

PUTTING VICTIMS FIRST

Police, Crime and Victims' Plan 2016-2021

17 October 2016



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Ron Hogg with Terry Collins, Chief Executive of Durham County Council signing the 'the oath' after being re-elected as Durham Police, Crime and Victims' Commissioner, May 2016

Foreword



I was very pleased to be re-elected as your Police and Crime Commissioner in May 2016. Having been re-elected, I am required to produce a Police and Crime Plan for the period to 2021, setting out my objectives for Durham Constabulary and how I work with partner organisations.

Immediately after the election, I added the word 'victims' to my job title, so I am now Police, Crime and Victims' Commissioner. I did this because I want to emphasise that victims will be at the heart of my work in my second term of office. Victims don't ask to be victims. For the vast majority of them the experience is completely unexpected.

Ensuring that victims of crime and anti-social behaviour receive the best possible service is at the heart of this plan. In October 2016, I published *'Delivering change for victims and witnesses: from policy to reality'*, which outlines my plan to improve the experience of victims and witnesses and to ensure that their voices are heard. The report outlines the progress that has been made in making more services available to victims and witnesses across County Durham and Darlington, and sets out my plans for the future. This includes my commitment to working with partners throughout the criminal justice system to ensure that victims and witnesses to a crime or incident receive individual support to address their needs.

Policing continues to change and today it is very different to how it was 10 years ago; in 10 years' time it will be different again. These changes mean we have to deliver our policing services in different ways, using innovation and technology to tackle those that cause us the most harm.

Collaboration and partnership working is vital to the work of the Constabulary and it is something that I am keen to both continue and expand at this time of continuing austerity. It is important that we continue to work together, and not shrink apart, to invest in preventative services which solve problems early and stop them from turning into issues which are more expensive to resolve.

It will always be important to me to be visible and accessible so that you can raise issues with me directly, and I will continue to use your money as efficiently as possible.

I will be campaigning nationally for fair funding for policing and I will be looking to influence the Government to reform policy relating to alcohol and drugs, road safety and other matters.

I will continue to hold the force to account. Durham Constabulary was rated as the best Police Force in England and Wales by HM Inspectorate of Constabulary last year. The Chief Constable and I want to maintain these exceptionally high standards.

I have extended the contract of the Chief Constable to 2021 so that the Constabulary has clear leadership and direction for the period of this plan. I now look forward to this plan being delivered and providing you with regular updates.

Ron Hogg
Police, Crime and Victims' Commissioner

Our Communities: County Durham and Darlington

The Durham Constabulary policing area covers the Local Authority areas of Darlington Borough Council and Durham County Council. The area has a population of approximately 618,200 (Census 2011).

The Constabulary area is divided into the 12 neighbourhood policing teams shown on the map.

Durham Constabulary shares borders with Northumbria, Cleveland, Cumbria and North Yorkshire Police Forces.

Darlington is our largest town and lies in the south of the area. Durham City and the larger industrial towns are in the east and north of the area, contrasting with the west which is predominantly rural.

The population of the area is predominantly white British. Areas such as Durham City, with its large university population, Darlington, and some of our larger towns have diverse cultures and populations.

As our black and minority ethnic populations are small in number this makes it even more

important that we communicate and engage effectively with all communities. We have excellent relations with the university, faith groups and networks, well established Independent Advisory Groups covering the interests of Black and Minority Ethnic, Lesbian, Gay, Bisexual, Transgender and Plus, and disabled people across the Constabulary area, and

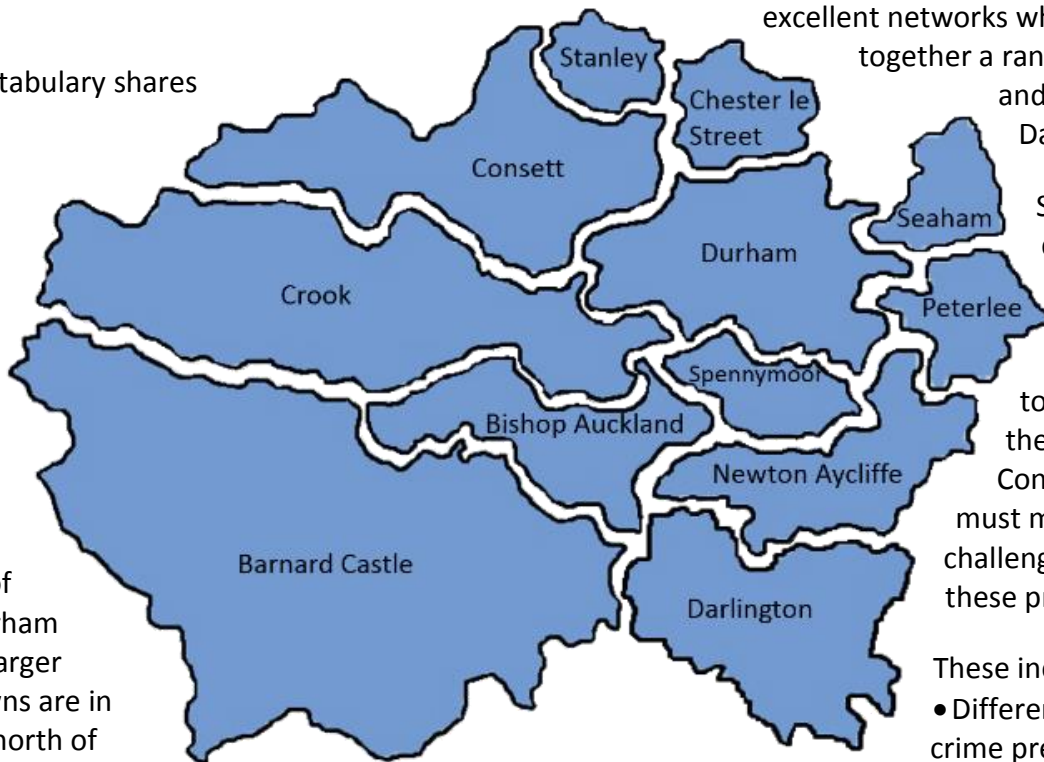
excellent networks which brings together a range of faiths and cultures in Darlington.

