Victim's journey



Review of volume crime investigations

1. The following have been implemented to improve investigative standards:
 - Further training is being undertaken to raise investigative standards and building quality case files.
 - Attachments to CID to improve knowledge/expertise among uniform staff.
 - Dip sampling is completed by supervisors to examine for the quality of victim contact and the quality of the investigation.
 - Performance meetings – continued oversight by supervision and poor performance is challenged around file and investigative quality.



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13. Victim's journey



Outstanding

- Clear, bespoke investigation plans with supervisory direction.
- Strong evidence of detailed victim contact contracts.
- Good use of VFN and partner agencies.
- Evidence of operational initiative when assessing crime scenes.

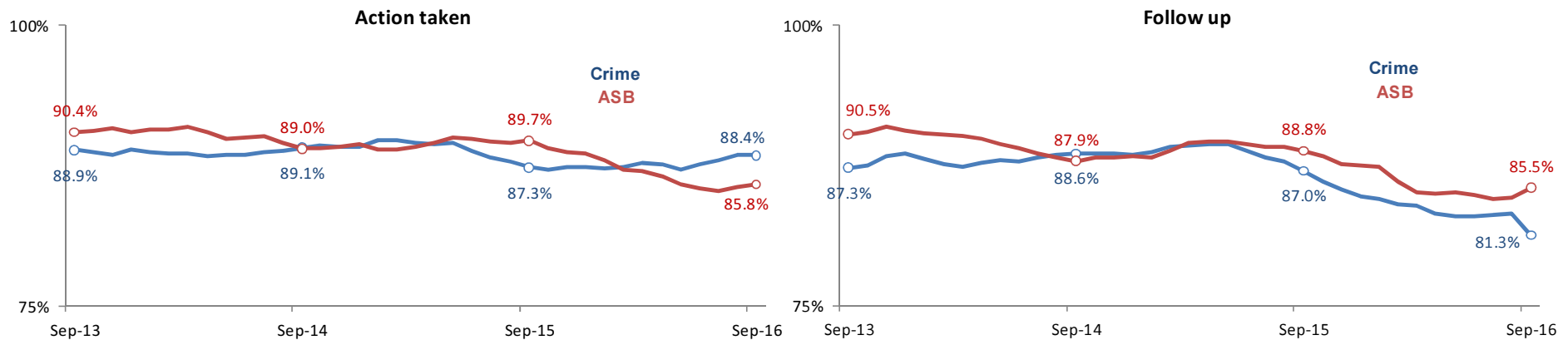
Good

- High standard of case summaries.
- Thorough updates to victims through agreed contracts.
- Good use of Proportionate Investigation.

Improvements

- Some evidence of inappropriate use of Community Resolution with no timescales.
- Better internal communication required when delaying volume crime investigations.
- Small number of police authorised prosecution where key witnesses had not yet been interviewed prior to court.
- Some cases indicated no enquiries had been recorded and present potential issues for further audits.

14. Victim's journey



1. Satisfaction has reduced for action taken for ASB and follow-up for both crime and ASB.
2. The main reasons for dissatisfaction:
 - Lack of updates throughout investigation and of the outcome.
 - Perceived poor response or investigation/little action against offender.
 - Not keeping promises – doing what we say we will do.
 - Reducing trend in satisfaction for follow up of hate crime victims; the reasons for dissatisfaction with follow up are the same for hate crime.



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15. Victim's journey



Conviction rate at Magistrates' Court similar to last year; whilst guilty pleas reduced to 63%.
Appropriate use of out of court disposals and cancelled crimes has improved.

Satisfaction with whole experience for ASB has reduced.



