



Police and Crime Panel

Date **Tuesday 3 March 2015**
Time **10.00 am**
Venue **Committee Room 1B, County Hall, Durham**

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 3 February 2015 (Pages 1 - 4)
4. Declarations of interest, if any
5. Reviewing the Police and Crime Plan 2015-17 - Report of Chief of Staff (Pages 5 - 58)
6. Revenue and Capital Budgets 2015/16 - Joint Report of PCC Chief Finance Officer and Chief of Staff (Pages 59 - 72)
7. Inspection Update - Report of Assistant Chief Officer (Pages 73 - 76)
8. Checkpoint - Presentation by Superintendent Kevin Weir
9. Mental Health - Presentation by Superintendent Kevin Weir
10. Police and Crime Commissioner's Public Performance Report - Report of Assistant Chief Executive (Pages 77 - 78)

11. 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
23 February 2015

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

Durham County Council

Councillors J Armstrong, D Boyes, P Brookes, S Forster, L Hovvells (Chair),
D Stoker and A Willis

Darlington Borough Council

Councillors I Haszeldine, S Harker and B Jones (Vice-Chair)

Independent Co-opted Members

Mr N J H Cooke and Mr D K G Dodwell

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DURHAM COUNTY COUNCIL

At a Meeting of **Police and Crime Panel** held in Committee Room 1A, County Hall, Durham on **Tuesday 3 February 2015 at 10.00 am**

Present:

Councillor L Hovvels (Chair)

Durham County Council:

Councillors J Armstrong, D Boyes, P Brookes, S Forster and A Willis

Darlington Borough Council:

Councillors B Jones

Independent Co-opted Members:

Mr N J H Cooke and Mr D K G Dodwell

1 Apologies for Absence

Apologies for absence were received from Councillors D Stoker.

2 Substitute Members

There was no substitute Members.

3 Minutes

In relation to the final paragraph of minute no.9, the Police and Crime Commissioner highlighted that 64 new police officers would be recruited over the next two years, as opposed to the 16 reflected in the minutes.

In relation to minute no.8, the Chief of Staff clarified that, contrary to the minutes, the Restorative Justice Co-ordinator was not yet in post.

The Minutes of the meeting held on 4 December 2014 were confirmed by the Panel as a correct record and signed by the Chairman.

4 Declarations of interest

There were no declarations of interest.

5 Consultation on Council Tax Police Precept 2015/16

The Panel considered a report of the Police and Crime Commissioner (PCC) which presented the proposal for the policing element of the Council Tax Precept 2015/16

and provided an update in relation to the consultation on that proposal (for copy see file of Minutes).

The PCC advised that the proposal would see a modest precept increase of 1.98% and of those consulted, 67.8% were in agreement with the proposed increase. The Panel were advised that Durham Constabulary maintained one of the lowest precepts nationally.

Councillor Boyes supported the proposal, noting that the proposal represented an annual increase of only £2.11 for a Band A property. Councillor Armstrong echoed that support, though indicated that he would have supported a higher increase if it meant that police resources would be protected.

In response to a query from Councillor Armstrong, the PCC clarified that virtually all force areas proposed to apply a gradual increase on the precept and most were increasing in a similar range to Durham.

Resolved:

That the current position of the consultation and the expected outcome of a 1.98% precept increase be noted.

6 Mutual Gain

The Panel received a presentation regarding “Mutual Gain”, the Community Engagement initiative which had been piloted in Darlington and Seaham (for copy of slides see file of Minutes).

Chief Superintendent G Hall and Chief Superintendent I Wood delivered the presentation, accompanied by officers from both pilot areas. The presentation provided the Panel with an overview of the aims and objectives of the programme, details of those who participated and an overview of the outcomes, evaluation and benefits. The Panel were advised that the initiative had been a valuable learning curve not least because it had altered the views of all participants in relation to community engagement and had created a strong sense of empowerment among the pilot communities.

Councillor Boyes commended the model which had been piloted and welcomed the possibility of it being rolled out to other areas. He stressed that for the programme to be successful it required buy in from all levels and good leadership from senior levels. Chief Superintendent Hall agreed and advised the Panel that indeed the staff involved had also felt empowered.

In response to queries from Councillor Brookes, Chief Superintendent Hall advised that the programmes were not actually labour intensive as local residents were so keen to be involved that all stakeholders were required to do was to facilitate their development. It was noted that officers would have welcomed more time to devote to the programmes.

In relation to keeping up the momentum in the pilot areas, Chief Superintendent Hall clarified that all efforts would be made to build on what had already been achieved, irrespective of future funding. The Panel was also advised that it had

been identified that a wider scope of participants should be involved in future work, for example including representatives from the Health Service.

In response to a query from Councillor B Jones, Chief Superintendent Hall clarified that the model was suitable to roll out to other ward areas, though it would be inevitable that residents in alternative areas may respond to the programme differently.

Councillor Forster had been involved as a stakeholder in the Seaham pilot and took the opportunity to commend all those who had been involved, the event had been a resounding success and the most pleasing outcome was the trust that local residents now had in the police.

Chief Superintendent Hall took the opportunity to commend the work of S Pearce, Area Action Partnership Co-ordinator for East Durham, for her involvement with the Seaham pilot as she had worked very closely with the Police to facilitate and deliver the event.

7 Update on Commissioning Activity

The Panel considered a joint report of the Chief of Staff of the PCC which provided an update on the PCC's commissioning activity ahead of the 2015/16 financial year (for copy see file of Minutes).

Resolved:

That the report be noted.

8 Review of Police and Crime Commissioner and Police and Crime Panel – Memorandum of Understanding/Partnership Working Agreement

The Panel considered a report of the Assistant Chief Executive which sought agreement on 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 Memorandum of Understanding/Partnership Working Agreement between the PCC and the PCP be agreed;
- b) The Memorandum of Understanding/Partnership Agreement be reviewed on an annual basis.

The Chair took the opportunity to thank the Overview and Scrutiny Officer for his work in relation to the Memorandum of Understanding/Partnership Agreement.

9 Joint Working Arrangements between the Police and Crime Panel and Overview and Scrutiny Committees

The Panel considered a report of the Assistant Chief Executive which sought agreement to continue joint working arrangements between the Durham Police and Crime Panel (PCP) and Overview and Scrutiny arrangements at Durham County Council and Darlington Borough Council (for copy see file of Minutes).

