

# **Police and Crime Commissioner for Northumbria Delivery of the Police and Crime Plan April 2014 – June 2014**

## **OBJECTIVE 1 - PUTTING VICTIMS FIRST**

### **Commissioner's Objectives**

- Ensure vulnerable victims of crime and Anti-Social Behaviour (ASB) are identified and provided with personal support and firm action.
- Involve victims and their views in training and shaping responses of police and community safety partners.
- Ensure victims of crime and ASB are kept fully informed of their investigation.
- Develop a specific tailored approach to victims of personal crime like burglary, hate crime and ASB including restorative justice.
- Work with Local Criminal Justice Board (LCJB) to improve how victims and witnesses experience court.

### **Chief Constable's Delivery Plan 2014/15**

1. At the first point of contact, give a professional and courteous response, assess the vulnerability of the victim and provide attending officers with all the necessary information and details of previous incidents to ensure the victim receives the best service.
2. Develop and deliver a Quality of Service Commitment.
3. Deliver an investigation that meets individual's needs.
4. Identify victims who are more vulnerable to crime and with other agencies, provide support to protect them from future harm and risk.
5. Work with others to address the needs of those victims who are vulnerable, for example those with mental health needs.

A number of measures have been established to monitor progress against the objectives. The majority of these measures are qualitative and look to assess, through structured audits, the standard of service provided to the public.

<b>Success Measurements</b>	12/13	13/14	June 2014
<b>Maintain high levels of victim satisfaction with the overall service provided by the police.</b>	91.7%	90.3%	90.5%
<ul style="list-style-type: none"> <li>▪ Northumbria remains 1<sup>st</sup> nationally for overall service.</li> </ul>			
<b>Maintain high level of victim satisfaction with how well they were kept informed of progress</b>	87.6%	87.2%	87.9%
<ul style="list-style-type: none"> <li>▪ There is a 7.4% gap between satisfaction for white victims (92.7%) and BME (85.3%) victims (12 months to May 2013), a 'Bridging the BME satisfaction Gap' campaign is in place with internal communications and awareness briefings for staff and officers.</li> <li>▪ Northumbria is placed second nationally for being kept informed of progress.</li> </ul>			
<b>Quality assess the first point of contact to ensure that it is courteous and professional and that all the necessary information is obtained to provide the appropriate response.</b>			
<ul style="list-style-type: none"> <li>▪ Audit results from the first point of contact, an assessment of the initial calls reviewed found that in almost all cases Contact Handlers provided a professional and courteous service, and in the majority of cases (82.1%) Contact Handlers collected sufficient information to make an initial decision about the caller's vulnerability.</li> </ul>			
<b>Quality assure the service provided against the agreed expectations of victims.</b>			
<ul style="list-style-type: none"> <li>▪ For the period April to June, in 60% of instances the victim's expectation was set as to the estimated time of arrival.</li> <li>▪ There has been a significant improvement in the percentage of crimes with victim contracts, up to 98% in June 2014, an increase from 33% in January 2014. However in some the quality assurance identified that there were non-specific actions included, such as 'update as necessary'.</li> </ul>			
<b>Quality assure investigation plans to ensure they are in place, appropriate and delivered.</b>			
<ul style="list-style-type: none"> <li>• To date, approximately 800 investigation plans have been assessed using a combination of central audit and peer assessment.</li> <li>• Investigation plans are generally of a high standard, with good supervision oversight. For those crimes finalised soon after creation there is no or limited detail of the investigation recorded.</li> <li>• The actions in some of the plans could be more specific and the progress reporting is not always timely.</li> </ul>			

## OBJECTIVE 2 - DEALING WITH ANTI-SOCIAL BEHAVIOUR

### Commissioner's Objectives

- Every victim of anti-social behaviour will be contacted personally and their concerns investigated.
- Record every repeat incident of antisocial behaviour and develop a case history so attending officers are fully informed.
- Provide victims of anti-social behaviour who feel targeted and all vulnerable victims with tailor-made support and real understanding.
- Neighbourhood Policing Teams and Community Safety Partnerships will engage with the victim in stopping the problem.
- The Commissioner intends the Chief Constable to use all the powers available to the police to tackle anti-social behaviour and will encourage Community Safety Partnerships to do the same.

### Chief Constable's Delivery Plan 2014/15

1. Respond to anti-social behaviour incidents promptly and complete an investigation which meets the need of victims
2. Identify vulnerable victims and provide a harm reduction plan to meet their needs.
3. Develop and agree effective harm reduction plans with partners to resolve local issues.