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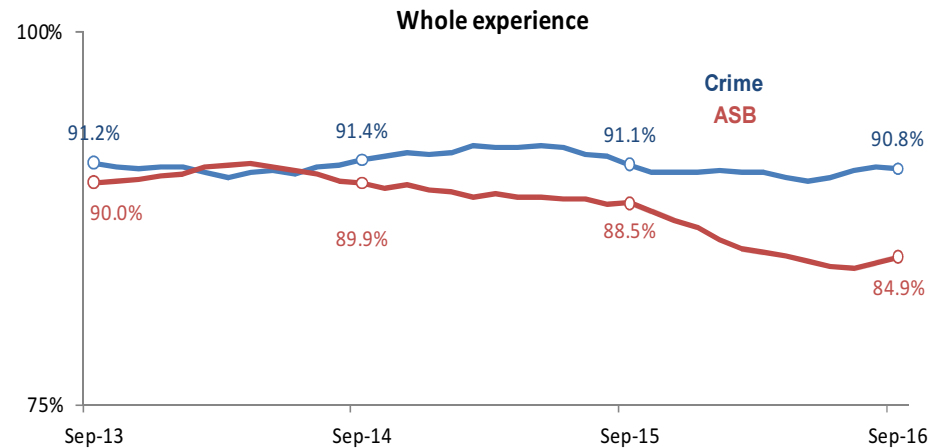
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16. Victim's journey



1. Satisfaction with action taken and follow-up contributes significantly to the reduction in satisfaction with whole experience.
2. The Force is placed second nationally for overall crime satisfaction (12 months to June 2016); satisfaction has increased since June 2016.
3. New protocols were introduced in June 2016:

- Communications Department provide email addresses to victims.
- An early contact email is sent by the officer in charge to the victim, providing a crime number, update on progress, OICs email contact and their shift pattern).
- A supervisor makes contact with the victim on the seventh day.
- A dip sample of cases is reviewed by Inspectors on day 21.
- Future work to map out the victim's journey is being undertaken.