Councillor D Boyes advised that while he agreed with the recommendations set out in the report, he would welcome the opportunity for the Scrutiny function, in particular the Safer and Stronger Overview and Scrutiny Committee, to have more involvement with the work of the PCP. Councillor J Armstrong highlighted that all Overview and Scrutiny Committees were at liberty to set their own work programmes on an annual basis so could opt to have more involvement in issues relating to policing, though it would be important to ensure there was no duplication of work.

Resolved:

That

- a) The approach for joint working between the Police and Crime Panel , Durham County Council's Safer and Stronger Communities OSC and Darlington Borough Council's Monitoring and Co-ordinating Group, be agreed;
- b) The joint working arrangements be reviewed in 12 months

10 Other Business

The Police and Crime Commissioner advised that he would circulate information to the Panel regarding police complaints. Though latest statistics indicated that complaints were up by 26%, it was important to note that what constituted a complaint had now changed and as such the statistics were somewhat misleading. Indeed, the Panel was advised that the number of complaints per officer had actually reduced.

Police and Crime Panel**19th February 2015 (for meeting 3rd March)****Reviewing the Police and Crime Plan 2015-17****Report of Chief of Staff**

Purpose

1. To provide the Police and Crime Panel with the refreshed Police and Crime Plan for 2015-17, in order for them to review it and make a report or recommendations on its content prior to publication.

Background

2. Section 5 of the Police Reform and Social Responsibility Act 2011 provides the Police and Crime Commissioner with the duty to issue a Police and Crime Plan for the area, and with the power to vary it.
3. Prior to varying it, the Police and Crime Panel must, under Section 28(3) of the same Act, review the draft Police and Crime Plan and make a report or recommendations to the Commissioner on its content.
4. The Commissioner must then, under Section 5(6), have regard to such recommendations and issue a response to the panel. Both the panel's report and the Commissioner's response must be published.
5. The Commissioner proposes to publish the refreshed Police and Crime Plan as soon as possible after the above process has been duly completed, and not later than 20th March 2015. This is so that the Plan can be issued before the start of the pre-election period.

Consultation

6. The plan was subject to public consultation from 22nd December to 15th February. The PCC used a variety of methods to take the views of the public, including:
 - Issuing an online survey
 - Public engagement events in shopping centres in Durham and Darlington
 - A consultation event with the Voluntary and Community Sector
 - A consultation event with representatives of Town and Parish Councils
 - Attending Area Action Partnership Boards and Forum meetings.
7. Furthermore, prior to publication for consultation, the PCC issued the draft to the Police and Crime Panel and to the two Community Safety Partnerships, to enable their comments to be considered.

8. The Police and Crime Commissioner intends to issue a “Summary of Responses” to the consultation; this is attached to this report alongside the revised plan. This document sets out information about the views received, including statistics on the responses to the survey questions, alongside information about how the PCC has responded and changed the draft.

Changes following consultation

9. Key aspects to draw to the Panel’s attention are:
- The “PCC priorities”, as originally conceived, received overwhelming broad support from the public, with each one garnering around 90+% in favour in the online survey;
 - In order to avoid the impression that areas that are not priorities are not important, and to more clearly state the overarching objectives of the PCC, the Plan has been restructured. It now contains a clearer *vision*, from which stem four *objectives*, under which there are *key areas of focus*;
 - Some of the issues which were described as “Core Business” or “Regional Strategies” in the consultation draft are now *Key Areas of Focus* – including Violence against Women and Girls and Delivering the Strategic Policing Requirement;
 - The Plan continues to have a strong emphasis on Partnership Working. For each of the key areas of focus we have included what the PCC will do, what he expects the Constabulary to do, and what he wants to do with partners;
 - We have developed further the page which shows how the PCC objectives / areas of focus map across to the priorities of both the Community Safety Partnerships. This table was well-received at AAPs in particular;
 - We have shortened the core elements of the document, and moved material to annexes – including information about “what has already been done”. This is with the aim of making the document easier to handle and more forward-facing;
 - We intend to make the Plan an electronic document, containing links to areas within the plan and externally, to make it user-friendly and easy to navigate.

Recommendation

10. To consider
- the Police and Crime Plan and provide any questions in the meeting, followed by a report or recommendations to the PCC;
 - the draft Summary of Responses and provide any questions in the meeting, and to consider this document when reviewing the Police and Crime Plan.

Alan Reiss

Chief of Staff

Appendix 1: Risks and Implications

Finance

n/a

Staffing

n/a

Equality and Diversity

n/a

Accommodation

n/a

Crime and Disorder

Intended to have a positive effect.

Children's Act 2004

n/a

Stakeholder/Community Engagement

See paragraph 6

Environment

n/a

Collaboration and Partnerships

See paragraphs 7 and 9

Value for Money and Productivity

n/a

Potential Impact on Police and Crime Plan Priorities

n/a

Commissioning

n/a

Other risks

n/a

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Police and Crime Plan 2015-17 Refresh



Final Draft

19 February 2015

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Foreword

Dear residents, workers and visitors of County Durham and Darlington,

I have now been in post as your Police and Crime Commissioner (PCC) for a little over two years. When you elected me, I promised to listen to your needs, seek out the concerns of all and tackle them. And I have worked tirelessly to achieve that.

Among my achievements as PCC, I have:

- **Maintained Neighbourhood Policing:** Despite tighter budgets, I have managed to prioritise keeping police on our streets and in our communities.
- **Developed a regional Violence against Women and Girls strategy (for the North East):** I have developed the first ever region-wide strategy, alongside the PCCs in Northumbria and Cleveland.
- **Supplied Body Worn cameras** to front-line police officers, PCSOs and Special Constables. Effective use of these will continue to promote public reassurance, capture evidence, modify behaviour, prevent harm and deter people from committing crime and anti-social behaviour.
- **Introduced a new Public Performance Report** to hold the Constabulary to account.
- **Implemented a bespoke Knowledge Transfer Partnership:** a drama-based, police training programme run by the Constabulary and Durham University. It will be informed by the views and experiences of victims of domestic abuse, and delivered to all frontline officers to improve initial responses to domestic abuse incidents.
- **Introduced a new Coroner's Support Service,** providing critical support for bereaved families to help them cope during inquest hearings into the last hours of their loved ones' lives. This ground-breaking scheme has been hailed as '*a fabulous and invaluable initiative*' by the family support volunteers involved.
- **Invested in a specialised Hate Crime Resource Pack,** an innovative learning resource designed by Durham Agency Against Crime containing an animated film, discussion plans and hand-outs, supporting professionals and volunteers to raise awareness of the causes and consequences of hate crime.
- **Implemented a Drug Test on Arrest scheme** in all custody suites, getting drug users into recovery and diverting them from crime, bringing about swifter access to treatment, reducing reoffending and helping to keep communities safe.