Such a diverse area requires a variety of approaches to policing and the Constabulary must manage the challenges which these present.

These include:

- Different types of crime prevail in rural

- areas compared to urban areas;
- Much of County Durham and areas of Darlington suffer from economic deprivation and hidden poverty; and
- The needs and expectations of diverse populations need to be addressed.





The Indoor Market and Clock Tower, High Row, Darlington



Police car outside Durham Cathedral



Durham Police Crime and Victims' Commissioner Ron Hogg and Durham Chief Constable Mike Barton QPM, outside Police HQ, Durham

Roles and responsibilities

Police, Crime and Victims' Commissioner (PCVC)

I am responsible for ensuring that the policing services across County Durham and Darlington are **effective** and **efficient**. As well as holding the Chief Constable to account on behalf of you, the local people, my role involves:

- **Representing & engaging** with those who live and work in the various communities in the Constabulary area, including the vulnerable and victims, to identify their policing needs;
- Setting police and crime objectives through the **Police and Crime Plan**;
- Publishing an **Annual Report**;
- Appointing the Chief Constable, holding them to account for running the force, and if necessary calling on them to retire or resign;
- Setting the police **precept and budget**;
- Being responsible for holding **community safety budgets** and **commissioning victim services**;
- Addressing complaints against the Chief Constable;
- Bringing together **partners**, to make sure the local **criminal justice system** is efficient and effective.

Chief Constable

The Chief Constable, Michael Barton, is committed to leading a force which delivers excellent policing to the people of County Durham and Darlington, inspiring confidence in victims and our communities, by: *Protecting Neighbourhoods, Tackling Criminals, Solving Problems ...around the clock.*

He is responsible for the 'direction and control' of the Police Officers and Police Staff to deliver effective and efficient policing services across County Durham and Darlington.

He works collaboratively with partners to make communities safer and tackle crime.

He holds several **national positions** including:

- Head of Crime Operations Coordination Committee for the National Police Chiefs' Council (NPCC).
- National Policing Lead for a range of intelligence sharing databases and systems: Police National Database, Home Office Large Major Enquiry System and the Schengen Information System.

The Plan

Vision: *County Durham and Darlington are areas where people have confidence in policing and the criminal justice system, victims and vulnerable people feel supported, and all communities are safe.*

I have structured the plan for delivering the vision into four main parts:

- Aims
- Objectives
- Approaches
- Outcomes

The diagram in appendix one show a summary of this plan - a 'plan on a page'.

Aims

I have identified three overarching aims which I would like this plan to achieve:

- **Inspire confidence in the police and criminal justice system**
- **Support victims and the vulnerable**
- **Tackle crime and keep our communities safe.**

Objectives

I have identified ten objectives which should enable the aims to be delivered. There are interdependencies between the objectives, the aims and the overall outcomes to be achieved.

The objectives are to:

- Ensure that **victims are supported** at all stages of the criminal justice system
- Reduce **re-offending**
- **Safeguard vulnerable people**
- Address the incidence and impact of **domestic abuse** and **sexual violence** in all its forms
- Reduce the impact of **hate crime**
- Tackle **cybercrime**
- Improve **road safety**

- Reduce the harm caused by **alcohol and drugs**
- Tackle **anti-social behaviour**
- Tackle the issues facing our **rural communities.**

This plan will be accompanied by business plans which will contain details of the activities which will be undertaken to achieve the objectives. The business plans will also set out what success will look like, how I will monitor their achievement and who is responsible for delivering them.

Approaches

I have identified a range of approaches which will aid the achievement of each of the aims, objectives and outcomes. These define key ways in which we will work. The approaches are:

- **Communicating and engaging with our communities**
- **Understanding demand and tackling emerging threats**
- **Collaborating and working with partners**
- **Being innovative**
- **Delivering efficient services**
- **Operating strong governance and accountability arrangements**
- **Campaigning for change.**