Success Measurements	12/13	13/14	June 2014
<b>Maintain high levels of satisfaction of victims of ASB with the overall service provided by the police.</b>	89.0%	91.0%	90.7%
<ul style="list-style-type: none"> <li>▪ The satisfaction levels of ASB victims for the overall service provided remains high.</li> <li>▪ 94.5% of ASB victims were satisfied with the arrival time of Northumbria Police.</li> </ul>			
<b>Attend all vulnerable victims of anti-social behaviour within an hour</b>			
<ul style="list-style-type: none"> <li>▪ Between 1<sup>st</sup> April and 30<sup>th</sup> June 2014 there had been 12 incidents involving vulnerable ASB victims, 100% of these were attended within 1 hour.</li> </ul>			
<b>Ensure case history is provided to attending officers for repeat victims/ Quality assure harm reduction plans to ensure they are in place and appropriate</b>			
<ul style="list-style-type: none"> <li>▪ To date, approximately 350 harm reduction plans have been assessed, through a combination of central audit and peer assessment.</li> <li>▪ Most harm reduction plans are proportionate and appropriate to the victim history and there is good evidence of oversight by supervisors.</li> <li>▪ The audit to ensure that a case history is provided to attending officers for repeat victims will take place in July.</li> </ul>			
<b>Other performance Information</b>			
<ul style="list-style-type: none"> <li>▪ At 30<sup>th</sup> June 2014, the level of ASB incidents in Northumbria had increased by 16.8% (3,186 incidents) compared to last year.</li> <li>▪ This increase is across all area commands, and although historically there is an increase in summer months this remains a priority for area commands.</li> <li>▪ ASB incidents have reduced by 55% over the last five years. This follows the national trend.</li> </ul>			

## OBJECTIVE 3 - DOMESTIC AND SEXUAL ABUSE

### Commissioner's Objectives

- As Northumbria's Commissioner I will take an active personal lead on this issue.
- Within the first year of office the Commissioner will develop an integrated strategy on all aspects of violence against women and girls and ensure that the minority of victims that are men and suffer from these crimes are equally supported.
- We will work with the public and other authorities to make early intervention the norm, and to change attitudes and behaviours.
- Police will do all they can to make reporting of domestic and sexual violence as straightforward as possible. All frontline and specialist officers will have training, led by survivors.
- We will pilot preventative projects to promote active police monitoring of perpetrators.
- Police will listen to victims and take action to support them and make them safe even when no crime has been committed or no prosecution is wanted. This will include offering to connect victims with a local specialist support group.
- An experienced Independent Domestic/ Sexual Violence Advisor will be offered as a supporter and advocate to each high risk complainant.
- All incidents of domestic and sexual abuse and violence will be investigated. Police systems will ensure that repeat victims and perpetrators are identified and response officers are fully informed of the history.

### Chief Constable's Delivery Plan 2014/15

1. Deliver the policing aspects of the Violence against Women and Girls Strategy.
2. Develop partnership strategies to protect victims and potential victims of sexual exploitation from harm, working with key agencies to ensure safeguarding measures are implemented and maintained.
3. Prevent and disrupt known and suspected offenders to ensure victims and potential victims are protected from harm.

<b>Success Measurements</b>
<b>Quality assure the standards and quality of service to victims of rape offences.</b>
<ul style="list-style-type: none"> <li>▪ Northumbria Police is assessing the no crime decisions, timeliness of recording rape offences, standards of investigation and cases that are unsuccessful in relation to the CPS and the courts.</li> <li>• At the 30<sup>th</sup> June there were 139 recorded rape offences, 30 have been finalised, 3 detected, 18 no crimed (14 victim retractions) and 9 undetected, due to the victim not supporting the investigation or evidential difficulties.</li> <li>• 76% of rape cases were recorded within 24 hrs. with 34 recorded after 24 hrs.</li> <li>• A breakdown of delays identified that the majority were due to the availability of the victim or that the initial report was made by a third party or received from another force.</li> </ul>
<b>Delivering against the Violence Against Women and Girls Strategy</b>
<ul style="list-style-type: none"> <li>▪ Regular updates on progress against delivery of the strategy are provided to the Commissioner and the Strategic Management Board.</li> </ul> <p>Progress includes:</p> <ul style="list-style-type: none"> <li>▪ Development of the processes and recruitment for the Rape Scrutiny Panel</li> </ul>