Now I have decided to refresh my plan, based on the views of the community and the evidence about the issues facing County Durham and Darlington.

People across County Durham and Darlington have told me how concerned they are that officers will be withdrawn from their communities. I was a police officer for over 30 years, and I've seen first-hand how neighbourhood policing can improve communities. I will work creatively with the Force to maintain the number of officers at the levels you need, at the same time as being a national voice resisting the Government cuts which have already cost Durham the full time equivalent of 306 officers and 146 police staff.

I am pleased to say that we have an excellent Police Force in Durham; one that puts victims first, and cuts crime by getting to the thick of the issues and solving problems. Durham Constabulary was the **only** Force in the country to be rated as '**outstanding**' at investigating crime in the recent PEEL Assessment by HMIC. Durham was also rated as 'outstanding' at reducing anti-social behaviour and 'good' at reducing crime. But there is always room for improvement. Over the next year, I want to see the Force consistently provide you with the exceptional service that you deserve. It is a privilege to be your elected Police and Crime Commissioner, and I will continue to put all my efforts into representing you to the best of my ability.

Page

A handwritten signature in black ink, appearing to read 'Ron Hogg', written over a light blue background.

Ron Hogg, Durham Police and Crime Commissioner

Introduction – My Objectives

As Police and Crime Commissioner, I am responsible for setting direction for the Police Force through the **Police and Crime Plan**.

I have structured this refreshed plan into 4 objectives, each being a key element of my vision. My vision is to '**inspire confidence in policing by ensuring efficient and effective services are delivered to support victims and keep all our communities safe.**'

I have underpinned each objective with a range of key areas of focus which I believe need to be addressed in order to achieve the objective and in turn deliver my vision.

The objectives and associated key areas of focus are:

Inspire confidence

Key areas of focus:

- Improve **engagement** across the Constabulary area
- Make our policing service **visible and accessible**

Support victims

Key areas of focus:

- Commission effective, appropriate and efficient **Services for Victims**
- Deliver the regional **Violence Against Women and Girls** Strategy
- Reduce the incidence and impact of **domestic abuse** in all its forms
- Reduce the impact of **hate crime**

Keep all our communities safe

Key areas of focus:

- Deliver the **Strategic Policing Requirement** and understand and tackle **emerging threats**

- Tackle the harm caused to individuals and communities by **alcohol and drugs**
- Tackle **anti-social behaviour**
- Improve **road safety** by tackling careless and dangerous driving, speeding and other related road safety issues
- Work with partners to improve the service provided to those with poor **mental health** (victims and offenders)

Deliver an efficient policing service.

Key areas of focus:

- Value for Money
- Robust Accountability and Performance Management

I have also identified '**reducing reoffending**' as a cross cutting area of focus which impacts upon each of the objectives.

I have set out a summary of this refreshed plan 'the plan on a page' on page 6.

I have developed the objectives within this plan by consulting a wide range of internal and external evidence bases including:

- Durham Constabulary's Strategic Assessment 2014-15
- SPR (Strategic Policing Requirement) published in July 2012
- Key performance data sets from the Constabulary and the Home Office
- Plans and Assessments by the County Durham and Darlington Community Safety Partnerships

In addition to the formal evidence bases, I have also considered all of the information, data and concerns shared with me from the community through my various engagement and consultation activities, and I have reflected on the commitments I made in my election manifesto. [Link to consultation response document here.](#)

Delivering the plan

Working with the Chief Constable and the Constabulary

The Chief Constable is charged by law with the impartial direction and control of the police force, following the objectives set out in the Police and Crime Plan. The Chief Constable is accountable to me for the delivery of efficient and effective policing, and the way resources and spending are managed.

I have developed a robust accountability framework to monitor the performance of the Constabulary, including a Public Performance Report which I am publishing quarterly, monthly Executive Board meetings, and other means. Further details are on pages 24-25.

Working with partners

Effective **partnership working** is essential to achieving the objectives set out in this plan; most of the key areas cannot be tackled effectively by one agency alone.

I am fully committed to working in partnership to achieve shared goals. Partnership working across County Durham and Darlington is strong and well developed, particularly through the Safe Durham Partnership and the Darlington Community Safety Partnership. I am a committed member of both, and have provided funding to both Partnerships to support our shared objectives.

Moving forward, particularly as resources continue to decline, we will need to work even more closely together. Many of my aims are shared with the two Community Safety Partnerships, and the Force and I look forward to widening and deepening our partnership working over the coming years. I have mapped my objectives against those of both community safety partnerships to demonstrate where we have shared areas of focus. This can be found on page 7.

In addition I work with a variety of **Regional Partners**. In particular I work with my counterparts in Cleveland and Northumbria, for instance on the regional Violence Against Women and Girls strategy, and tackling organised crime. I am also exploring opportunities for tripartite collaboration with Cleveland and North Yorkshire Police Forces, and collaboration with the Durham and Darlington Fire and Rescue Service. Finally, in 2015-16 I will be the Chair of the Local Criminal Justice Board, bringing together partners like the Community Rehabilitation Company, National Probation Service, the CPS, Victim Support and the Courts.

Policing Our Area



Our policing area covers the Local Authority areas of Darlington Borough Council and Durham County Council. The area is approximately 936 square miles with a population of 618,200 (2011 Census). Darlington lies in the south of our area and is our largest town. In the east we have Durham City and the larger and industrial towns, in contrast to the west, which is predominantly rural and sparsely populated. Such a diverse area requires a variety of approaches to

