



## Police and Crime Panel

**Date** Tuesday 5 March 2013  
**Time** 10.00 am  
**Venue** Committee Room 1A, County Hall, Durham

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### Business

#### Part A

**[Items during which the Press and Public are welcome to attend.  
Members of the Public can ask questions with the Chairman's  
agreement]**

1. Apologies for Absence
2. Substitute Members
3. Minutes of the meeting held on 4 and 11 February 2013 (Pages 1 - 6)
4. Declarations of interest, if any
5. Draft Police and Crime Plan - Report of Assistant Chief Executive (Pages 7 - 38)
6. Such other business, as in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

**Colette Longbottom**  
Monitoring Officer

County Hall  
Durham  
25 February 2013

To: **The Members of the Police and Crime Panel**

**Durham County Council**

Councillors L Hovvels (Chairman), J Armstrong, D Boyes, M Campbell,  
G Huntington, A Laing and D Stoker

**Darlington Borough Council**

Councillors I Haszeldine, S Harker and B Jones

**Independent Co-opted Members**

K Larkin-Bramley and N Vaultks

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**Contact: Ian Croft**

**Tel: 03000 269702**

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**DURHAM COUNTY COUNCIL**

At a Meeting of **Police and Crime Panel** held in Committee Room 1B, County Hall, Durham on **Monday 4 February 2013 at 1.00 pm**

**Present:**

**Councillor L Hovvels (Chairman)**

**Members of the Committee:**

Councillors J Armstrong, D Boyes, M Campbell, D Stoker, G Huntington and A Laing

**Darlington Borough Council:**

Councillors S Harker and B Jones

**Independent Co-opted Members:**

N Vaulks and K Larkin- Bramley

**1 Apologies for Absence**

An apology for absence was received from Councillor Ian Haszeldine.

**2 Substitute Members**

There were no substitute Members.

Councillor Campbell referred to the Member appointed as his named substitute on the Panel and expressed concern that the Member had not attended any training sessions.

**Resolved:**

That the Chair address this issue.

**3 Minutes**

The Minutes of the meeting held on 30 November 2012 were agreed as a correct record and were signed by the Chair.

**4 Declarations of interest**

There were no declarations of interest.

## **5 Joint Audit Committee Membership**

The Committee considered a report of the Treasurer to the Police and Crime Commissioner regarding the creation of a Joint Audit Committee (for copy see file of Minutes).

Following representations received about the eligibility criteria which prevented a Councillor or employee of Durham or Darlington Councils from being appointed to the Joint Audit Committee, it had been agreed that the Panel be consulted on the options available prior to a decision being made by the Commissioner on the way forward.

In discussing the eligibility criteria Members considered that Councillors would be able to provide independent advice and guidance to the Panel and bring the required skills and experience to the Audit Committee without there being a conflict of interest. Some Councillors already had experience of sitting on Audit Committees within their own Councils.

### **Resolved:**

That the Commissioner be recommended to re-advertise with a view to appointing two Members of the Committee without regard to the contentious eligibility criteria.

## **6 Office of the Durham Police and Crime Commissioner Structure Review**

The Panel considered a report of the Police and Crime Commissioner which gave details of the current staffing structure inherited from the former Police Authority and informed Members of proposals for an independent review of the staffing requirements of the Office of the Durham Police and Crime Commissioner (for copy see file of Minutes).

### **Resolved:**

That the report be noted and forwarded to the Local Police Staff Council for information.

## **7 Police and Crime Commissioner and Police and Crime Panel - Draft Memorandum of Understanding/Partnership Working Agreement**

The Panel considered a report of the Assistant Chief Executive which sought agreement to a Memorandum of Understanding/Partnership Working Agreement between the Durham Police and Crime Commissioner (PCC) and the Police and Crime Panel (PCP) (for copy see file of Minutes).

### **Resolved:**

That

- a) The draft Memorandum of Understanding/Partnership Working Agreement between the PCC and the PCP be agreed;

- b) The Chair of the PCP sign the Agreement on behalf of the Panel;
- c) The Memorandum of Understanding/Partnership Agreement be reviewed in November 2013.

The Chair advised that the following item had been listed under Part B of the Agenda because the report included details of workforce restructure proposals. However as discussions had now taken place with the Police Federation and Trade Union the report could be considered in public under Part A.

## **8 Precept Determination 2013/14**

The Panel considered a report of the Police and Crime Commissioner which advised of the proposed level of precept for 2013/2014 (for copy see file of Minutes).

The Commissioner presented the proposals put forward by the Treasurer and the Chief Constable and outlined budgetary pressures facing the Police over the next 4 years.

The report gave details of the budget and savings proposed in 2013/2014 together with the precept to be levied in the financial year. The Commissioner also highlighted key proposals for expenditure from the Capital Budgets for 2012/2013 and 2013/2014.

N Vaulks noted that proposals for the new Police Headquarters at Aykley Heads would be funded through capital receipts. He considered that it would be useful for details of capital receipts to be included in future budget reports.

The Panel also noted the proposals for the modular build at Newton Aycliffe on the existing site which would be welcomed by the community.

In response to a question about budgetary pressure and whether this would have an impact on tackling domestic abuse and hate crime the Commissioner assured the Panel that this would continue to be a priority and outlined proposals which aimed to bring about an improvement in service delivery.

### **Resolved:**

That the proposed precept for 2012/2013 as outlined in the report be accepted.

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## DURHAM COUNTY COUNCIL

At a Meeting of **Police and Crime Panel** held in Committee Room 1A, County Hall, Durham on **Monday 11 February 2013 at 9.30 am**

### **Present:**

**Councillor L Hovvels (Chairman)**

### **Members of the Committee:**

Councillors J Armstrong, D Boyes, M Campbell, D Stoker, G Huntington and A Laing

### **Darlington Borough Council:**

Councillors **Error! No document variable supplied.**

### **Independent Co-opted Members:**

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### **Apologies:**

Apologies for absence were received from Councillors I Haszeldine

#### **1 Apologies for Absence**

An apology for absence was received from Councillor I Haszeldine.

#### **2 Substitute Members**

There were no substitute Members.

#### **3 Declarations of interest, if any**

There were no declarations of interest.

#### **4 Proposed Appointment of Chief Constable**

The Panel considered a report of the Assistant Chief Executive which provided information on the process to be undertaken to hold a confirmation hearing for the post of Chief Constable and also considered a report from the Police and Crime Commissioner for the proposed candidate for the post of Chief Constable of Durham Constabulary (for copy see file of Minutes).

Mr Ron Hogg, Police and Crime Commissioner for Durham informed the Panel about the procedure and process undertaken for the appointment process to the post of Chief Constable. Mr Hogg informed the Panel that the Chair of the Police

and Crime Panel (PCP) had been invited to observe the assessment, shortlisting and interview process but had declined on the grounds of a potential conflict of interest with her role as Chair of the PCP.