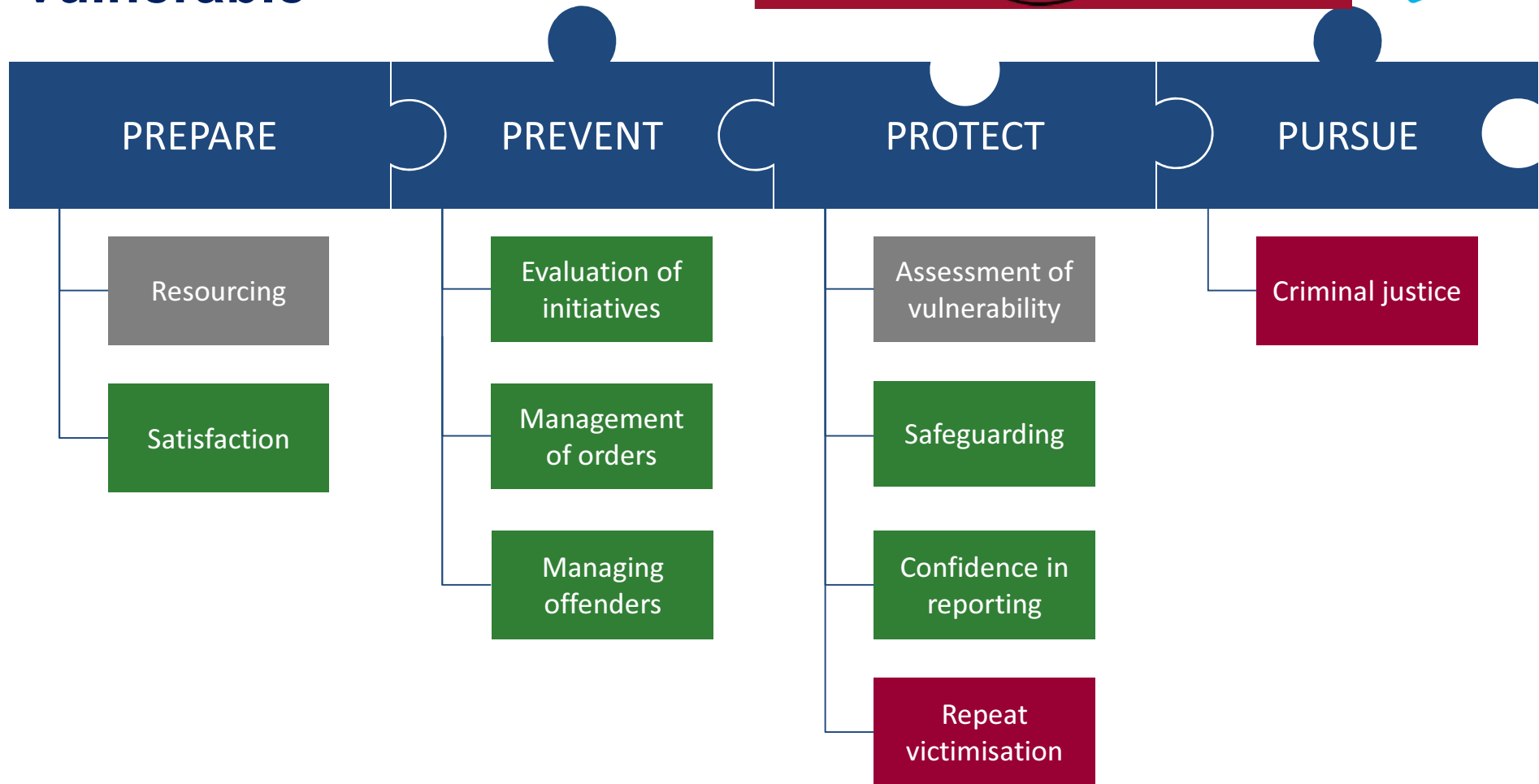


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17. Safeguarding the vulnerable



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18. Safeguarding the vulnerable



Assessment of whether capacity and capability match demand.

90% of hate victims are satisfied with the whole experience, placed 5th nationally (improvement from 7th nationally).

There is a reducing trend in satisfaction for follow up of hate crime victims. Domestic abuse survey implemented.



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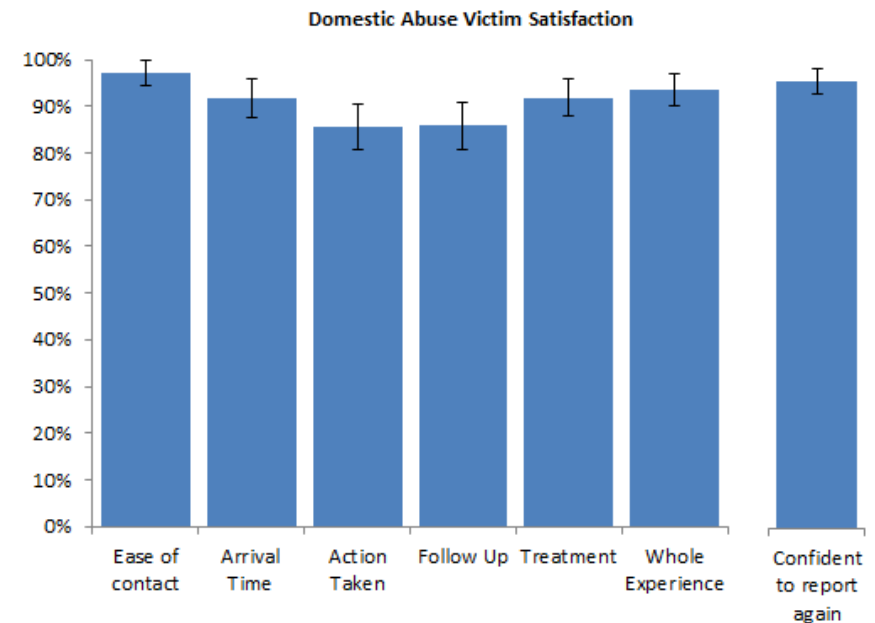


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19. Safeguarding the vulnerable



1. To date, 200 domestic abuse victims have been surveyed,
2. 186 victims were satisfied with the whole experience; 1 victim said they did not know.
 - *The police were very helpful and specific to my circumstances.*
 - *The officers went above and beyond.*
 - *They contacted support agencies on my behalf.*
 - *Police have a good understanding of the effect of alcohol on families.*
 - *I was scared and alone, but police stayed with me and calmed me.*
3. 13 victims expressed dissatisfaction with the whole experience.
 - *I have mixed feelings about the appointment system that the police now use.*
 - *I was told that they would send me a letter informing me of the outcome, but I am still waiting.*
 - *They said they would update me when they had served the PIN but they never got back in touch.*



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20. Safeguarding the vulnerable



- Evaluation of initiatives** The number of referrals to perpetrator programmes has increased compared to 2015/16.
- Management of orders** There is a reduction in DVPO applications to court, percentage substantiated increased. Reduction in charge rate for DVPO breaches (89%).
- Managing offenders** In total, 153 people have been managed through the MATAC process. 70% of subjects have reduced their offending.