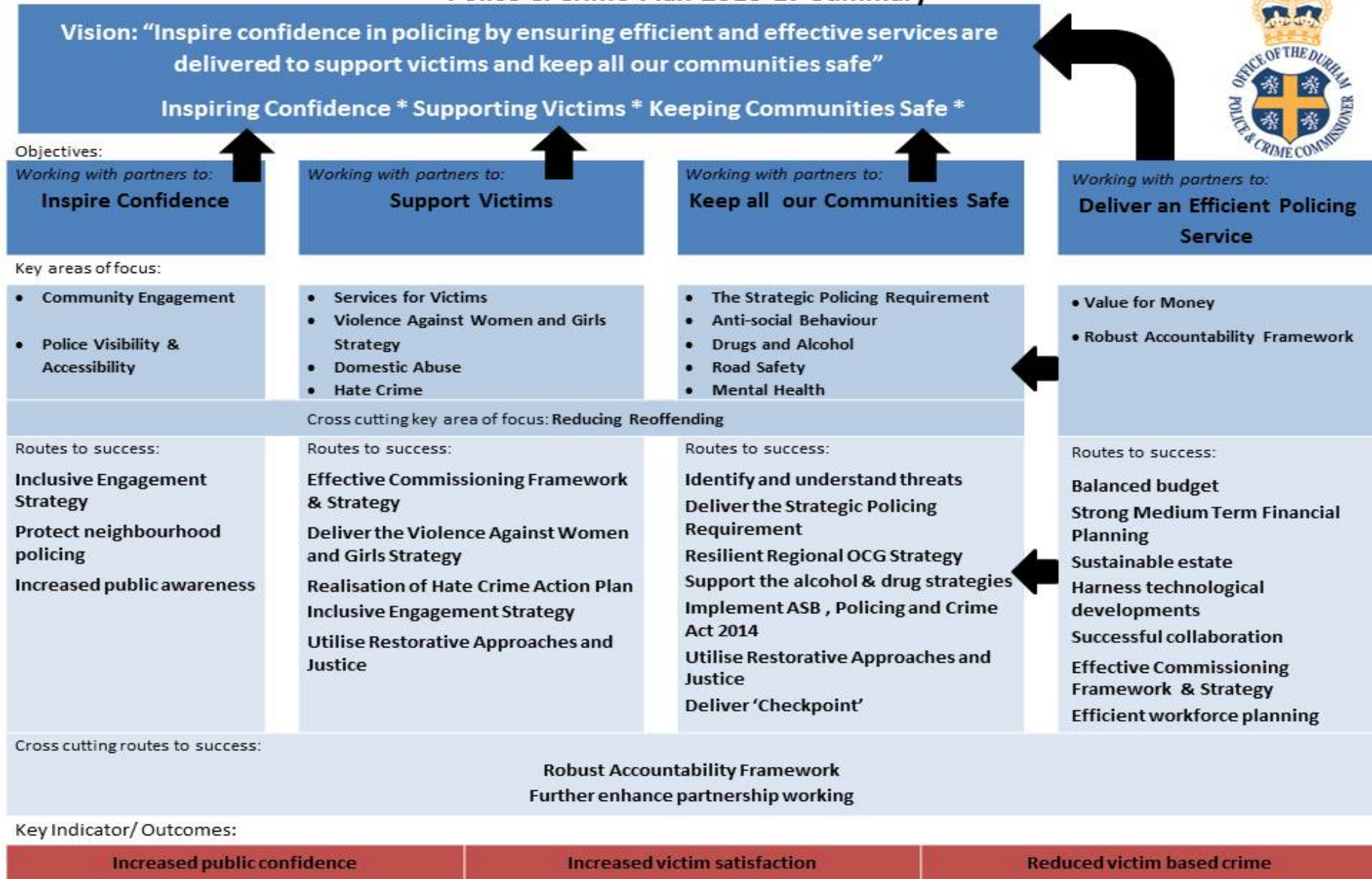
policing and the Constabulary must manage the challenges that this presents.

Issues in our urban areas can differ to those in our rural communities. Rural crime includes those involving farming, agriculture and wildlife, for example livestock rustling and poaching, amongst an array of others. I have provided funding to the successful 'Farm Watch' initiative which enables information sharing and joint operations between the police and the community. I am supportive of the work the Constabulary are undertaking to establish a Special's Rural Crime Unit to tackle these issues. I am working with the PCCs of Cleveland and North Yorkshire to mitigate the issues that working across our rural borders bring.

The area remains one of the safest in England and Wales to live, work and visit. Total crime remains below the national average. We have had year-on-year reductions in recorded crime between 2006 and 2013, which resulted in a 44% fall in offences and almost 24,000 fewer crimes recorded¹. During 2013-14 there was an increase in recorded crime, but still some of the lowest recorded crime rates in England and Wales.

During 2014-15 there were increases in recorded violent crime and sexual offences. These largely relate to a higher volume of historical incidents that are being reported. For instance, we have seen more and more people come forward to report abuse at the now closed Medomsley Detention Centre. We will continue to deal with such crimes effectively and sensitively, ensuring that the victim remains at the heart of everything we do.

Police & Crime Plan 2015-17 Summary



PCC Objectives and their link to key partner objectives



Durham Police and Crime Commissioner Objectives

Alcohol and substance misuse harm reduction	Reducing the harmful effects of drugs and alcohol	Objective: Keep all our communities safe Key area of focus: Alcohol and Drugs
<i>Facilitated by the Alcohol Harm Reduction Strategy Group. Drug Strategy Group for County Durham and the Drug and Alcohol Action Team in Darlington. I have representation on these groups.</i>		
Anti-social behaviour	Tackling anti-social behaviour	Objective: Keep all our communities safe Key area of focus: Anti-social Behaviour
<i>Facilitated by the Anti-Social Behaviour Strategic groups in County Durham and Darlington. I have representation on these groups.</i>		
Reducing reoffending	Reducing offending and reoffending	Cross cutting key area of focus: Reducing Reoffending
<i>Facilitated by the joint Reducing Reoffending Group across both County Durham and Darlington. I have representation on this group.</i>		
Embedding Think Family	Working with families who have multiple problems	Objective: Keep all our communities safe <i>Consistent with the Constabulary's Problem Solving approach</i>
Protecting vulnerable people from harm	Supporting vulnerable people (supporting victims of domestic abuse and sexual abuse).	Objective: Support Victims Key areas of focus: domestic abuse and hate crime
<i>Facilitated by the regional Violence Against Women and Girls Strategy, and across County Durham and Darlington the joint Hate Crime Working Group, the joint Domestic Abuse Finance Group and specific Domestic Abuse and Sexual Violence forums. I have representation on all of these groups.</i>		
Road casualty reduction		Objective: Keep all our communities safe Key area of focus: Road Safety.
<i>Facilitated by the Road Casualty Reduction Partnership, of which I am a member, covering both Durham and Darlington</i>		
Counter terrorism and prevention of violent extremism		Objective: Keeping all communities safe These threats are covered by the Strategic Policing Requirement , as issued by the Home Secretary.
<i>Facilitated by the Partnership CONTEST Board which covers the whole of the force area.</i>		

In addition, several of my other key areas of focus, most notably Mental Health (which is a key priority of the Durham Joint Health and Well-being Strategy), require me to work closely with local partners including the health service.