The Panel then questioned Mr Barton on issues around partnership working to achieve the priorities of the PCC and the wider priorities for the Force area, response capability to unexpected requirements, the realisation of strategic objectives in operational effectiveness on the ground, the working relationship with the PCC and his vision for safer communities in times of austerity. Mr Barton provided the Panel with full responses to all questions asked.

The Panel thanked Mr Hogg and Mr Barton for their attendance, and moved into closed session.

**Resolved:**

That under Section 100 (A) of the Local Government Act 1972, the public be excluded from the meeting for the following discussion on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Schedule 12A to the said Act.

The Panel discussed the Police and Crime Commissioners recommendation to appoint Michael Barton as Chief Constable. It was **Moved** by Councillor Laing, **Seconded** by Councillor Jones and

**Resolved:**

That the Panel endorse the appointment of the Michael Barton to the post of Chief Constable for Durham Constabulary in accordance with the Police Reform and Social Responsibility Act 2011.





## Durham Police and Crime Panel

5<sup>th</sup> March 2013

### Draft Police and Crime Plan

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## Report of Lorraine O'Donnell, Assistant Chief Executive

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### Purpose of the Report

- 1 To consider the Durham Police and Crime Commissioner's draft Police and Crime Plan 2013-17.

### Background

- 2 Section 5 of the Police Reform and Social Responsibility Act 2011 requires the Police and Crime Commissioner (PCC) to produce a Police and Crime Plan within the financial year of taking office.
- 3 The Police and Crime Plan is a critical document for the PCC in determining, directing and communicating priorities during their period of office. The Act requires that the plan must set out for the period of issue:-
  - the Commissioner's police and crime objectives for the area;
  - the policing of the police area which the chief officer of police is to provide;
  - the financial and other resources which the Commissioner is to provide to the chief officer of police;
  - the means by which the chief officer of police will report to the Commissioner on the chief officer's provision of policing;
  - the means by which the chief officer of police's performance in providing policing will be measured; and
  - the crime and disorder reduction grants which the Commissioner is to make, and the conditions (if any) of those grants.
- 5 The Act also requires that before issuing the Plan, a draft plan is to be reviewed by the Police and Crime Panel and the PCC must have regard and respond to any report or recommendations by the Panel.
- 6 Appendix 2 of this report contains the Durham Police and Crime Commissioner's draft Police and Crime Plan for 2013-17 for consideration by the Police and Crime Panel.

## **Recommendation**

- 7 That the Police and Crime Panel consider information contained within the Police and Crime Commissioner's Police and Crime Plan for 2013/17 and comment accordingly.

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**Contact: Feisal Jassat Tel: 03000 268139**

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## **Appendix 1: Implications**

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**Finance** – The Draft Police and Crime Plan identifies resources which the Commissioner is to provide to the chief officer of police

**Staffing** – None

**Risk** – None

**Equality and Diversity/Public Sector Equality Duty** – None

**Accommodation** – None

**Crime and Disorder** – The draft Police and Crime Plan is a critical document for the Police and Crime Commissioner and will aim to contribute to reducing Crime & Disorder within the Force area.

**Human Rights** – None

**Consultation** – The Police and Crime Panel are being asked to provide comment within the consultation period for the draft Police and Crime Plan.

**Procurement** – None

**Disability Issues** – None

**Legal Implications** – The report is required in accordance with the Police Reform and Social Responsibility Act 2011.

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# **Draft Police and Crime Plan**

**01/04/2013 to 31/03/2017**

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## 1: Foreword

### **My personal statement**

As Durham's first ever elected Police and Crime Commissioner I take enormous pride in presenting this Police and Crime Plan.

I have taken office facing unprecedented cuts within the public sector which will see our police budget allocation shrink further by more than £10.6m over the next 4 years. Difficult decisions will have to be made.



However, in all of this, I am warmed by the ongoing commitment of officers, staff and PCSOs alike. They are truly remarkable people. They have a difficult job to do but that is magnificently aided by our partners and the wonderful support from across our communities.

Together we can make a difference.

### **Personal profile**

I started working life as a teacher and most recently spent the last 4 years working in Children's Safeguarding in Sunderland.

The intervening 30 years was spent working in 4 different police forces including Northumbria and Cleveland, but especially important was 5 years in Durham Constabulary as Assistant Chief Constable. I have lived in County Durham since 1999.

## 2: Introduction

As your elected Police and Crime Commissioner, my key role is to hold the Chief Constable to account on behalf of local people for the delivery of police services and the achievement of my policing objectives, which are set out later in this plan. I have other responsibilities which include:

- to represent and engage with all those who live and work in the force area, including the vulnerable and victims, in order to obtain their views on policing and this plan. (Full details of how I propose to do this are set out in my Communication and Engagement Strategy which can be found on my website at [www.durham-pcc.gov.uk](http://www.durham-pcc.gov.uk)).
- to publish this Police and Crime Plan. (The plan will be reviewed and re-issued from time to time in accordance with changes to threat and risk for the force area and the needs of our communities).
- to publish an Annual Report

- to appoint the Chief Constable
- the power to call on the Chief Constable to retire or resign
- to secure the maintenance of an efficient and effective police force for the area
- to set the police precept and budget
- to commission services through crime and disorder grants
- to ensure an effective custody visitor scheme is in operation.

I am committed to ensuring that your community needs are met as effectively as possible and to improving local relationships through building confidence and trust. I will work in partnership across a range of agencies at local, regional and national level to ensure there is a unified approach to preventing and reducing crime.

### 3: My Vision, Commitment and Values

My vision for County Durham and Darlington is **“to achieve excellence in local policing and the highest levels of public confidence by working alongside communities and partners to address what matters locally”**.

As part of that vision, I want to achieve the following outcomes:

- **Making local communities and the victims of crime feel empowered** through:
  - involving them in the design/redesign of local police and crime services,
  - listening to their feedback in the evaluation of service delivery,
  - defining services that match the needs our communities have identified to us.
- all of this underpinned by my personal commitment to work with and for our communities.
- **Maximising the benefits of partnerships** through the use of innovative shared working arrangements to tackle and prevent crime at its source.
- **Using our resources intelligently** to ensure what we do is both efficient and effective.

The Chief Constable is charged by law with the impartial direction and control of the police force. My role in holding the Chief Constable to account does not impinge on the legal authority of the Chief Constable and his force to maintain the Queen’s Peace without fear or favour and without improper political interference. All operational policing decisions will therefore continue to be made by the Chief Constable and his officers.

The Home Secretary has issued the Policing Protocol Order 2011, under the powers contained within the Police Reform and Social Responsibility Act, 2011, which sets out how the respective functions of Chief Constables, Police and Crime Commissioners and Police and Crime Panels are to be exercised in relation to each other and requiring all parties to abide by the principles governing conduct in public life, commonly known as the Nolan Principles:

**Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

**Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

**Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

**Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**Leadership:** Holders of public office should promote and support these principles by leadership and example.