<p>and Court Observers' Panel.</p> <ul style="list-style-type: none"> <li>▪ Continued work to promote and recruit Domestic Violence Champions in workplaces and to encourage both private and public sector employers to adopt the Domestic Violence in the Workplace Strategy. (26 private sector champions in 10 businesses, all of whom have also adopted the strategy and 155 champions in the public sector, many public sector organisations including Northumbria Police and the local authorities already have workplace strategies in place.)</li> <li>▪ Identification of a pilot site for a Domestic Abuse Multi Agency Safeguarding Hub - Gateshead.</li> <li>▪ Mapping of DV perpetrator programmes across Northumbria with the aim of reviewing the best use of programmes and further development.</li> </ul>
<p><b>Quality assuring the effectiveness of partnership strategies and safeguarding measures.</b></p>
<ul style="list-style-type: none"> <li>▪ Future reports will include a focus on delivering service improvements identified from Domestic Homicide Reviews and Serious Case Reviews.</li> </ul>
<p><b>Other Performance Information</b></p>
<p>Northumbria Police has carried out a quarterly review of rape investigations undertaken by the Crime Department. The review included a small sample of investigations, stranger rape, rape of a male, historic reports, cases with issues of consent, cases where the allegation was withdrawn and cases that were unsuccessful at court. The findings include:</p> <ul style="list-style-type: none"> <li>▪ Overall, investigations were of a high standard with good victim care and referral to support agencies.</li> <li>▪ Record keeping was clear and promptly completed.</li> <li>▪ There was evidence of sound decision making.</li> <li>▪ Good crime scene management and evidence of enquiries.</li> <li>▪ Clearly recorded victim and witness strategies.</li> </ul> <p>Areas identified for improvement include:</p> <ul style="list-style-type: none"> <li>▪ Recording of policy and investigation information – this has led to a recommendation for additional training for crime supervisors.</li> </ul>

**OBJECTIVE 4 - REDUCING CRIME**

**Commissioner’s Objectives**

- Promote crime prevention to reduce crime and its impact on costs.
- Work with Community Safety Partnerships to cut crime and re-offending and therefore cut the number of victims of crime.
- Bring Community Safety Partnerships closer together across borders to optimise reduction and prevention of crime.
- Enhance the investigation of serious violence through burglary, hate crime and rural crime to solve it and deter offenders.
- Boost victim support for these kinds of crime so that victims will feel able to pursue their case to court and obtain satisfaction and justice.
- Target alcohol related crime and disorder because of its prevalence and impact upon communities.

**Chief Constable’s Delivery Plan 2014/15**

1. Tackle all reported crime, with a particular focus on those crimes that have the worst impact on people, such as burglary dwelling and alcohol related violence.
2. Encourage the increased reporting of traditionally under reported crime, for example domestic abuse, hate crime and sexual offences.
3. Tackle all offenders, particularly those who are the most prolific and have the biggest impact on communities.
4. Identify repeat victims and reduce the likelihood of further crime.
5. Ensure that crime recording is carried out with integrity.

<b>Success Measurements</b>
<p><b>Reducing the levels of priority crimes, such as burglary dwelling and alcohol related crime – Crime types that remain a priority due to performance are Violence against the Person and Burglary.</b></p> <ul style="list-style-type: none"> <li>▪ Total recorded crime has reduced by -1.5%.</li> <li>▪ The targeted crime has reduced by -4.4% (excluding domestic related crime, hate crime, sexual offences and drug crime).</li> <li>▪ At May 2014, the Force was placed in 10<sup>th</sup> position nationally and 1<sup>st</sup> compared to its Most Similar Family Group.</li> <li>▪ Targeted crime has reduced across all area commands, with the exception of Gateshead, which is 1.9% higher than last year.</li> <li>▪ Burglary Dwelling has reduced by -28% (219 fewer crimes) compared to 2013/14.</li> </ul> <p>Main exceptions by crime type:</p> <ul style="list-style-type: none"> <li>▪ Violence against the Person (VAP) has increased by 15% (+406 crimes) with increases across all area commands.               <ul style="list-style-type: none"> <li>▪ VAP, excluding domestic related crime, hate crime, sexual offences and drug crime, has increased by +9% (+147 crimes), most of this is attributable to VAP with injury.</li> <li>▪ Domestic related VAP makes up 40% of all VAP and 65% of the increase (+254 crimes).</li> </ul> </li> <li>▪ Vehicle interference has increased by 64% (+42 crimes).</li> <li>▪ Criminal damage has increased slightly +0.5% (+15 crimes)</li> <li>▪ Other theft and handling has increased by +1% (+33 crimes)</li> <li>▪ Serious sexual offences have increased by +14% (+33 crimes), all of which are in the sub category of rape.</li> </ul>
<p><b>Increase the positive outcome rate</b></p>