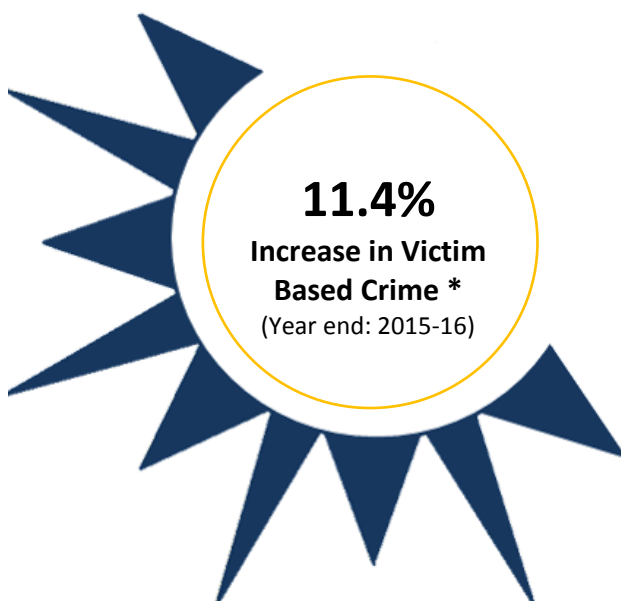
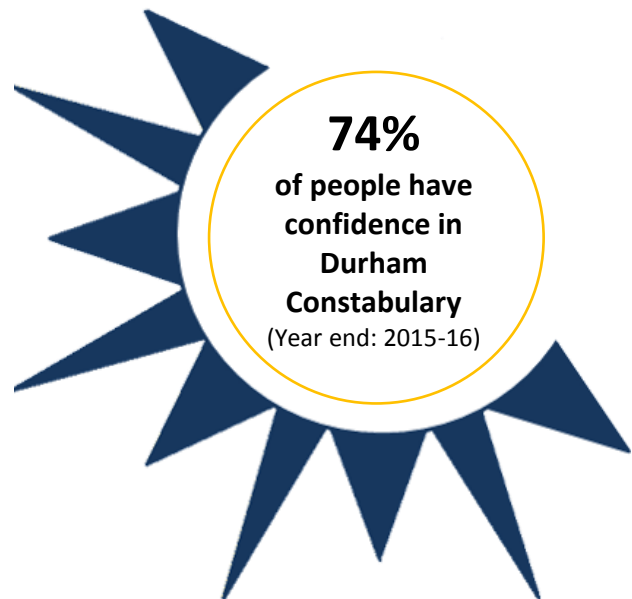
The business plans will be available on my website. As they are living documents they will be updated to show progress and to include new activities and tasks.

Outcomes

I have identified the following outcomes for this plan:

- Confidence and trust in the police and criminal justice system is high**
Key performance indicator:
Confidence data taken from the Crime Survey for England and Wales
- Victims and the vulnerable feel supported**
Key performance indicator:
Victim satisfaction from local survey data
- Crime is tackled and communities are safe**
Key performance indicators:
Victim based crime from local data
The Cambridge Harm Index

I will issue a public performance report on a quarterly basis which will report on the three aims and performance indicators above, as well as providing key performance information for each of the objectives in this plan.



* A number of changes to recording rules explain some of the increase. If changes to the recording of harassment are discounted, victim-based crime has seen a 6.1% increase. However, despite the increase in the volume of reported crime, using the Cambridge Harm Index the level of harm caused to our communities has not increased.

Aim 1: Inspire confidence in the police and criminal justice system

I want all of the communities within County Durham and Darlington to be confident and have trust in Durham Constabulary and the wider criminal justice system.

Research by the Constabulary has shown that if our communities are confident in the Police, they are more likely to:

- Feel safe;
- Report a crime;
- Provide witness and intelligence information.

Furthermore, being visible, accessible and engaging with local people enables the Police and me to understand your needs. That understanding also helps me to be the voice of the community and **represent your views** to the Constabulary and others.

People tell me that they would like to see police officers on the street, as they don't see them as often as they would like. At a time of shrinking resources we have to be innovative and use our resources in the best possible way. To do this we have to

have officers in neighbourhoods using targeted approaches to stop those who cause us the most harm, and in reality we don't have as many officers available as we once did.

However to maximise the time our officers have with our communities, investments have been made in mobile technologies to enable them to spend less time travelling and doing paperwork.

There have also been changes to PACT arrangements to ensure that the officers are visible in a range of venues and groups within

communities rather than solely at meetings where there were often low numbers in attendance.

As communication methods and crime types are constantly changing, it is also important that we use technology to engage and have a visible presence through social media and the internet.

Recently I have been working with those in our **rural**

communities as I am keen to understand the issues which they are facing so that we can work together to achieve the best outcomes.



Members of Durham Constabulary's Black and Minority Ethnic Independent Advisory Group supporting the 'We Stand Together' campaign, which was a national campaign to promote community cohesion.

I work in partnership with, commission and hold partners to account for the delivery of services to prevent and reduce crime, and improve community safety, across the Constabulary area. This includes responsibilities wider than policing and helps to ensure there is a unified approach to preventing and reducing crime.

I am the Co-Chair of the Local Criminal Justice Board (LCJB). Through my role on the LCJB I have commissioned a review of our partnership arrangements. Following this the Board has agreed a shared ambition to improve the service for victims, witnesses, offenders and communities of County Durham and Darlington.

I often receive feedback from the community that they don't understand the roles of each of the partner organisations in the criminal justice process, and often struggle to understand why offenders receive the sentences that they do. Too many victims do not yet have access to the support that they need, and not enough is done to help prolific offenders to address the problems behind their offending. Through the Criminal Justice Board and working with partners, I hope to help improve the way the system works as a whole, and how the roles of criminal justice

partners is explained to and understood by our communities.

Aim 2: Victims and the vulnerable are supported

Crime and anti-social behaviour can have devastating consequences for some victims, both in the short and long term. The support required ranges from practical help to counselling. Support is often needed for witnesses and others close to the victim as crime can also have an impact upon them.