Objective: Inspire Confidence

Page 16

"75% of our local population say they have confidence in the Police"

Confidence is vitally important to me and the Chief Constable. I want you, our communities, to have trust in the police and know that the police can be relied upon. We know that when communities are confident and cohesive, people feel safer and are more likely to report a crime.

Across County Durham and Darlington 75% of the population state that 'taking everything into account I have confidence in the police'². This is an increase of 4% compared to the previous year. However, I want this proportion to increase. I want to ensure that the people of County Durham and Darlington are aware of the full extent of outstanding work that goes on to keep our communities safe.

I want to celebrate and promote the success and achievements of the Constabulary to the communities, as County Durham and Darlington is one of the safest places in England to live and work as it is policed by one of the best performing Forces in the country. HMIC has rated Durham Constabulary as the only force to be 'outstanding' at investigating crime.

I have identified some **key areas of focus** to help me achieve this objective, as set out below.

Improve my **engagement** with the communities across County Durham and Darlington

Why is this important?

I am here to be the voice of the community.

I will ensure that your views and the things that matter to you are the driving force behind policing, and I hold the Chief Constable to account on your behalf.

I remain committed to listen to, and work with, our communities.

Make our policing service more **visible and accessible** at all times



Why is this important?

I remain committed to protecting neighbourhood policing. It is the effective bedrock of policing and this is what you, the community, tell me you want.

I want all of our communities to know how to access policing services and what levels of service they can expect to receive.

Visibility is not just about a physical presence. To maximise accessibility, I feel that it is important for the Constabulary to have a strong presence online.

Durham Constabulary has one of the highest coverage rates in the country for **Neighbourhood Watch**, with over a third of all households covered by a scheme. Neighbourhood watch offers reassurance to the community by providing a vital two way dialogue between the community and the police.

Routes to success: Activities to achieve the objective of “Inspire Confidence”		
 I will:	 I would like the Constabulary to:	Together with our partners I would like to:
Key Focus: Improve my engagement with the communities across County Durham and Darlington		
Key Focus: Make our police service more visible and accessible at all times		
<p>Update my engagement strategy to ensure that I maximise my time effectively and efficiently, and that it meets the needs of our communities. This includes how I will:</p> <ul style="list-style-type: none"> Engage with the community including those from diverse groups, all of our geographic communities (urban and rural) as well as young people, the business and private sector and the Voluntary and Community Sector. This is to ensure that all of our communities are represented and have a voice. Continue to engage with people face to face in addition to strengthening my presence online. <p>Strengthen my accountability framework. This will include:</p> <ul style="list-style-type: none"> The recording of all of my engagement activity on a map which I will publish periodically. Using public confidence as a key performance measure for holding the Chief Constable to account. Publishing a Public Performance Report on a quarterly basis. 	<p>Prioritise neighbourhood policing to continue to make our policing service more visible and accessible at all times. This may involve:</p> <ul style="list-style-type: none"> Creative solutions for effective and efficient use of resources. Maintaining appropriate staffing numbers through the recruitment of Special Constables, PCSOs and regular Police Constables to deliver neighbourhood policing. <p>Continue to develop their engagement activities. This may include:</p> <ul style="list-style-type: none"> Delivering their existing engagement models of PACT, Park Walk and Talk, and Mutual Gain. Developing new innovative engagement activities. Further exploration of the use of social media and the online environment for this activity. <p>Work with me to:</p> <ul style="list-style-type: none"> Increase public awareness around all that they do and not just those services on the front line. Ensure that our communities know how to access policing services and what levels of service can be expected. Promoting their performance and achievements. 	<p>Undertake joint engagement activities where appropriate to maximise impact and use of resources.</p> <p>Look at innovative and creative solutions to continue to deliver neighbourhood policing. An example of this is shared accommodation with other blue light services, such as the shared station with the fire service at Newton Aycliffe.</p> <p>Work together to increase public awareness of their roles/ services and their achievements, as no single partner alone is responsible for keeping communities safe or reducing crime.</p>

The success of this objective will be monitored by the following :

Key Measure: Public confidence, taken from the Constabulary Local Confidence Survey.


Key Outcome: For Durham Constabulary to be one of the top performing forces in relation to public confidence.

Objective: Support Victims

Any crime can have a significant impact on the life of the victim, those closest to them, any witnesses and on occasion the wider community. Those who have been affected can struggle to cope with the aftermath whilst feeling vulnerable and anxious for the future.

Durham Constabulary is committed to 'Total Victim Care'; the recent figures indicate a high level of satisfaction with regards to the support given. 89% of victims are satisfied with the whole experience of the service provided and the actions officers take, 95% are satisfied with the treatment they receive, 84% are satisfied with follow up and 97% are satisfied with ease of contact³. We need to make improvements to ensure that we provide a service that meets (and where possible exceeds) all aspects of the Victims' Code and EU Directive. These include a more thorough assessment of need and referral on to appropriate support services – so that the service victims receive is based on their need and not simply on the crime that they have suffered. I will also consider strongly the recommendations made by Baroness Newlove to improve the experience for victims.

I have identified some **key areas of focus** to help me to achieve this objective, as set out below.



"95% of victims are satisfied with the treatment they receive"

Commission effective, appropriate and efficient **services for victims**

Why is this important?

In October 2014, the Ministry of Justice transferred the national **commissioning of victim services** to PCCs. This allows for a local review of provision and the opportunity to ensure that the services I commission are relevant to the needs of local victims.

I have commissioned a strong system for **assessment and referral** for 2015-16 and will look to make improvements to this as we progress through the year. In order to identify any possible regional savings, I have worked with my counterpart in Cleveland.

In addition we are seeking to ensure that we provide appropriate **specialist services**, by working in conjunction with local providers and partners. We have been identifying gaps in the current provision and ensuring that what is commissioned in the future is targeted to meet the specific assessed needs of victims across all crime types. Consideration is also being given to what changes can be made to improve services whilst also maximising value for money.

Deliver the regional **Violence Against Women and Girls Strategy**

Why is this important?