I am committed to serving all the people of County Durham and Darlington with total impartiality and with integrity and diligence. This commitment is enshrined within my Declaration of Acceptance of Office. I particularly want to give a voice to the more vulnerable sections of our communities and my policing priorities, set out in section 4 of this plan, reflect that intention. In addition, I will consult specifically with victims and their representatives in setting my policing priorities and in my wider proposals for engaging with the public.



In accordance with my responsibility under Equality Act 2010 I will also, in the exercise of my functions, have due regard to the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity between people who share a relevant protected characteristic\* and people who do not share it
- foster good relations between people who share a relevant protected characteristic\* and those who do not share it.

\* The protected characteristics are:

- age
- disability
- gender
- gender reassignment
- race
- marriage and civil partnership, pregnancy and maternity
- religion or belief, and
- sexual orientation

As your Police and Crime Commissioner I take equality, diversity and human rights matters in policing very seriously and want to ensure all residents within County Durham and Darlington receive a policing service which is equal and inclusive to all, as every person has a right to feel safe in their own environment and live free from crime.

Police and Crime Commissioners answer to all sections of the community for the delivery and performance of the police service in their area. I aim to consult and have regard to the views of people from all backgrounds across County Durham and Darlington, as well as advise them on the progress of policing performance and how this is delivered. I want to ensure that policing is inclusive for all of our residents and that reasonable adjustments are made where possible, including for example making information available in different languages and formats and holding community meetings in accessible venues.

As well as my own equality duties, as Police and Crime Commissioner I will also monitor equality and diversity matters within Durham Constabulary, both for staff (e.g. recruitment, employment monitoring, Human Rights etc.) and in respect of policing services for the community.

I will do this by monitoring and publishing information about the Constabulary's performance against their equality duties on a regular basis.

Further detail about how I plan to take forward my equality work can be found in my Equality Action Plan which is available on my website at:

<http://www.durham-pcc.gov.uk/Your-PCC/Equality-and-Diversity.aspx>

## 4: My Priorities for the policing of County Durham and Darlington

In this section of the document I set out my personal priorities and those identified through public consultation.

### 4A – Evidence and Consultation

In developing the community priorities included in this plan, I have considered a range of evidence and responses to consultation. These include:

- The Strategic Policing Requirement issued by the Home Office
- The Strategic Assessment prepared by the Constabulary
- Community Consultation, including victims' representatives
- Stakeholder and key partner consultation
- The opinion of the Chief Constable
- The views of the Police and Crime Panel

#### **Strategic Policing Requirement**

The Strategic Policing Requirement (SPR) was issued by the Home Secretary on 31<sup>st</sup> July 2012 as part of the powers under the Police Reform and Social Responsibility Act (2011). Both the Chief Constable and I must have regard to the SPR in developing our plans and we are responsible for its implementation.

The Strategic Policing Requirement sets out the outcomes required from the police at a national level and is focused on what the police need to achieve rather than how they should achieve it. The requirement is outlined in two parts.

#### **Part A – sets out the national threats which are summarised as:**

- Terrorism
- Other civil emergencies (requiring aggregated response across force boundaries)
- Organised crime
- Threats to public order or public safety (that cannot be managed by a single force)
- A large scale cyber-incident (e.g. a criminal attack on a financial institution)

#### **Part B – outlines the national policing requirement to counter the above threats in terms of:**

- Capacity and Contribution (what outcomes are expected of the police in managing each of the threats in Part A, reflecting national government strategies)

- Capability (what the police need to be capable of doing to deliver the outcomes expected)
- Consistency (requirement for key specialist policing capabilities to be delivered in a consistent way across forces)
- Connectivity (policing capabilities to be effectively joined up across forces and with key partners)

The elements of Part B are collectively referred to as the 5Cs.

Durham Constabulary has formulated a delivery plan to reflect current threat and risk and to demonstrate how it will respond to issues in respect of the 5Cs at a local, regional and national level.

The plan outlines

- threats identified through the strategic assessment process,
- the current position in relation to these along with their key capabilities to address them,
- their compliance against the Association of Chief Police Officers (ACPO) Capabilities Framework and Minimum Standards (covering the following ten areas; serious and organised crime; firearms; critical incidents; civil contingencies; public order; major crime; domestic extremism; counter terrorism; strategic roads policing and protecting vulnerable people)
- action plans to address any outstanding areas of work, and
- governance arrangements that are in place to ensure that no area is tackled in isolation and that identified threats are addressed using the widest range of police and partner assets and tactics.

The plan summarises the Constabulary's capability, in terms of resources, collaboration and policy/protocol improvements, and performance, which mean that despite the relatively small force size it is able to effectively respond to regional and national protective services threats and continue to demonstrate that the Constabulary is *Aiming for Excellence*.

### **Strategic Assessment**

Annually the Constabulary produce a Strategic Assessment. The assessment is a comprehensive scanning exercise which outlines the performance of the Constabulary against its current strategic plan and aims to highlight the emerging or continuing threats and risks to the organisation which is then used to shape their next strategic plan. Consideration of crime levels, trends and impacts upon victims and communities are all considered. The assessment also evaluates issues which may affect the effective and efficient provision of policing services such as budget impacts and staff. The latest assessment was undertaken during the November 2012.

The assessment looked at a comprehensive range of intelligence and data and included a public facing consultation which 942 members of the public completed and

shared over 2102 comments as to what they thought the police should be tackling within their local area. In addition to the survey running online, Police Community Support Officers (PCSOs) were active in communities asking residents to complete the consultation. The Constabulary's Independent Advisory Groups were all engaged in the consultation to obtain the views of the hard to reach groups.

### **Community and Stakeholder Consultation**

During December 2012 and January 2013 I set about identifying what policing issues were of most concern to the communities of County Durham and Darlington and also sought views on the level of the policing precept. The consultation was undertaken in four strands:

- Face to face, including stakeholders, partners and victims' representatives
- Online – including hard to reach groups (people were also able to complete the online survey by telephone)
- Chief Constable
- Police and Crime Panel

Details of each strand of consultation are below:

#### Face to Face Consultation

On the 13<sup>th</sup> December 2012 I held my first consultation day, titled 'Your Money, Your Police, Your Say'. The day consisted of two face to face events, one in Darlington, and one in Durham as well as the launch of online consultation regarding police and crime priorities and consultation on the policing precept. The events combined attracted in excess of 100 members of the public and representatives of key stakeholders and partner agencies.

#### Online Consultation

The online consultation was in two parts, the first part built upon the public engagement which the constabulary undertook as part of the Strategic Assessment process and asked members of the public to describe the three most important issues they believe the police should be tackling to improve their local area. The second part of the consultation focused on the percentage increase for council tax.