As set out in my report *'Delivering change for victims and witnesses: from policy to reality'*, published in October 2016, I am committed to improving the experience of victims and witnesses and

ensures that their voices are heard. I am committed to working with partners throughout the criminal justice system to ensure that the individual needs of victims and witnesses are met.

Often victims and witnesses have never been in this situation before, and therefore do not know where to turn for help and support, or even that help and support are available to them.

Different crimes can have different impacts upon a victim, but the same crime can also have different impacts due to a variety of factors including personal circumstance and vulnerability.



Ron Hogg, Durham Police, Crime and Victims' Commissioner, Barry Coppinger, Cleveland Police and Crime Commissioner and John Bentley, Safe in Tees Valley at the launch of the new Victim Care and Advice Service

Any of us can become vulnerable at any point in time - dependent upon the circumstance in which we find ourselves. Some people are especially vulnerable, perhaps as a consequence of their age, gender, ethnicity, religion, disability, sexual orientation, domestic arrangements, finances and a range of personal circumstances.

This is why it is very important to ensure that a victim receives support tailored to their individual needs, from

the Constabulary, my office, and throughout the criminal justice system (including the Court Service), as it aids their recovery.

Some individuals, particularly children, are especially vulnerable to becoming **sexually exploited**. Others are vulnerable to **repeat victimisation**, for example someone experiencing **intimate partner violence** or someone with a **mental health problem** or **learning disability**.

These members of our community need safeguarding at the earliest opportunity to stop them from becoming a victim of crime. In addition, certain factors including mental health and addiction can make someone vulnerable to criminal behaviour and they may need support to help them avoid this path.

It is felt across the country that many crimes, including **domestic abuse** and **hate crime** remain largely under reported. I want people to know that services and support are available and I encourage them to come forward to report crimes and incidents to the police.

I have commissioned a range of services for victims, including:

- The **Victim Care and Advice Service** which focuses on an individual's need, and helps them to cope during what can be a traumatic time in their lives;
- A range of specialist services such as the:
 - Mental Health Advocacy Service; and
 - Hate Crime Advocacy Service

Another way in which I am supporting victims is through investment in **Restorative justice** provision across County Durham and Darlington. This is a process that can bring closure to the victims by meeting with the offender; an opportunity many victims are unaware of. I am therefore committed to ensuring that support is available and victims are referred to the right place.

I have also invested in the unique **Community Peer Mentor** project across County Durham and Darlington. The project aims to support those suffering from anti-social behaviour or neighbourhood disputes, perceived or real and has never been tried anywhere else in the UK in relation to these issues.

A significant proportion of clients have tended to be frequent callers to frontline services such as the Police, Fire Service, Councils, Accident and Emergency departments and GP surgeries. The unmet needs of people who have been left

feeling frustrated can have an extremely negative impact on their wellbeing and feelings of isolation and vulnerability.

The early intervention support provided by the Community Peer Mentor project addresses the root cause of particular problems. Ultimately the project is to make people feel safe and improve the circumstances they have found themselves in as well as reducing demand on front line services.

Aim 3:

Tackle crime and keep our communities safe

County Durham and Darlington remain amongst the safest places to live, work and visit in the country.

Keeping communities safe is the essence of policing. The Chief Constable and I want the communities of County Durham and Darlington to be safe and feel safe. We know that communities with low crime rates are more cohesive and resilient.

They are more likely to engage with services and report crime and anti-social behaviour.

However keeping our communities safe is not only a job for the Constabulary. It takes effort from a wide range of organisations across the public and voluntary sectors, working together in **collaboration** in both urban and rural areas.

Road safety remains a key concern when I speak with local people across the Constabulary area. People are particularly concerned about speeding vehicles, and dangerous driving. The number of people killed and serious injured in road traffic collisions has been increasing (2015-16 data). Education is a key tool in making our roads safer and I will continue to support awareness raising campaigns.

Internet-based crime and cybercrime is increasing. Collaboration and partnership working is needed across the country to enhance our capability to tackle this growing area. It is

believed that this crime type is largely under-reported, and it is now estimated that more than half of all crime is cyber enabled. Awareness-raising plays an important role in tackling cybercrime: people often do not realise that they have fallen victim, or that there is help available to them. Education is key to ensuring that that our communities, including the business sector, have the knowledge and ability to protect

themselves against cyber enabled crime, and I will do all I can to support this.

The harm caused by **alcohol and drug misuse** continues to be a concern and places a huge demand on the police and across the wider front line public sector services. I will continue to campaign, in partnership with influential people locally and nationally,

for changes in the law such as minimum unit pricing for alcohol. In addition to tackling the organised crime groups who supply illegal drugs, I believe that to support those with addiction, an approach based on treatment and recovery, rather than criminalisation, is needed so that we can tackle the root cause of their behaviour. I continue to support education programmes and campaigns to raise awareness of the harm caused by alcohol and substance misuse, as early intervention is key.

Despite figures continuing to fall over recent years, the number of people who are concerned about **anti-social behaviour** remains high. Anti-



PCSO and PC liaising with a local Neighbourhood Watch Coordinator

social behaviour can have a significant impact upon a victim's quality of life. Increasing the confidence of our communities around this issue is very important, as is providing reassurance that it is an issue which is taken seriously. However this is not an issue which the police can tackle on their own: it takes a partnership approach with a range of agencies.

There is a range of powers and options available to partner organisations to tackle this issue and I am keen to work with our partners and the community to utilise the options available to ensure that anti-social behaviour continues to fall, and that public confidence in relation to this issue improves.