<ul style="list-style-type: none"> <li>▪ The total positive outcome rate is currently 43.7%, 1.6%pt lower than last year (277 fewer outcomes).</li> </ul>
<b>Increase the level of reporting of under reported crimes.</b>
<ul style="list-style-type: none"> <li>▪ Future reports will include an update around activity to encourage reporting.</li> </ul>
<b>Reduce the rate of repeat victimisation</b>
<ul style="list-style-type: none"> <li>▪ The percentage of repeat victims of crime subject of a further crime within 12 months has reduced from 29.3% to 28.7% (May 2013 cohort compared to the March 2013 cohort).</li> </ul>
<b>Monitor compliance rates against national crime recording standards (NCRS)</b>
<ul style="list-style-type: none"> <li>▪ Overall National Crime Recording Standard compliance rate for 2014/15 is 92% with the compliance rate for May 2014 at 93%.</li> <li>▪ Compliance is similar across all area commands and over time.</li> </ul>

## **OBJECTIVE 5 – COMMUNITY CONFIDENCE**

### **Commissioner’s Objectives**

- The police will engage with communities and build relationships.
- They will be highly visible in communities; contact with the police will be a positive experience for the public.
- The police will address your local road safety concerns.
- We will monitor and improve how complaints against the police are handled with the availability of independent mediation.
- We will drive the implementation of a Neighbourhood Management Model between police and community partners to boost joint working on anti-social behaviour and reducing re-offending
- The police will focus relentlessly on those involved in organised crime causing the most harm in our communities, in particular those involved in the supply of drugs.

### **Chief Constable’s Delivery Plan 2014/15**

1. Ensure neighbourhood teams are accessible and based at convenient locations and times to engage with communities and understand the local issues affecting them.
2. Maximise the time neighbourhood officers are on patrol in their local area and ensure they work with partner agencies to meet the needs of the community.
3. Provide a high quality of service to communities, meeting their needs and dealing promptly and professionally with reports of dissatisfaction and complaint.
4. Develop and deliver a volunteer strategy that promotes opportunities for the public to be involved in local policing.
5. Respond to emerging issues that threaten public confidence and lead a multi agency response to reassure the public.

<b>Success Measurements</b>
<b>Increase the percentage of time spent by neighbourhood officers in their local area.</b>
<ul style="list-style-type: none"> <li>▪ Time spent by Neighbourhood Policing Teams in their own sector has improved since April 2014 (46%) to 48% in June 2014.</li> </ul>
<b>Revise and implement the volunteer strategy.</b>
<p>A Volunteer Strategy has been developed, with quarterly updates on progress provided.</p> <ul style="list-style-type: none"> <li>▪ An internal Awareness Campaign has taken place during June 2014 and will be followed by an external campaign in July 2014.</li> <li>▪ The next intake of cadet recruits is scheduled for November 2014.</li> <li>▪ There were 6,613 special constabulary deployment hours in May 2014.</li> <li>▪ Recruitment is ongoing for Community Speed Watch.</li> <li>▪ A Neighbourhood Watch Working Group has been convened to consider key areas.</li> </ul>
<b>Reduce the time taken to deliver complaints to a satisfactory conclusion.</b>
<ul style="list-style-type: none"> <li>▪ The median time taken to finalise a complaint is 146 days compared to 120 for 2013/14.</li> </ul>
<b>Reduce the percentage of complaint appeals that are upheld.</b>
<ul style="list-style-type: none"> <li>▪ 44% (56) of complaint investigation appeals were upheld in 2013/14 compared to 47% in 2012/13.</li> </ul>
<b>Measure the satisfaction of complainants with how their complaints are managed.</b>
<p>552 satisfaction questionnaires have been sent out since July 2013, 53 people have responded. Although not a large enough sample to be representative:</p> <ul style="list-style-type: none"> <li>▪ 52% were satisfied with how the process was explained, 38% were dissatisfied</li> <li>▪ 50% were satisfied with the updates they received, 44% were dissatisfied</li> <li>▪ 49% were satisfied with the way they were treated, 40% were dissatisfied</li> <li>▪ 40% were satisfied with the overall way Northumbria Police dealt with their complaint, 57% were dissatisfied.</li> </ul>
<b>Other Performance Information</b>
<ul style="list-style-type: none"> <li>▪ Since January 2014, 665 complaints about a police officer or staff member have been considered by the triage process, with 36% (239) being resolved through triage and the balance of 426 cases were assessed by the Professional Standards Department.</li> <li>▪ There was a significant increase in the number of complaints in May 2014, this is attributable to an increase in the number of complaints received by telephone, following training of Communications staff to take complaints over the phone, making the process more accessible to people.</li> </ul>



Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing across activity from neighbourhood teams to serious crime and the fight against terrorism – in the public interest.