The consultation ran from the 14<sup>th</sup> December 2012 until the 4<sup>th</sup> January 2013. A total of 604 members of the public completed the survey. Via Victim Support I encouraged victims of crime to participate in the consultation both online and at the face to face events.

Details of the both the face to face and online consultation were circulated to members of the Constabulary's Independent Advisory Groups (IAGs) which include representatives of Youth, Disability, Black and Minority Ethnic (BME) and Lesbian,

Gay, Bisexual and Transgender (LGBT) groups. Each of the groups were asked to cascade the information to their contacts.

During 2013-14 I intend to build on the current arrangements for engaging with hard to reach groups and to establish specialist focus groups / panels to identify their needs and for consultation purposes.

### **Chief Constable Consultation**

The Chief Constable 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, and
- solving problems

The Chief Constable and his senior staff have been closely involved in the development of this plan and the consultation processes to establish your priorities. Your priorities are included in the force's strategic plan which can be found on page 18.

### **The Police and Crime Panel**

The views of the Police and Crime Panel will be added after their consideration of the plan on 5<sup>th</sup> March 2013.

## **Section 4B – Policing Priorities**

Through this Police and Crime Plan, I am tasking the Chief Constable to direct the necessary and appropriate policing resources towards achieving my personal policing priorities as set out in my election manifesto. They are:

- **to reduce the impact of domestic abuse, particularly violence against women and girls**
- **to reduce the impact of hate crime**
- **to improve engagement with local communities across the Constabulary area**

In addition to my personal priorities I have undertaken a wide ranging consultation with the public and stakeholders in order to ascertain what are the most significant policing concerns for our communities and these will also be a key focus of policing resources in driving down crime and helping people to feel safe in their localities.

The most significant community priorities have emerged as:

- **To tackle anti-social behaviour. This is any selfish activity which is a nuisance, intimidating, destructive or affects someone else's quality of life.**
- **To tackle the harm caused to individuals and communities by alcohol and drugs. This includes underage drinking, excessive alcohol consumption, licensing issues and irresponsible retailing, drug taking and drug dealing etc.**
- **To improve road safety by tackling careless and dangerous driving, speeding, illegal or inconsiderate parking, mobile phone use when driving and other inappropriate behaviour.**
- **To make our policing services visible and accessible at all times**

This does not of course mean that the Constabulary will neglect other issues raised during the public consultation exercise. However, the above areas have emerged from the consultation exercise as those which are the most important to you.

Although particular focus will be placed upon the priorities outlined above, policing today involves a vast range of services and issues that need to be dealt with. Research also tells us that the public expects us to deal with these issues as well as the chosen priorities.

The Constabulary ensures that key activity across the whole business is performance managed effectively. This is managed via the Constabulary's strategic plan and associated strategic delivery plans. The Constabulary's strategic plan is divided into five key delivery areas which details; the outcomes they want to achieve; what they need to be good at; what will help them to do it; how they will align their resources and how they will deliver value for money. Each of these areas includes a range of objectives that they need to focus upon. Successful delivery of the objectives will ensure that together we achieve the outcomes of increased confidence and high levels of satisfaction.

## 5 – Resources

### 5A – People

#### **Staff of the Office of the Police and Crime Commissioner**

All of the support staff within the force work under the direction and control of the Chief Constable. In order to enable me to carry out my role and responsibilities effectively, I have a small team of staff who report directly to me, headed by a Chief Executive and a Chief Finance Officer. The staffing structure for my office is set out in Appendix 1. This structure is currently under review.

In addition, with a view to using our combined resources effectively , the Chief Constable and I have entered into a 'Shared Services Agreement' whereby I will have access to the Constabulary's professional and technical resources to assist me in carrying out my functions to avoid the need to take on additional staff for this purpose.

### **Staff of the Constabulary**

The Executive Team of the Constabulary comprises:

- Michael Barton, Chief Constable: Overall responsibility for leadership of Durham Constabulary
- Michael Banks, Deputy Chief Constable (Temporary): Crime & Justice, Tasking & Co-ordination, Professional Standards and Legal Services
- Dave Orford, Assistant Chief Constable (Temporary): Response and Neighbourhood & Partnerships.
- Gary Ridley, Assistant Chief Officer: Personnel & Development, Finance, ICT, Estates and Business Support.

Durham Constabulary's leadership team is committed to ensuring that County Durham and Darlington remain among the safest places to live and work in the UK. The force does this by continuing to provide a neighbourhood policing service which responds to the needs of our communities and victims of crime, while providing good value for money.

The force is made up of dedicated, highly trained police officers and staff supported by the Special Constabulary, volunteers from the community and the Neighbourhood Watch Network. This extended 'police family' enables the force to work effectively at all levels in local communities, tailoring the service to match local needs and finding long term solutions to local issues.

The tables outlined in Appendix 2 illustrate the demographic profile of the constabulary staff, including information in relation to special constables and volunteers.

### **Custody Visitors (volunteers)**

Independent Custody Visiting is a well established scheme within the Durham Constabulary area whereby trained volunteers visit police stations to check on the welfare and treatment of detainees and to ensure that their rights and entitlements are being correctly observed. It offers protection to both detainees and the police, and reassurance to the community at large. There are currently twenty six custody visitors who fulfil this role. The scheme covers the designated police stations at:

- Durham
- Peterlee
- Bishop Auckland
- Darlington

The Chief Constable and I fully support the work of the Independent Custody Visiting Scheme throughout County Durham and Darlington. It is essential in this age of 'policing by consent' that local communities have the utmost trust and confidence in their police service. The Independent Custody Visiting Scheme is an important element in building and maintaining this trust. Further details of the scheme can be found on my website at: <http://www.durham-pcc.gov.uk/Get-Involved/Independent-Custody-Visitors.aspx>

## 5B – Assets

I have approved the Estates Capital Programme for the force area as set out in the 2013/14 Medium Term Financial Plan (Budget Book), which can be found on my website at: [www.durham-pcc.gov.uk](http://www.durham-pcc.gov.uk).

A programme of improvement to many of the Estate assets is underway and includes the commencement of the building of a new efficient police headquarters on the Aykley Heads site in Durham during 2013. The new building is estimated to save over £750,000 per year in running costs, as it will have a much smaller footprint and will be more efficient. The Strategy is aimed at ensuring that all of our estate is fit for purpose and meets all accessibility standards.

A copy of the latest Asset Register is also available on my website at: [www.durham-pcc.gov.uk](http://www.durham-pcc.gov.uk).

## 5C – Finances

The key documents providing information in respect of the finances of the Office of the Police and Crime Commissioner and the Constabulary are the Budget Book and Statement of Accounts, which can be found on my website at: [www.durham-pcc.gov.uk](http://www.durham-pcc.gov.uk).