Violence or abuse of any kind has a devastating impact on the lives of women and girls. However, it is estimated that nationally, less than half of the 1.2 million domestic abuse victims and only about 20% of all sexual abuse victims ever report incidents to the police⁴.

The North East is successfully delivering the first ever regional strategy to end **Violence Against Women and Girls**, which was launched in 2013.

Together the 3 PCCs set down the 20-point action plan to provide support and protect women and girls who are victims of violence or abuse of any kind.

It contains pledges around:

- Domestic and sexual violence and abuse
- Harassment and stalking
- Human trafficking and sex work
- Forced marriage and so-called honour crimes
- Female genital mutilation

The successful implementation of the strategy demonstrates the importance, value and impact of working in partnership, both locally and regionally.

Reduce the incidence and impact of **domestic abuse** in all its forms

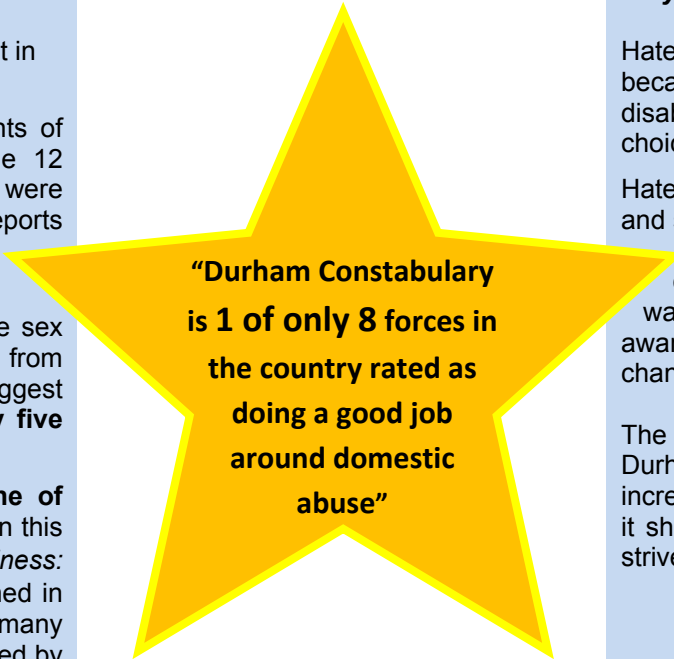
Why is this important?

1 in 4 women will experience domestic abuse at some point in their lifetime.

Evidence of **under-reporting**: there were 15,192 incidents of domestic abuse notified to Durham Constabulary in the 12 months to the end of October 2014, of which over 30% were alcohol related⁵. I am keen to see the number of reports increase.

Men can also be victims and it can affect people in same sex relationships as well as heterosexual relationships. Data from the Crime Survey for England and Wales in 2012-13 suggest that 38% of domestic abuse victims are male: **for every five victims, three will be female, two will be male**⁶.

Durham Constabulary was commended by HMIC as **one of only eight** forces across the country as doing a good job in this area. The HMIC's national report *'Everyone's business: improving the police response to domestic abuse'*, published in March 2014, found a strong focus on **victim care** and many positive examples of good practice that have been developed by the Constabulary, as well as sound and robust processes to help keep victims safe. However, the report recommends some areas where the force could further strengthen its response, including improving some data recording and some specialist training.



"Durham Constabulary is 1 of only 8 forces in the country rated as doing a good job around domestic abuse"



Reduce the impact of **hate crime**



Why is this important?

Hate crime occurs when someone becomes a victim of crime because of **who they are**. This can be because of their disability, gender, sexual orientation, race, religion, or lifestyle choice.

Hate crime can severely affect the **quality of life** of the victim and sadly often goes **unreported** due to the victim's fear of repercussions from the perpetrator, the fear that no one will take them seriously, or that they will just be wasting police time. This is largely due to lack of awareness on the subject and this is why I am striving for change.

The number of hate crime incidents recorded across County Durham and Darlington during 2012-13 was 288, and this increased to 454 in 2013-14¹. This is a positive outcome, as it shows improved levels of reporting, and I will continue to strive to empower victims to report hate crime.

Routes to success: Activities to achieve the objective of “Support Victims”		
 <p>I will:</p>	 <p>I would like the Constabulary to:</p>	Together with our partners I would like to:
Key Focus: Commission effective, appropriate and efficient services for victims		
<p>Further develop and implement my victims Commissioning Framework, focusing on the 8 areas of victim need as identified in the wider national commissioning strategy, the victims code and the EU directive.</p> <p>Strengthen my Accountability Framework. This will include:</p> <ul style="list-style-type: none"> Monitoring the headline indicator of ‘the percentage of victims who state that they were satisfied with the whole experience’ (as monitored through the local satisfaction surveys) - while also seeking to develop the understanding of concerns raised by victims. Monitor the success and use of the victims code as identified by Durham Constabulary and wider criminal justice partners. 	<p>Continue with their total victim care focus, including:</p> <ul style="list-style-type: none"> Updating victims on the progress of their case within agreed timescales. The correct recording of data and ensuring that initial assessments or appropriate referrals are made. <p>Continue to promote the use of victim centred restorative approaches and to facilitate this where requested.</p> <p>Continue to assist with the commissioning of victim services by providing relevant information with regards to gaps in provision.</p> <p>Adhere to the requirements and recommendations of the revised victims code and EU directive.</p>	<p>Identify gaps in service provision for victims, so that these can be addressed.</p> <p>Commission and monitor effective and efficient victim services including:</p> <ul style="list-style-type: none"> Assessment and referral service. Specialist victim services based on the 8 areas of need identified Monitoring the satisfaction of service users.
Key Focus: Deliver the regional Violence Against Women and Girls Strategy		
<p>Continue to monitor the progress and delivery plan of the VAWG strategy with my regional counterparts.</p> <p>Continue the development of the Rape Scrutiny Panel which I introduced in 2014, monitor its progress and use its work to hold the Constabulary to account.</p>	<p>Deliver the policing aspects of the Violence Against Women and Girls Strategy.</p> <p>Continue to develop partnership strategies to protect victims and potential victims, working with key agencies to ensure safeguarding measures are implemented and maintained.</p> <p>Engage with and take the learning points identified by the Rape Scrutiny Panel.</p>	<p>Continue to deliver the Violence Against Women and Girls Strategy. This will include:</p> <ul style="list-style-type: none"> The development of awareness raising events for domestic abuse and sexual abuse in the workplace. Supporting the HALO project to assist victims of forced marriage, honour based violence and female genital mutilation. Developing a further understanding of the profile of County Durham and Darlington in relation to sex work. Developing a vulnerability training programme for those who work in the night time economy.