Early intervention initiatives and awareness raising can help **reduce offending and re-offending**. A revamped local Reducing Reoffending strategy should set out how we will reshape our system to make sure that time in the criminal justice system is as effective as it can be in turning lives around and stopping people offending, or reoffending, rather than serving as a brief interlude in a criminal career. This will reduce crime and make our communities safer.

Approaches

Communicating and engaging with our communities

I am your voice in policing, and it is therefore important that I have an ongoing dialogue with you to ensure that I am representing your views. It is also important that the Constabulary have meaningful and appropriate communication with the community to ensure that they are doing all that they can to address local needs.

It is vital that this communication is two way. We need to listen to our communities and hear about the issues that matter to them. We also need to ensure that we tell them, on an ongoing basis, how we are tackling those issues. I know that this is something we can improve upon. It is also important that we use the full range of communication methods available to us to ensure a greater reach across all communities.

The public feel that it is important to them to see police officers on the street; in reality we don't have as many officers as we used to. However this does not mean that the Constabulary are withdrawing from communities - quite the opposite. The constabulary value all of the essential information which the community provide. The demands on the service today mean that a mix of traditional policing with targeted approaches and innovative solutions are needed to meet the demands of the business. This may



Ron Hogg, Police, Crime and Victims' Commissioner meeting members of the public in the Cornmill Shopping Centre, Darlington

mean that PACT meetings have changed in some areas: officers are now going along to other community activities and meetings to see what the issues are in the community. All of the neighbourhood teams now have a social media presence to be visible and engage with the online community

Understanding demand and tackling emerging threats

To ensure that we continue to use our resources in an effective and efficient way we need to understand the demand our service faces, now and in the future. Analysing and understanding the threats the organisation is facing, and those likely to be faced in the future, enables us to be more focused, more efficient and ready for those challenges when they do arise. This allows us to focus on the right problems, and get things right the first time. We also need to ensure that solutions are appropriate and sustainable.

I will be monitoring the Constabulary's response to the **Strategic Policing Requirement (SPR)** as set by the Home Secretary. The SPR focuses on those areas where there is a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality, including working with national agencies such as the National Crime Agency.

These threats include:

- Terrorism
- Civil emergencies
- Public order
- Child sexual exploitation & child sexual abuse
- Serious and organised crime
- Cyber threats.

Collaborating and working with partners

Durham Constabulary has long standing and well established collaboration agreements and working arrangements with other forces and a range of partners, including councils, the fire and rescue service and criminal justice agencies (HM Courts and Tribunal Service, Crown Prosecution Service) etc. These initiatives maximise outcomes not only for the agencies involved but for the communities of County Durham and Darlington.

We continue to collaborate with Northumbria, Cleveland and North Yorkshire police forces on a range of specialist capabilities and we are looking to expand and extend this over the next few years.

Partnership working helps make the best use of our resources and often involves our wider police family, including those who give their valuable time by volunteering in a wide variety of roles. This is a great way of bringing communities into policing.

Being innovative

Innovation is encouraged within Durham Constabulary and when working with our partners. Durham is a leader in innovation with initiatives such as:

- **Checkpoint**, a diversion scheme for low level offending;
- The region's **first Community Safety Responders** who work for Durham

Constabulary as PCSOs, for County Durham and Darlington Fire and Rescue Service as retained firefighters and as first responders for the North East Ambulance Service (NEAS).

- A leader in the use of **body worn video** technology which encourages early guilty pleas, which in turn saves resources and achieves better outcomes for victims.

Delivering efficient services

I need to ensure that taxpayers' money is used as effectively and efficiently as possible. I am required to:

- Secure an efficient and effective policing service for the area;
- Set the police precept (police element of Council Tax) and set the budget; and
- Commission services to support victims and improve community safety.

Effective and efficient use of resources coupled with a good understanding of the demand on services allows us to coordinate and align resources so that we can invest in preventative services to address issues before they worsen and cause us greater harm.

PEEL (Police Effectiveness, Efficiency and Legitimacy) is the programme in which Her Majesty's Inspectorate of Constabulary (HMIC) draws together evidence from its annual all-force inspections. These assessments have been introduced by HMIC so that the public are able to judge the performance of their force and policing as a whole.

According to the results of PEEL, Durham Constabulary is the best performing police force in the country in 2016.

The **effectiveness** of a force is assessed in relation to how it carries out its responsibilities including cutting crime, protecting the vulnerable, tackling



Durham Police and Crime Commissioner Ron Hogg, Chief Constable Mike Barton QPM and Assistant Chief Officer of Durham Constabulary Gary Ridley announcing the results of the HMIC PEEL Inspection.

anti-social behaviour, and dealing with emergencies and other calls for service. In 2016 Durham was rated as **outstanding**.

The force's **efficiency** is assessed in relation to how it provides value for money. In 2015 Durham was rated as **outstanding**.

Legitimacy is assessed in relation to whether the force operates fairly and ethically. In 2016 Durham was rated as **good**. We continually strive to learn and improve so will be taking all feedback on board.

I am committed to ensuring that these high standards are maintained and that our communities know that the Durham Constabulary area is one of the safest places to live, work and visit in England and Wales.

Operating strong governance and accountability arrangements

As the police have a duty to serve the public, and are funded by the taxpayer, it is vital that they

are publically held to account. As your elected representative, giving you a voice in policing, I am dedicated to ensuring that this happens.