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21. Safeguarding the vulnerable



8% of victim sample should have been referred to VFN. Further measures to be determined.

88% of harm reduction plans considered to be good or outstanding.
Investigations of hate crime assessed as good or outstanding.

96% of domestic abuse victims are confident to report further abuse to the police.

Repeat victimisation increased.



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22. Safeguarding the vulnerable



Charge rates have reduced.
Reduced quality of MG5s in domestic abuse files.
Report to conviction rates have reduced.
76% of investigations (hate crime, domestic abuse and sexual offences) assessed as good or outstanding.

Criminal justice

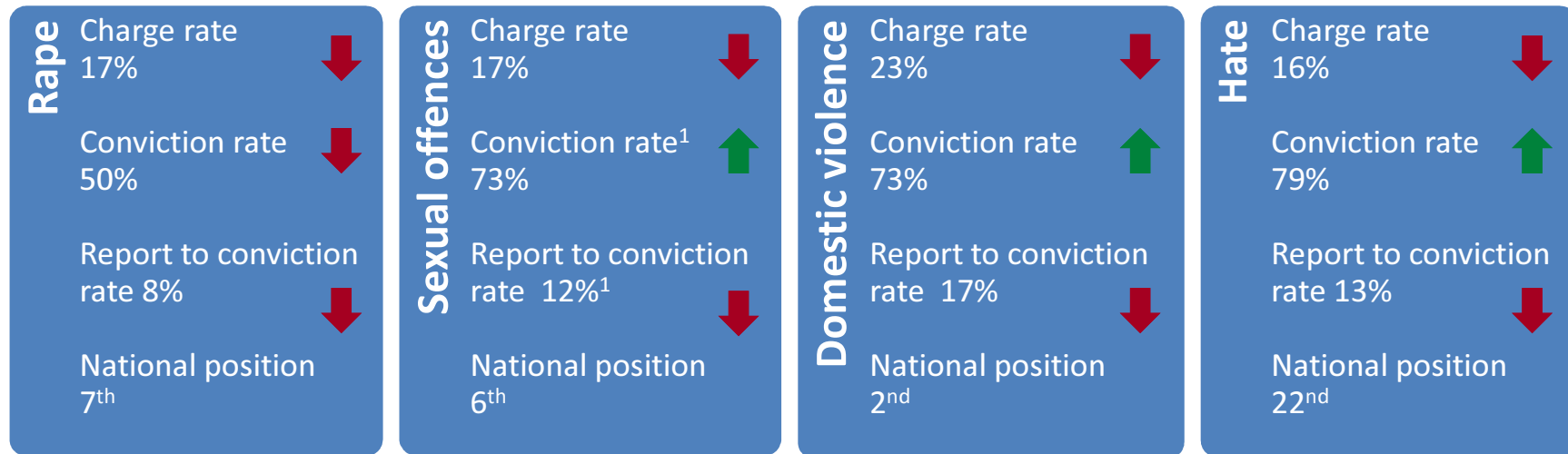


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23. Safeguarding the vulnerable



1. The Force is 2nd nationally for sexual offences charge rate and 6th for rape.
2. Low conviction rates compared to other force areas; however, report to conviction rate is comparatively high.
3. Reduction in charge rates influencing report to conviction rate and impacted by improved crime recording standards.