 I will:	 I would like the Constabulary to:	Together with our partners I would like to:
Key Focus: Reduce the incidence and impact of domestic abuse in all its forms		
<p>Strengthen my accountability framework. This will include:</p> <ul style="list-style-type: none"> Measures specifically in relation to domestic abuse incidents and the monitoring of satisfaction levels for victims of domestic abuse. <p>Monitor the Constabulary's implementation of the recommendations from the HMIC report 'Everyone's business: improving the police response to domestic abuse.'</p>	<p>Implement the recommendations the HMIC report 'Everyone's business: improving the police response to domestic abuse.'</p> <p>Continue to work in partnership to tackle the causes of domestic abuse.</p>	<p>Support the training strategy and action plan of the joint Domestic Abuse and Sexual Violence Group for County Durham and Darlington.</p> <p>Further develop and deliver the bespoke Knowledge Transfer Partnership for the drama based police training programme.</p> <p>Examine the provision of services for victims of domestic abuse to improve availability and accessibility.</p>
Key Focus: Reduce the impact of hate crime		
<p>Strengthen my accountability framework. This will include:</p> <ul style="list-style-type: none"> Monitoring data collection surrounding the protected characteristics. <p>Ensure my ongoing engagement with the community includes seeking the views of, and active engagement with, our diverse communities.</p> <p>Encourage victims to report hate crime.</p>	<p>Continue to work with our diverse communities to build trust, confidence and encourage reporting of these crimes.</p> <p>Continue to strengthen the data quality, recording and investigation of hate crime.</p>	<p>Continue to deliver and monitor the progress of the Joint Hate Crime Action Plan. This may include:</p> <ul style="list-style-type: none"> A review of the investigation process and cross the Criminal Justice System performance. Focus on preventing repeat victimisation Delivery of the Safe Places Scheme Delivery of the Community Hands Scheme Maintenance and promotion of the online Support Services Register Further develop community based education and engagement.

The success of this objective will be monitored by the following :

Key Measure: Victim Satisfaction Levels – (Local Survey Data)

Key Outcome: Victims of crime in County Durham and Darlington have high levels of satisfaction for the service they receive.

I will also monitor progress on the individual areas of focus and publish performance information in the Public Performance Report.

Objective: “Keep all our Communities Safe”

Page 2

Keeping all our communities safe is the essence of policing. The Chief Constable and I want the communities and neighbourhoods of County Durham and Darlington to be safe and feel safe. We know that communities which are safe and feel safe are cohesive, responsive, resilient and settled. This means that they are more confident and are more likely to report crime.


We value all of our communities – geographical or otherwise – and we are committed to working with them. The knowledge and intelligence that they provide is essential to the policing service. I want to ensure that our communities know about the performance of the Constabulary, what services are available to them, and what levels of service they can expect to receive.

The Constabulary’s vision is to ‘*deliver excellent policing to inspire confidence in victims and our communities by **protecting neighbourhoods, tackling criminals, and solving problems** around the clock.*’ Total crime remains below the national average. Durham Constabulary has seen year-on-year reductions in recorded crime between 2006 and 2013, which resulted in a 44% fall in offences and almost 24,000 fewer crimes recorded¹. During 2013-14 there was an increase in recorded crime, but Durham Constabulary still has some of the lowest recorded crime rates in England and Wales.

The Constabulary continues to put victims first, tackle community problems, and has been rated as outstanding at investigating crime; all of which is reflected in the excellent feedback which is received from victims.

Keeping County Durham and Darlington as one of the safest places in England and Wales to live, work and visit is not only a job for the Constabulary. It takes effort from a huge number of organisations in collaboration with each other. I have established close working relationships with the Safe Durham Partnership and the Darlington Community Safety Partnership, as well as many other organisations within the public and voluntary and community sector that work to keep us safe. Through my Community Safety Budget I provide grant funding to both community safety partnerships to help facilitate their role, as well as funding innovative and effective projects that benefit our county (for more information see page 24).

I have identified some **key areas of focus** to help me to achieve this objective, as set out below.



“HMIC has rated Durham Constabulary as the only force to be **outstanding** at investigating crime”

Deliver the **Strategic Policing Requirement** and understand and tackle emerging threats.

Why is this important?

The Constabulary must deliver the **Strategic Policing Requirement (SPR)**, which is set by the Home Secretary. This ensures that there are sufficient capabilities in place to respond to serious and cross-boundary criminality and to support the work of national agencies such as the National Crime Agency.

It sets out the Home Secretary's view of the national threats that the police must address and the appropriate national policing capabilities that are required to counter those threats. These threats are **terrorism, organised crime, public disorder, civil emergencies and cyber threats**. For further information on the SPR please [click here](#).

The Constabulary continues to increase its focus on other threats and concerns as they emerge. A potential emerging threat facing the Constabulary and partners is **Child Sexual Exploitation (CSE)** - one of the biggest child protection issues of our time.

Another area of growing concern because of advancing technology is **Cybercrime**. This is the use of computers, electronic equipment and/ or the internet to commit crime, and has the potential to be used in all areas of criminal activity.

Tackle the harm caused to individuals and communities by: alcohol and drugs

Why is this important?

37% of people across the Constabulary area think that drinking and causing a nuisance in public spaces is a problem². Durham Constabulary flagged 11.3% of all their incidents as alcohol related in the 12 months to January 2015⁷.

Alcohol cuts across the whole spectrum of policing including domestic abuse, anti-social behaviour, violent crime, and road traffic offences.

Dealing with those under the influence of alcohol is resource intensive in both time and money. Alcohol related incidents can divert officers from other issues, as additional care is needed when dealing with an intoxicated person.

We all need to **raise awareness** of the risks and consequences of consuming too much alcohol. The alcohol industry and the retailers have a responsibility in how they market and promote responsible consumption of their products.

I support the campaign to introduce **minimum unit pricing** for alcohol. Research carried out by the University of Sheffield indicates that after 10 years, every year in England a minimum of 50p per unit will:

- Save 3393 lives;
- Reduce hospital admissions by 97,000;
- Cut crime by 45,800 per year in England alone;
- Reduce the number of younger or heavier drinkers⁸.

I continue to call for the **Licensing Act 2003** to be reviewed. I want to secure improved recording and sharing of information and enable the views of the community to be considered.