They carry out force inspections and also produce reports on broad policing themes and specific subjects – from terrorism and serious organised crime to custody arrangements. All their reports can be found on their website [www.hmic.gov.uk](http://www.hmic.gov.uk).

This section provides information about reports received in the last quarter that are applicable to Northumbria Police and a brief overview of the findings and action taken.

## **1. Everyone's business: Improving the police response to domestic abuse**

In September 2013, HMIC was commissioned by the Home Secretary to inspect the police response to domestic violence and abuse. The national report found that, whilst domestic abuse is a priority, it is not being translated into an operational reality.

HMIC found that tackling domestic abuse is a clear priority for Northumbria Police and this is recognised by officers and staff throughout the organisation. They stated that most staff had received training commensurate with their needs; there is good work with partner agencies to deliver services to victims to help make them safe, and good information sharing between agencies, for example, with local authorities. There were a number of local recommendations, which will form an improvement plan, including the need to:

- Undertake a review of the recent changes in the use of the domestic abuse, stalking and harassment (DASH) risk assessment to understand what difference they have made and whether victims are still being properly risk assessed.
- Provide domestic abuse training to front enquiry office staff in police stations.
- Provide clarity regarding force procedures for dealing with domestic abuse
- Review roles and responsibilities of officers working in the Domestic Abuse Investigation Unit to ensure they can meet current demand.
- Work with partner agencies to ensure the case load for the six Multi Agency Risk Assessment conferences is in line with national guidance.
- Review the way the force responds to Domestic Homicide Reviews to ensure that they have the appropriate resource.

There are also a number of national recommendations including the development of a national oversight and monitoring group to monitor and report progress on implementation of the national recommendations. The Commissioner is a member of this group, chaired by Theresa May MP.

## **2. The Strategic Policing Requirement (SPR) An inspection of the arrangements that police forces have in place to meet the Strategic Policing Requirement**

## **Strategic policing requirement: An inspection of how police forces in England and Wales deal with threats of a large-scale cyber incident (including criminal attack)**

### **Strategic Policing Requirement: An inspection of how police forces in England and Wales deal with threats to public order**

HMIC inspected the mechanisms police forces, police regions and law enforcement bodies with national responsibilities have in place to deliver capacity, contribution, capability, consistency and connectivity against each of the five SPR threats i.e. terrorism, organised crime, civil emergency, public order and cyber incident. They also inspected the arrangements in place to respond to the requirements of the SPR to deal with threats to public order that cannot be managed by a single force acting alone or a large-scale cyber incident including criminal attack.

HMIC published a series of reports looking at forces' responses to the SPR. The initial report provided a broad outline of how police forces have responded to the SPR so far and was based on data and evidence provided by all 43 police forces in England and Wales and fieldwork conducted in 18 forces and nine Regional Organised Crime Units (ROCU). Northumbria Police was visited in October 2013.

Two further reports provided more detailed examinations of police force responses to the threats from public order and large-scale cyber incidents. HMIC intend to give more detailed consideration to the other national threats in the next three years.

HMIC provided assurance that chief constables are having regard to the Strategic Policing Requirement when exercising their functions and noted that the police response to the cyber threat is the least well developed. However, HMIC identified that there is a need for a clear approach to the Strategic Policing Requirement by the collective leadership of the police service and more needs to be done by forces to secure the levels of preparedness that are necessary to collectively respond to the national threats in a way that is consistent across England and Wales.

A Force level action plan has been prepared in response.

### **3. Crime recording: A matter of fact – interim thematic report**

This initial report was published following inspection of 13 forces (not including Northumbria). The interim report outlined some of the emerging themes of their ongoing inspection of crime data integrity in police forces in England and Wales.

This inspection looks at how the Home Office Counting Rules (HOCR) and National Crime Recording Standard (NCRS) are applied – has identified serious concerns in the emerging picture. Across the initial forces inspected HMIC has found:

- Weak or absent management and supervision of crime-recording.
- Significant under-recording of crime.
- Serious sexual offences not being recorded – HMIC identified 14 rapes not recorded.

- A lack of victim focus by the police when making crime-recording decisions.
- Some offenders having been issued with out-of-court disposals when their offending history could not justify it and in some cases they should have been prosecuted.

HMIC will complete the remainder of their in-force audits and inspections during the next few months and publish their final report in October 2014.