I have developed a robust accountability framework to monitor the performance of Durham Constabulary and to enable scrutiny of the objectives as set out in this Plan. A copy of the framework can be found in appendix two.

I formally meet with the Chief Constable and the other senior officers every month at the **Executive Board** meetings. This is where I **hold the Chief Constable to account** and any key decisions relating to the policing service are documented. At the meetings a wide variety of topics are discussed, including:

- Progress towards the achievement of the Police and Crime Plan
- Performance management
- Budget and financial information
- Emerging threats and issues.

On an annual basis I undertake a formal Performance and Development Review with the

Chief Constable. This appraisal process is where I agree his personal objectives for the year ahead and discuss his performance.

I will issue a public performance report on a quarterly basis to document the achievement of this Plan. The report includes data for the key performance indicators as set out in the outcomes of this plan, as well as containing key performance information and explains what lies behind the data for each of the objectives of the plan.

I have developed additional scrutiny mechanisms to help to hold the Chief Constable to account.

These include:

- Joint Audit Committee;
- Independent Custody Visitor Scheme;
- Rape Scrutiny Panel.

Further information about each of these mechanisms can be found on my website www.durham-pcc.gov.uk

In addition to the formal accountability mechanisms in place, the Chief Constable, my office and I have excellent working relationships which allows us to have a regular dialogue, and day-to-day accountability.

The **Police and Crime Panel** (PCP) provide checks and balances on my work and activity. The Panel does not scrutinise Durham Constabulary but rather how I carry out my statutory responsibilities. While the Panel is there to challenge me, it also has a key role to support me in my role in enhancing public accountability of the police force.

The panel is composed of 7 councillors from Durham County Council, 3 councillors from Darlington Borough Council, and two independent co-opted members.

The panel has a number of powers and responsibilities, including to:

- Review my draft police and crime plan
- Publicly scrutinise my annual report
- Review and scrutinise the decisions and actions I take
- Review and veto my proposed precept levels
- Review my conduct
- Review and confirm my proposed appointments of Chief Constable, Chief Executive, and Chief Finance Officer
- Handle and determine complaints against me.

The diagram in appendix 2 illustrates the accountability framework. It shows my relationship with the Chief Constable and how I am ultimately responsible to the public, and the additional scrutiny mechanisms which are in place.

Campaigning for change

I will continue to campaign for changes to national policy, including on the following:

- fair funding;
- minimum unit pricing for alcohol;
- drug policy reform;
- private landlords.

Resources

Finance

I am responsible for setting the annual budget for the Constabulary.

I am committed to ensuring that this plan will be delivered in the most efficient and effective manner to ensure that the service provided offers value for money to the communities of County Durham and Darlington.

As Government funding for policing and crime continues to be constrained, I will continue to highlight how important it is for funding levels to meet the needs of County Durham and Darlington, and campaign for **fair funding**.

The two main sources of funding for Durham Constabulary are Government grant and the police precept (police element of Council Tax).

Whilst continuing to reduce the amount of grant I receive every financial year the Government also only allow me to increase the precept by a certain level. This means if our area's precept did not increase in any particular year, the baseline (and therefore the budget) would be lower for every subsequent year. This would make the Constabulary less resilient to future budget reductions.

In collaboration with the Constabulary I have updated the Medium Term Financial Plan (MTFP), which projects our financial position over the next four years. The projections in the plan will require some difficult decisions. It is anticipated that the Government's public sector funding reduction programme will continue beyond 2020, with funding continuing to fall by at least 3.2% each year from 2016 onwards.

	2016-2017	2017-2018	2018-2019	2019-2020
	Estimate			
Income	£m	£m	£m	£m
Grant	85.5	84.7	83.6	82.4
Council Tax*	28.5	28.1	28.7	29.4
Total	114.0	112.8	112.3	111.8
Expenditure	114.0	112.8	112.3	111.8
Difference	0	0	0	0

*The 2016/17 figure includes a one off amount of £0.75m which is the collection fund surplus from the county council. 2017/18 figures onwards assume a 2% increase per year.

Of the total budget of £114 million for 2016-17 I have allocated the Constabulary a budget of £111.65m. I have split the remaining £2.35m into:

- £1.4 million for commissioning activity. This includes my Community Safety Fund, and Community Safety Grants for victim and specialist support services;
- £0.95m to my office, as I have a small team to assist me in effectively fulfilling my role. I am determined to keep this as lean and as efficient, at the same time as ensuring I have sufficient support to work with partners to deliver the reforms and improvements that are necessary.

People

The Chief Constable and I recognise that our people are our organisations' greatest assets. Their knowledge, passion and attitude are the driving force which makes Durham unique and different – *the Durham Difference*.

This means ensuring that officers and staff are recruited, trained and developed as effectively as possible. It is also expected that officers and staff numbers will be stable over the next four years. In addition, the Constabulary will also continue to recruit Special Constables, volunteers and when appropriate, they will undertake recruitment exercises for PCSOs, Police Officers and police staff.