¹ Data for April to May 2016

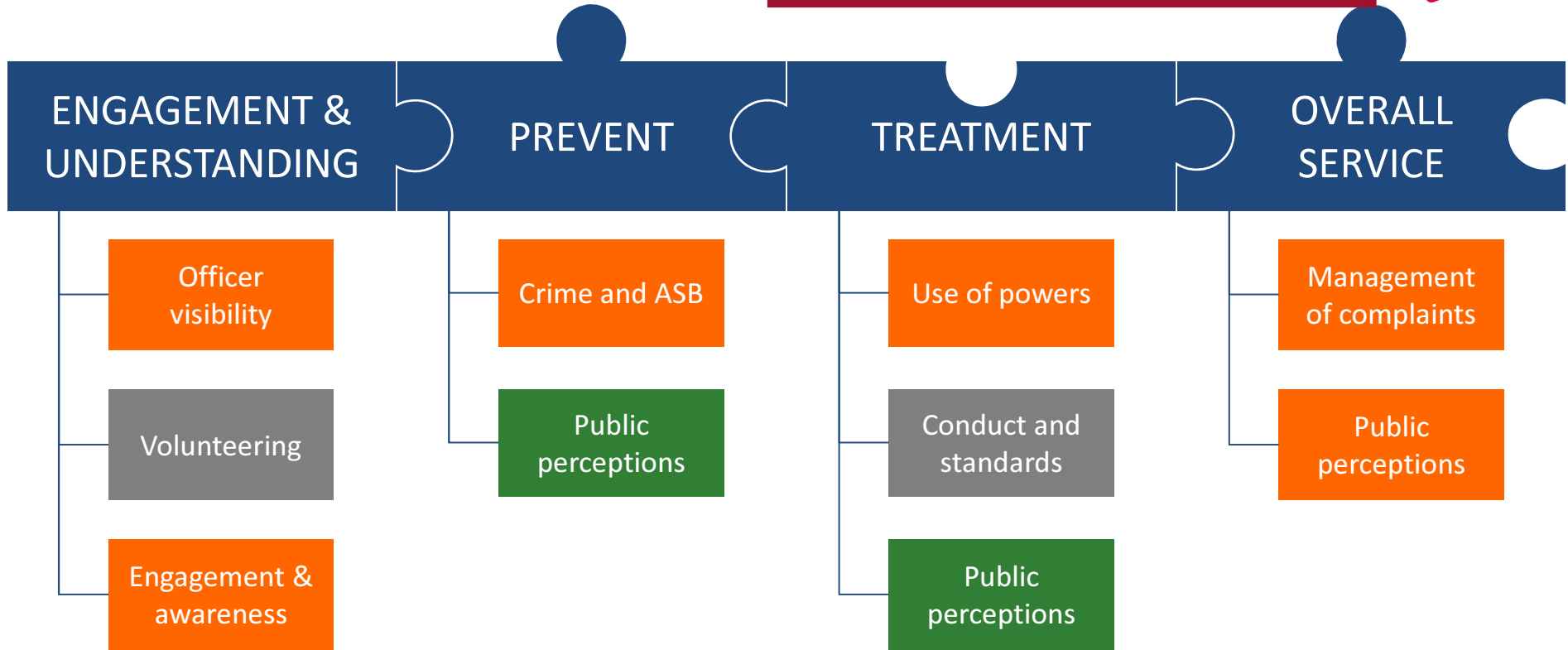


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24. Community confidence



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25. Community confidence



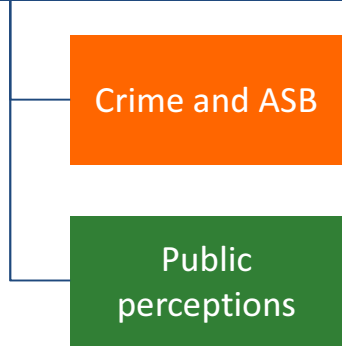
- Officer visibility

Percentage of time spent out of the station has increased.
Perceptions of officer visibility have reduced.
- Volunteering

Measures to be determined.
- Engagement & awareness

Awareness of local meetings has reduced.

26. Community confidence



Total recorded crime has increased by 28%.
Burglary dwelling has increased by 3%.
ASB has reduced by 2%.
Risk of household and personal crime has reduced.

Perceptions of crime and ASB remain low and continue to reduce.