I face significant challenges ahead, due mainly to the austerity measures imposed by Central Government. In addition, a number of funding streams connected with Community Safety are being redirected to me as Police and Crime Commissioner from 2013/14. The lack of detail and baseline information, as well as the significant top slicing at the point of transfer by Central Government present significant risks in the work of our community safety partners going forward and I am looking forward to working to try to resolve these issues.

### **Precept**

As part of the community consultation on the policing priorities I also undertook public consultation on the policing precept for 2013/14. The consultation sought views on precept increases of 0% or 2% which resulted in 62% of respondents opting for a 2%



increase. The possibility of a 3% increase was also posed, however only 32% of respondents would support this.

Taking into account the outcome of this consultation I proposed a precept of 2% as part of my budget for 2013/14. With the support of the Chief Constable the proposed precept was presented to the Police and Crime Panel Meeting on the 4<sup>th</sup> February 2013, when panel members agreed the proposed increase.

### **Police Budget**

I have set a robust police budget for 2013/14 that is balanced, doesn't rely on the use of reserves and aims to protect the quality of policing in County Durham and Darlington.

### **Medium Term Financial Plan (MTFP)**

I have worked with the Constabulary to update our MTFP which projects our financial position over a five year period. The projections in the plan will require some difficult financial decisions. However, the past practice of trying to 'keep ahead of the curve' in terms of delivering savings puts our budget in a relatively strong position as a basis for planning ahead.

### **Collaboration**

Providing better public services with less money was a key theme of the Coalition Government's Comprehensive Spending Review. This included a requirement upon Police and Crime Commissioners and forces to deliver greater value for money policing services, while at the same time maintaining or improving upon current performance. One of the solutions offered by the Government was enhanced collaborative working between forces and other public sector or private sector partners.

The Constabulary is currently an active partner in more than 80 separate initiatives for collaborative working with partners. These initiatives range from legally binding contracts to ad-hoc arrangements between managers on a regional or local level on functions such as intelligence, firearms and roads policing and serious and organised crime. There are also a number of national collaborative initiatives where the Constabulary is an active partner, the most notable being Operation Tornado, which is the national response to the issue of metal theft.

Durham Constabulary and Durham Police and Crime Commissioner have agreed that collaboration with one or more partners within clusters, other than for local policing, will be considered in all areas of business as part of a range of options to address the threats identified across County Durham and Darlington. This is to ensure that we deliver excellent policing to inspire confidence in victims and our communities by protecting neighbourhoods, tackling criminals, and solving problems around the clock. The strategic direction of the force is underpinned by the threat and risk assessment process, and preferred partnership arrangements are flexible to cater for the

requirement for specific capability developments. Currently around 9% of our overall expenditure is spent in connection with collaborative initiatives and we are working with more than 40 strategic partners.

### **Value for Money (VFM)**

VFM is at the heart of our approach to service delivery. Governance arrangements exist with the force to ensure that VFM is monitored and delivered across the breadth of the Constabulary's services.

## **6: Performance and Accountability**

As Police and Crime Commissioner I am responsible for holding the Chief Constable to account for the delivery of the priorities and outcomes in this plan. I have established an Executive Board with the Chief Constable and our respective statutory officers, through which I will make key decisions relating to the police service. The Executive Board will also receive written reports and updates on the performance of the Constabulary, including budget monitoring at regular intervals. Key decisions and force performance information will be published on my website.

### **Performance Management Framework**

The performance management framework by means of which I will monitor the Chief Constable's achievement of the priorities and outcomes of this plan is set out below. The Police and Crime Panel will also monitor my progress towards the achievement of the objectives in this plan.

Policing is complex, and the aim must be to do the right thing for victims and communities without slavishly adhering to indicators and targets where there is a danger of chasing a target and missing the point.

All of my priorities should ultimately ensure you are being served by one of the very best forces in the country; therefore, I aim for top quartile performance in as many areas as possible. You should have confidence in the force to reduce crime, to do a good job and to tackle the issues that matter to you.

For this reason I have set three primary measures (indicators) which will allow me to monitor these and which ultimately underpin all of my personal priorities and those put forward by you as part of the consultation:

Priority/Objective	Measure	Desired Outcome
<b>Crime</b>	Victim based police recorded crime levels	Fewer victims of crime
<b>Public Confidence</b>	Percentage of the public who believe the police are tackling the issues that matter  Percentage of the public who think the police do a good job  Percentage of the public who have overall confidence in the police	Improved percentage of people who agree with these statements
<b>Victim Satisfaction</b>	Overall crime Victim Satisfaction	Increase in levels of victim satisfaction

This Police and Crime Plan has been summarised onto one page to demonstrate what I set out to achieve and the objectives that will help me to do it. Durham Constabulary's Strategic Plan is also illustrated in this way and underpins the delivery of my plan. Performance against both plans will be monitored by the answering of key performance questions as well as data gathered from a range of indicators. This enables a comprehensive picture of performance to be gathered rather than just a focus on numbers.

The summary of this plan is illustrated on the following page:

**Vision: To achieve excellence in local policing and the highest levels of public confidence by working alongside communities and partners to address what matters locally**

**Desired outcomes:**

**Empowered Local Communities & Victims of Crime**

- Effective engagement
- Listening to feedback
- Defining policing services that meet community needs

**Effective Partnerships**

- Shared working arrangements
- Encourage partner contribution to delivery of priorities

**Intelligent Use of Resources**

- Ensure an efficient and effective police service

**Use of Resources:**

**Value for Money**

- Set the police precept and budget, ensuring community needs are balanced against availability of resources
- Produce an effective commissioning strategy and monitoring arrangements
- Develop appropriate collaboration opportunities

**My objectives for achieving these outcomes:**

**Community Priorities**

- Tackle anti-social behaviour
- Tackle the harm caused to individuals & communities by alcohol & drugs
- To improve road safety by tackling careless and dangerous driving, speeding, illegal or inconsiderate parking, mobile phone use when driving and other inappropriate behaviour.
- To make our policing services visible and accessible at all times

**Personal Priorities**

- Reduce the impact of domestic abuse, particularly violence against women and girls
- Reduce the impact of hate crime
- Improve engagement with local communities across County Durham and Darlington

**What will help me to achieve my objectives:**

**High Quality Policing**

- Monitoring of police performance to ensure Durham Constabulary:
- Protect Neighbourhoods (particularly the vulnerable & victims)
- Tackle Criminals
- Solve Problems

**Effective Communication and Engagement**

- Establish community and victim panels
- Communication & Engagement strategy & Action Plan
- Equality & Diversity Action Plan

**Working with others**

- Community safety
- Drug & Alcohol services
- Youth Offending / Safeguarding children
- Criminal justice services
- Victim services
- Voluntary and community sector
- Independent Custody Visitors

**Effective commissioning**

- Develop an appropriate commissioning strategy
- Consider joint commissioning with partners
- Involve Voluntary and Community sector