Community Safety Fund

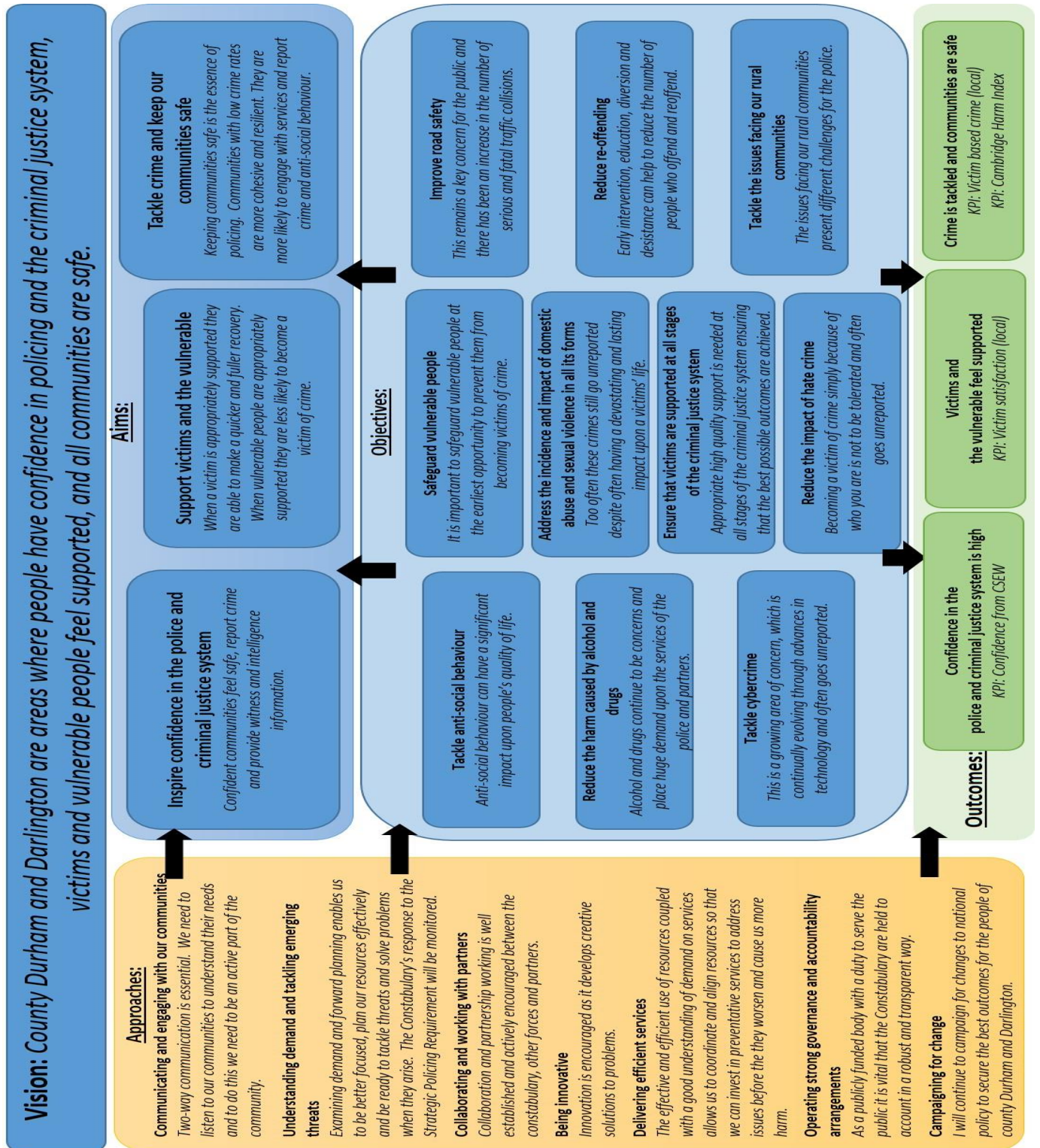
I created this fund to support a wide range of community projects and initiatives. In 2015-16, I went into partnership with County Durham Community Foundation, who were able to help secure 50% match funding. The decision making panel is made up of representatives from a number of organisations to ensure that decisions on the allocation of funding are made fairly and not by me alone.