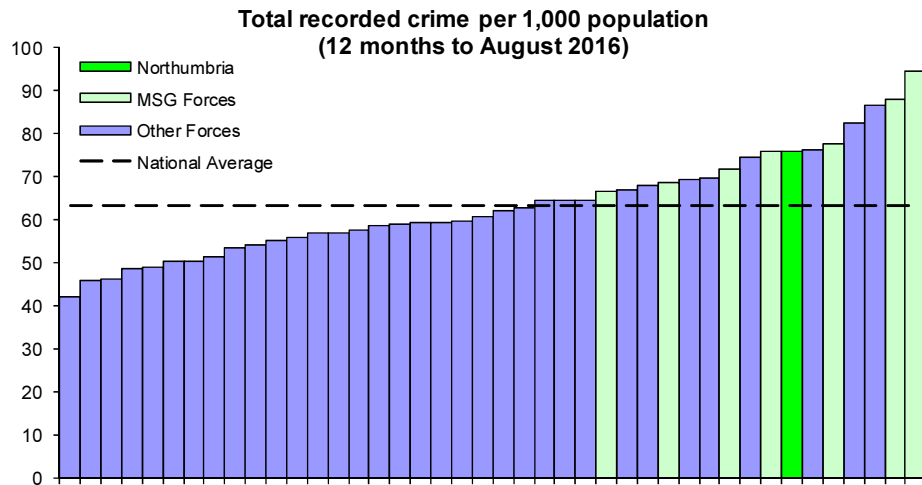


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27. Community confidence



	Northumbria	MSG	National
Violence against the person	+88%	+37%	+22%
Public order offences	+204%	+55%	+30%
Criminal damage	+27%	+11%	+5%
Other theft offences	+32%	+3%	-2%
Shoplifting	+18%	+6%	+4%

1. Force is positioned 36th nationally for total recorded crime per 1,000 population; 19th for previous year.
2. Largest volume increases in violence against the person, public order, criminal damage other theft offences and shoplifting over this period.
3. Force has a greater percentage increase in all of these offence types compared to MSG and nationally.
4. Office for National Statistics plan to publish an experimental crime index in November 2016.
 - Weighting for each type of offence.
 - Methodology not yet finalised.
 - Potential for use in funding allocation.



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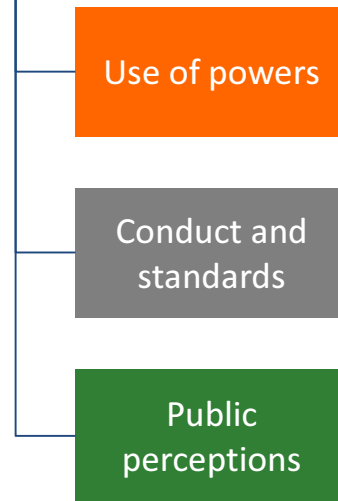
28. Community confidence



Improvement in the percentage of stop and searches with sufficient grounds recorded.
24% of searches resulted in an arrest/outcome other than NFA.

Measures to be determined.

Perceptions of fair treatment and respect high.



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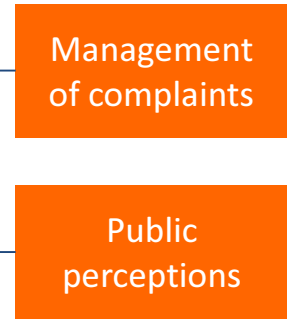
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29. Community confidence



Number of live complaints managed has increased.
The percentage of IPCC investigation appeals upheld is 33%.

Perceptions of police and local councils dealing with ASB and crime issues that matter in their area has reduced.
High levels of perceptions of safety and whether police do a good job.



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30. Community confidence



IPCC	2015/2016			2016/2017 Q1		2016/17 (April to September)		
	Northumbria	Change (from 2014/15)		MSG	National	Appeals	Upheld	Rate
Investigated	53%	+19%	▲	34%	38%	18	6	33%
Locally resolved	100%	+100%	▲	21%	74%	2	2	100%
Non-recording	41%	-26%	▼	49%	34%	27	3	11%
Disapplied	0%	+0%	-	0%	19%	0	0	
All appeal types	54%	+19%	▲			47	11	23%

Force	2015/2016			2016/2017 Q1		2016/17 (April to September)		
	Northumbria	Change (from 2014/15)		MSG	National	Appeals	Upheld	Rate
Investigated	16%	+8%	▲	20%	14%	18	4	22%
Locally resolved	6%	-2%	▼	10%	17%	7	0	0%
Disapplied	13%	+8%	▲	0%	8%	5	0	0%
All appeal types	12%	+7%	▲			30	4	13%

1. The percentage of IPCC investigation appeals upheld is 33% for 2016/17.
2. There is a continued reduction in percentage of appeals upheld by IPCC for non-recording.
3. The number of live complaints has increased in recent months; this is primarily due to a reduction in the timeliness of investigation, rather than a significant increase in new complaints.



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