**How I will align our Resources:**

**People**

- An efficient staffing resource for the office of Police & Crime Commissioner
- Provide appropriate levels of staffing resources to enable the Chief Constable to deliver high quality policing services
- Monitoring of force compliance with Public Sector Equality Duties

**Resources**

- Ensure efficient management of assets e.g. Estates Capital Programme
- Ensure effective ICT capability
- Maximise opportunities for collaborative working with commissioned agencies where appropriate
- Develop shared use arrangements with partners where appropriate

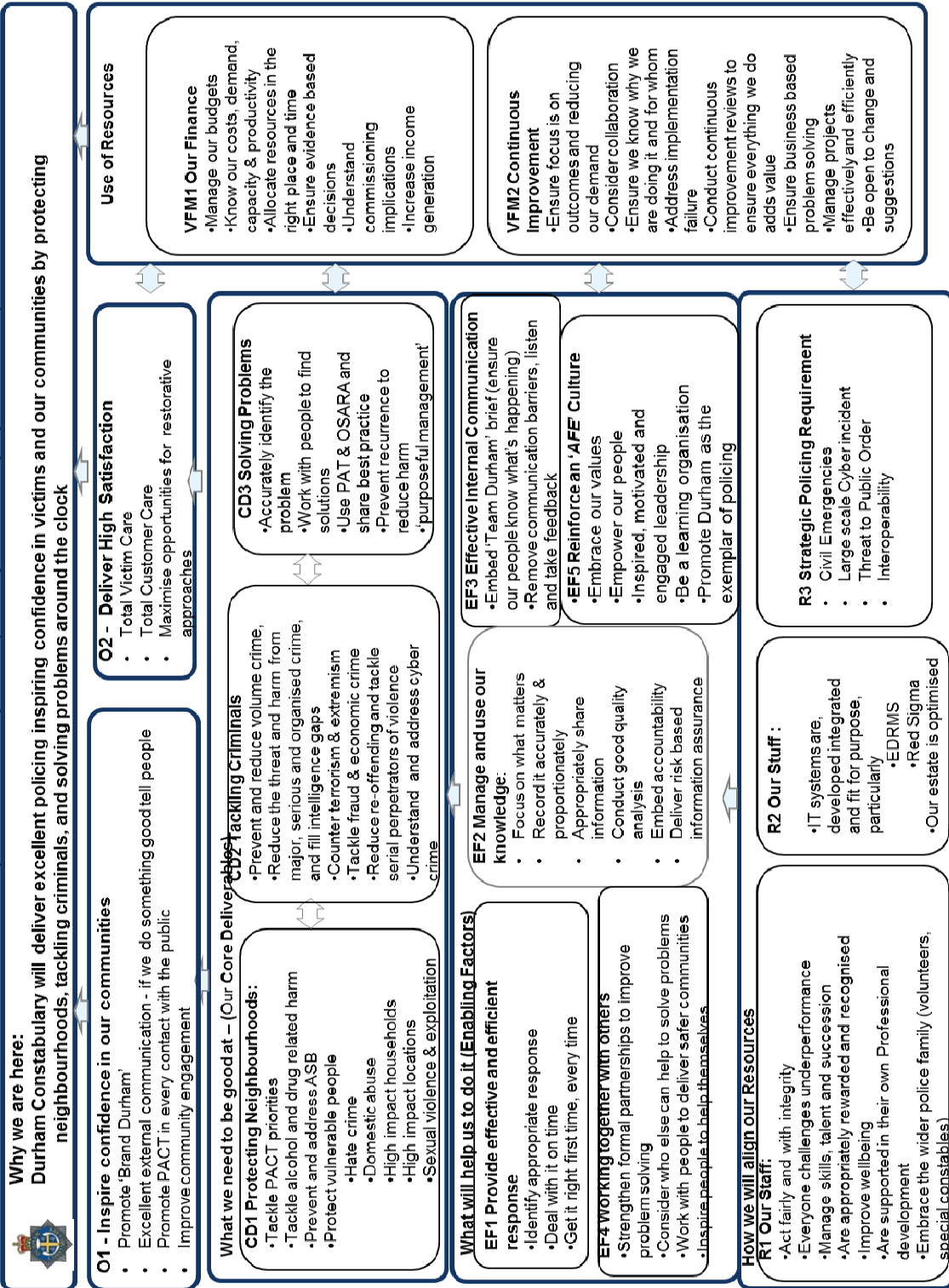
## **Durham Constabulary's Strategic Plan**

The role of the police service is diverse, and there are many issues, including your local priorities, that we need to address. Therefore it is important to know what the force needs to be good at and what resources are needed to do the job. Durham Constabulary's strategic plan outlines the issues that we need to address on a national and local level and is intrinsic to the delivery of this Police and Crime Plan.

The plan is a visual map showing all the things that the constabulary needs to be good at and how it can achieve them with the resources it has, working in partnership, while also providing value for money in everything it does. Underpinning this strategy are a range of strategic delivery plans which outline specific strands of work that will be undertaken to achieve success against each of the strategic objectives.

Durham Constabulary's strategic plan is illustrated on the following page:

**Durham Constabulary – Plan on a Page 2013 (this replaces a 70 page document)**



Performance monitoring information as at 1<sup>st</sup> April 2013 can be found in Appendix 3. Future quarterly performance monitoring information will be published on my website at: <http://www.durham-pcc.gov.uk/Your-Police/Performance.aspx>

## **7: Crime and Disorder Reduction Grants (commissioning)**

As Police and Crime Commissioner I will be responsible for commissioning a range of community safety services utilising funding streams which were previously directed to local authorities and other agencies as follows:

- Community Safety Fund (previously received by local authorities and often utilised by Community Safety Partnerships)
- Drug Intervention Programme Funding ( Received and utilised by Drug and Alcohol Action Teams (DAATs))
- Youth Crime and Substance Misuse Funding (previously received by Police Authorities )

Central Government at the same time have reduced this funding by up to 25% on the previous year. In order to aid transition for partners I have agreed that for 2013-14 I will match the level of funding provided to them in these grants as for 2012-13. I have been able to do this by identifying savings elsewhere. A condition of this matched funding is that the partners will work closely with me during 2013-14 to identify where improvements and efficiencies can be made and demonstrate that the activity commissioned will help to aid the achievement of the priorities/ objectives of this plan.

During 2013-14 I will be looking to develop my commissioning strategy for onward partner investment and the distribution of Community Safety Grants, from 2014 onwards. The strategy will be available on my website once it is finalised.

## **8: Partnerships and Cooperation**

Effective partnership working will be essential in helping me to achieve my objectives/ priorities as set out in this plan, as many areas of policing and crime cannot be tackled by a single agency, for example anti-social behaviour, which needs a coordinated partnership approach from a variety of partners to ensure that effective and sustainable solutions can be found.