Further details of the fund are available on my website at www.durham-pcc.gov.uk

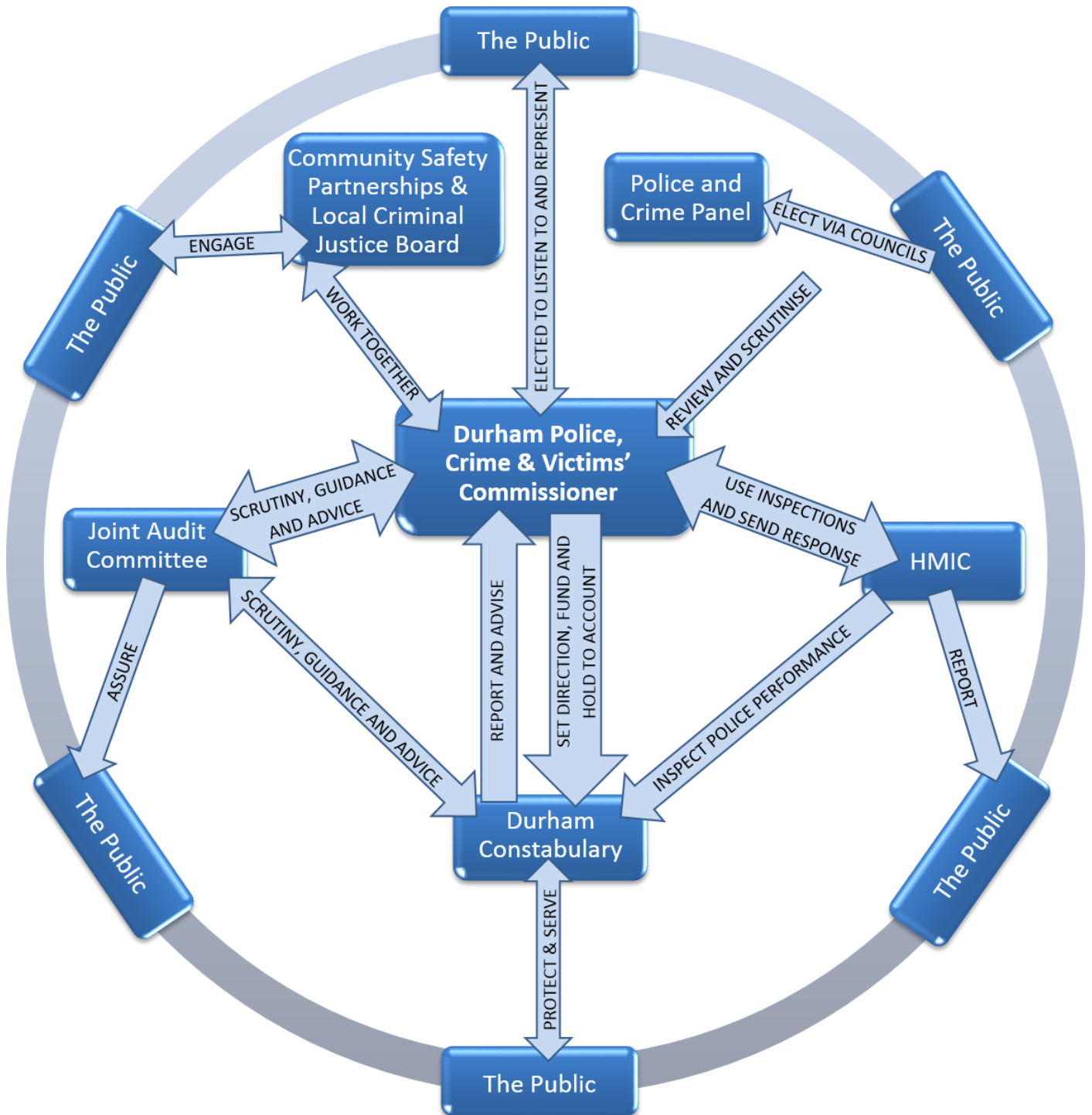


Ron Hogg, Police, Crime and Victims' Commissioner presenting cheques to successful applicants to the Community Safety Fund, June 2016





Appendix one: Police Crime and Victims' Plan Summary - a plan on a page



Appendix two: Accountability diagram



Appendix three: Links to partner objectives

 <p>CLEVELAND & DURHAM CRIMINAL JUSTICE BOARD Criminal Justice System: working together for the public</p>	 <p>MAKING DARLINGTON SAFER Safer People. Safer Places</p>	 <p>Altogether safer Safe Durham Partnership</p>	 <p>RON HOGG DURHAM POLICE, CRIME AND VICTIMS' COMMISSIONER Putting victims first in County Durham and Darlington</p>
<ul style="list-style-type: none"> • Tackle anti-social behaviour 	<ul style="list-style-type: none"> • Tackle anti-social behaviour 	<ul style="list-style-type: none"> • Reduce anti-social behaviour 	<ul style="list-style-type: none"> • Tackle anti-social behaviour
<ul style="list-style-type: none"> • Safeguard vulnerable people • Address the incidence and impact of domestic abuse and sexual violence in all its forms. • Ensure that victims are supported throughout the criminal justice system • Tackle cybercrime • Reduce the impact of hate crime 	<ul style="list-style-type: none"> • Supporting vulnerable people (supporting victims of domestic abuse and sexual abuse) 	<ul style="list-style-type: none"> • Protect vulnerable people from harm 	<ul style="list-style-type: none"> • Safeguard vulnerable people • Address the incidence and impact of domestic abuse and sexual violence in all its forms. • Ensure that victims are supported throughout the criminal justice system • Tackle cybercrime • Reduce the impact of hate crime
<ul style="list-style-type: none"> • Reduce re-offending • Reduce the harm caused by drugs and alcohol 	<ul style="list-style-type: none"> • Reduce offending and re-offending • Reduce the harmful effects of drugs and alcohol 	<ul style="list-style-type: none"> • Reduce re-offending • Alcohol and substance misuse harm reduction 	<ul style="list-style-type: none"> • Reduce re-offending • Reduce the harm caused by drugs and alcohol
<ul style="list-style-type: none"> • Safeguard vulnerable people • Reduce reoffending • Understanding demand and tackling emerging threats (approach rather than objective) • Improve road safety • Delivering efficient services (approach rather than objective) 	<ul style="list-style-type: none"> • Working with families who have multiple problems. 	<ul style="list-style-type: none"> • Embed the 'think family approach' • Counter terrorism and prevention of violent extremism • Implement measures to promote a safe environment 	<ul style="list-style-type: none"> • Safeguard vulnerable people • Reduce reoffending • Understanding demand and tackling emerging threats (approach rather than objective) • Improve road safety • Delivering efficient services (approach rather than objective)
<ul style="list-style-type: none"> • Tackle the issues facing our rural communities 	<ul style="list-style-type: none"> • Delivering Justice efficiently 	<ul style="list-style-type: none"> • - 	<ul style="list-style-type: none"> • Tackle the issues facing our rural communities