### **Partnership Structures**

Each local authority area within the force area has an overarching partnership which is underpinned by a series of thematic groups including community safety partnerships (the Safe Durham Partnership and Darlington Community Safety Partnership). Effective partnership working has led to positive outcomes for the communities of County Durham and Darlington as these areas continue to be among the safest

places to live and work in the UK. Some of the key partners and partnerships that I will be working with include:

- Community Safety Partnerships - (Darlington Community Safety Partnership and Safe Durham Partnership)
- Drug and Alcohol Action Teams (DAAT) - (Darlington DAAT and Durham DAAT)
- Youth Offending Service (YOS) (County Durham and Darlington)
- Durham Tees Valley Probation Service
- Strategic Partnerships (Darlington Partnership and County Durham Partnership)
- Cleveland and Durham Criminal Justice Board
- Safeguarding Children Boards
- Plus many others including voluntary and community sector organisations

## 9: Scrutiny

The key role of the Police and Crime Panel (PCP) is to provide checks and balances on how I carry out my functions. They will do this by scrutinising my decisions and how I exercise my powers. While the Panel is there to constructively challenge me, it also has a key role in supporting me in my role in enhancing public accountability of the police force.

The PCP is made up of 10 elected councillors, 7 from Durham County Council and 3 from Darlington Borough Council. There are also 2 co-opted members to ensure that the Panel has the right mix of skills, knowledge and experience to carry out its work.

The PCP is hosted by Durham County Council. The responsibilities of the Panel include:

- to review and make recommendations on the draft Police and Crime Plan
- to review the Commissioner's proposed annual budget and council tax precept
- to scrutinise the Commissioner, inviting the Chief Constable to attend before the PCP where appropriate
- to hold confirmation hearings in relation to each appointment of a chief constable
- to review the Commissioner's appointment of Chief Executive, Chief Financial Officer and Deputy Commissioner where one is appointed
- to make reports and recommendations on matters relating to the Commissioner
- to monitor all complaints against the Commissioner and the informal resolution of such complaints where necessary
- to question the Commissioner on the annual report in a public meeting
- veto powers on the Commissioner's proposed annual council tax precept and appointment of Chief Constable.

Further details of the PCP can be found at on Durham County Council's website at: <http://www.durham.gov.uk/Pages/Service.aspx?ServiceId=8901>



## 10: Getting Involved

I value all feedback from the public and stakeholders about the performance of Durham Constabulary or myself in achieving the priorities set out in this plan.

My Communications and Engagement Strategy can be found on my website. It explains how I plan to consult with and take account of the views of the public, partners and the other stakeholders including victims of crime, in carrying out my role.

### Community Panels

I have established a series of community panels based on the 7 parliamentary constituency areas across County Durham and Darlington. I would like each panel to consist of approximately 50 people who will be consulted on an ongoing basis regarding a range of key policing issues.

The purpose of each panel will be to:

- Identify local police and crime concerns
- Evaluate and provide feedback on the effectiveness of local policing services
- Review performance against the Police and Crime Plan
- Represent the diverse community safety needs of the localities
- Act as a channel of communication in wider public consultation activities

I particularly want the Community Panels to embrace diversity, difference and understanding by ensuring that the views and interests of the following groups are fully represented:

- Minority Groups:
  - Racial or ethnic minorities
  - Gender and sexuality minorities
  - Religious minorities
  - Age minorities (ages 16-25)
  - People with disabilities
- Victims
- Small and Medium Enterprises (SMEs)
- Licensed Bars
- The Voluntary, Community and Social Enterprise Sector

For further information on Community Panels, or to express an interest in applying to be on a Panel, please visit my website or contact my office.

### Your Police, Your Say - Liaison with your Local Councillor

I plan to meet regularly with local Councillors from County Durham and Darlington and I have already established surgeries prior to full council meetings in Durham, as well

as having a regular 'slot' at the beginning of each Darlington Borough Council meeting.

These meetings will give your local councillor the opportunity to discuss policing issues and priorities with both myself and the Chief Constable on a regular basis. This will provide an extra link into communities and contribute to tackling crime at a local level.

### **MP Surgeries**

I am keen to meet and listen to as many people as possible and I will be joining up with the seven MPs of County Durham and Darlington to co-host surgeries for people who want to discuss issues associated with police and crime in their area. I will work with relevant partner agencies to respond to any concerns raised from members of the public.

### **Street surgeries**

Speaking to the public about their policing or crime concerns at their own home is another way that I can achieve my role to be the people's voice on policing and crime. I regularly attend street surgeries with local councillors and MPs throughout different neighbourhoods within County Durham and Darlington. I see this as an excellent way for me to get to know directly from local people what their concerns are. I can then ensure these are addressed by the Constabulary which in turn helps increase public confidence and satisfaction levels.

### **Live online surgeries**

Through the use of technology I host online surgeries, during which members of the public can post questions, comments, pictures or remarks to which I can then respond, to steer the debate about either general or specific topics on policing and crime.

Once the debate has concluded it remains online for the public to review as an archived record and computer software enables people to interact from the comfort of their living room or place of work; as long as they have internet access they can participate in the meeting. The meetings can be held at varying times with no overhead costs, such as room hire or transportation etc. By using technology in innovative ways and having online chat surgeries in the evening, for example, I can interact with people I would not normally meet during the day (busy parents or full-time workers, for example).

### **Social media**

I actively engage with local residents and partners through social media sites Twitter and Facebook. Using my personal Facebook and Twitter accounts I engage in two-way personal conversations about my day-to-day activities as part of my role. Additionally, the organisation's business Facebook and Twitter accounts provide up-to-date communications about press releases and regular news events and activities

that my office is involved in. To follow my activity as Police and Crime Commissioner, please refer to the contact details provided below.

**Contact Details of the Office of the Durham Police and Crime Commissioner**

**Postal address:**







Office of the Durham Police and Crime Commissioner,  
County Hall,  
Durham,  
DH1 5UL

**Telephone number:** 0191 383 5511

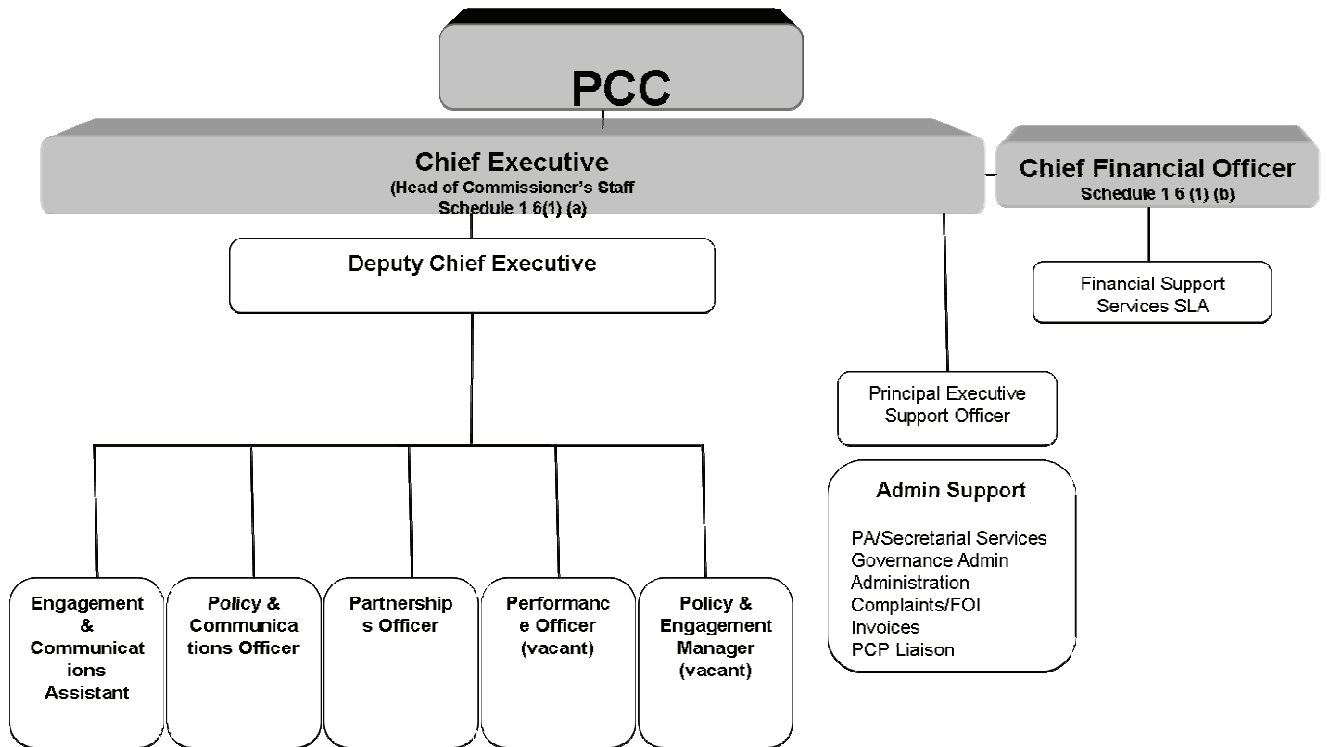
**Fax number:** 0191 3834206

**Email address:** enquiries@durham-pcc.gov.uk

**Social media sites:**

Business:	Personal:
 <a href="http://twitter.com/DurhamPCC">http://twitter.com/DurhamPCC</a>	 <a href="https://twitter.com/RonaldHogg1">https://twitter.com/RonaldHogg1</a>
 <a href="http://www.facebook.com/durhampcc">www.facebook.com/durhampcc</a>	 <a href="http://www.facebook.com/ronald.hogg.9">www.facebook.com/ronald.hogg.9</a>
 <a href="http://www.youtube.com/user/DurhamPCC">http://www.youtube.com/user/DurhamPCC</a>	
 <a href="http://www.flickr.com/photos/durhampcc/">http://www.flickr.com/photos/durhampcc/</a>	

## Appendix 1: Structure of Office of the Police and Crime Commissioner

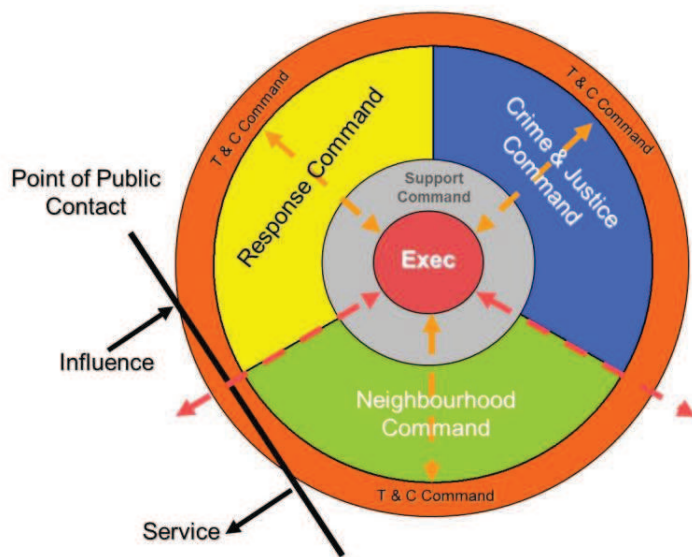


## Appendix 2: Structure of Constabulary

### Constabulary Structure

The force operates on a functional rather than geographical model. This enables us to provide a modern cost effective neighbourhood policing service that is responsive to the needs of our communities and enables officers to be directed where and when they are most needed, instead of being governed by geographic boundaries.

The following image represents the Force's 'Command Wheel':



### The functions within the model are:

- Neighbourhood policing and partnerships
- Response policing
- Crime and justice
- Support services
- Tasking and co-ordination

### The model uses response bases at five hubs within the force area:

- Darlington
- Bishop Auckland
- Durham
- Peterlee
- Consett

The following table provides a breakdown of force employees:

	Gender	1 July 2010	1 Jan 2011	1 July 2011	1 Jan 2012	1 July 2012	1 Jan 2013
<b>Police Officers</b>	M	1108	1080	1042	1008	984	977
	F	417	410	403	396	396	404
<b>Staff</b>	M	371	351	289	289	289	288
	F	635	598	528	524	526	523
<b>PCSOs</b>	M	97	96	97	92	97	97
	F	75	71	74	74	77	73
<b>Specials Constables</b>	M	101	92	88	82	78	63
	F	36	36	35	31	33	24
<b>TOTAL:</b>		<b>2840</b>	<b>2734</b>	<b>2556</b>	<b>2496</b>	<b>2480</b>	<b>2449</b>

Further information on force equality & diversity statistics will be inserted here.

#### **About the Special Constabulary:**

As of 1 January 2013, there are currently 87 members of the Special Constabulary. Last year, they gave 21,000 hours to support the work of the Constabulary.

#### **About Police Volunteers:**

The Constabulary has over 180 Police Support Volunteers who provide a supporting role within the force.

There are also more than 3,500 individual 'watch' schemes across the force area, which are also staffed by volunteers. These cover areas such as:

- Neighbourhood Watch
- Farm Watch
- Allotment Watch
- Church Watch
- Shop Watch

A recent recruitment drive for volunteers was held in the Darlington area and a further 25 volunteers were recruited. The volunteers, from a wide range of backgrounds and experiences, support the Constabulary in a variety of diverse roles, with the aim of improving confidence.

## Appendix 3: Performance Monitoring Information

Performance monitoring information as of 1<sup>st</sup> April 2013 will be inserted here.

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