Why is this important?

Across County Durham and Darlington, we have excellent outcome rates in relation to drugs offences, with a rate of 98% for the 12 months to the end of January 2015. For the rolling 12 months to the end of January 2015, there has also been an increase to 1414 recorded drug offences, which is due to the excellent targeted operations undertaken by the Constabulary⁷.

Public perceptions of drugs suggest there is a concern which needs to be addressed:

- 39% of people think that drug dealing and abuse is a problem², compared with 23% nationally (CSEW – See Glossary);
- During 2012/13, Durham Constabulary recorded 2,050 drug related incidents. This equates to 1.4% of all incidents recorded within that time period⁹;
- Per 1000 people, County Durham and Darlington has an estimated 7.3 (2,941) opiate users, compared to the national average of 7.6, only marginally less¹⁰.

I have started to open the debate about reforming UK drug policy. For more information on my views and what I have done so far please visit my website: <http://www.durham-pcc.gov.uk/>

Tackle anti-social behaviour

Why is this important?

In the 12 months to October 2014, compared to the previous year, we have seen;

- A reduction 4.9% in anti-social behaviour incidents.
- A reduction of 12.5% in alcohol related anti-social behaviour¹¹.

Throughout 2014-15 the satisfaction levels of victims of anti-social behaviour has increased. In quarter 1, 86% of victims were satisfied with the whole experience. This increased to 88% in quarter 2, with a further increase to 90% in quarter 3³.

Anti-social behaviour can impact terribly upon a person's quality of life. Despite anti-social behaviour rates declining and victim satisfaction increasing, public confidence is affected by false perceptions of the severity of the issue. Across the force area 65% of people agreed that the police and local council are dealing with anti-social behaviour and crime issues that matter in their community².

HMIC praised the Constabulary for:

- The way victims are treated;
- Successfully tackling anti-social behaviour through community engagement and understanding the causes of offending;
- Improving satisfaction levels for victims of anti-social behaviour;
- Using Restorative Approaches effectively.

The Anti-social Behaviour, Crime and Policing Act 2014 will mean significant changes to the way Police and local authorities respond to antisocial behaviour (ASB), introducing new tools and powers to replace existing provisions, including the introduction of ASB case reviews, also known as the 'community trigger'. The trigger introduces a right for victims, or victims' representatives, to ask local agencies to review how they have responded to previous ASB complaints and consider what further action might be taken where the behaviour persists.

"HMIC rated Durham Constabulary as Outstanding in relation to how it prevents and tackles anti-social behaviour"

Improve road safety by tackling careless and dangerous driving, speeding and other related road safety issues.

Why is this important?

Of all road collisions in the Constabulary area, 14.7% involved someone being killed or seriously injured in the 12 months to the end of December 2014, which is a reduction on the previous 12 months⁷.

66% of people across the Constabulary area think that speeding is a problem and half think that dangerous driving is an issue (50%) and parking is a problem (51%)².

Targeted operations are encouraged to tackle these perceptions and issues. These include Community Speedwatch and enforcement activity. From the operations which have been undertaken we know that perceptions of the issues are greater than the actual problem in reality.

Durham Constabulary is the only policing area which does not have any fixed speed cameras: we believe they are blunt instruments which can impact upon confidence and perceptions.

Work with partners to reduce to improve the service provided to those with poor mental health (victims and offenders)

Why is this important?



Evidence suggests that we need to have a clearer understanding and awareness of the impact that mental health issues have on our services, and how our services can best support people suffering with such issues..



The Home Secretary stated that 20% of police time is spent dealing with incidents arising from mental health concerns¹².



People with mental health problems are more likely to be victims of crime.

At least 70% of the prison population has a mental health problem, and one in five has four major mental health disorders.¹³

I am part of a national working group looking into mental health issues for the Association of Police and Crime Commissioners, which will help to shape local and national policing in this area.

Routes to success: Activities to achieve the objective of "Keep all our Communities Safe"		
 I will:	 I would like the Constabulary to:	Together with our partners I would like to:
Key Focus: Deliver the Strategic Policing Requirement and understand and tackle emerging threats .		
<p>Strengthen my accountability framework. This will include:</p> <ul style="list-style-type: none"> Tracking the key indicator to measure the amount of police recorded victim based crime. Tracking the achievement of the Strategic Policing Requirement. <p>Strengthening the governance framework around our regional arrangements for tackling serious and organised crime.</p>	<p>Deliver the Strategic Policing Requirement.</p> <p>Continue to tackling emerging concerns and threats as they arise, including:</p> <ul style="list-style-type: none"> Increasing understanding of the threat of Child Sexual Exploitation, and raising public awareness of the likely signs. Increasing its skills and capability to tackle Cybercrime. 	<p>Continue to develop partnership working to tackle emerging threats.</p> <p>Work with the two Community Safety Partnerships to identify and tackle Child Sexual Exploitation.</p> <p>Work with the business community to raise awareness of, and tackle, Cybercrime including threats of economic crime and fraud.</p>
Key Focus: Tackle the harm caused to individuals and communities by alcohol .		
<p>Strengthen my accountability framework. This will include tracking alcohol related anti-social behaviour incidents.</p> <p>Continue to call for the Licensing Act 2003 to be reviewed.</p> <p>Continue to support awareness raising campaigns to highlight the harm caused by alcohol and responsible consumption.</p> <p>Continue to support the alcohol strategies in County Durham and Darlington, including their commissioned treatment services.</p>	<p>Continue to address all alcohol related crimes and incidents.</p> <p>Continue the targeted work of the Alcohol Harm Reduction Unit.</p>	<p>Continue collaboration and develop awareness raising campaigns to highlight the harm caused by alcohol and promote responsible consumption.</p> <p>Continue the campaign for minimum unit pricing for alcohol.</p> <p>Support the work of the City Safety Group, tackling concerns raised by the recent river death tragedies in Durham City.</p>
Key Focus: Tackle the harm caused to individuals and communities by drugs .		
<p>Continue to call for a reform to UK drug policy.</p> <p>Continue to support the new commissioned Drug and Alcohol Treatment Service, which includes education and awareness raising in County Durham through my Community Safety Budget.</p> <p>Support the new Drugs Strategy for County Durham by the Durham Health and Wellbeing Board.</p>	<p>Continue with their targeted operations to tackle drug dealing and to dismantle organised crime groups.</p> <p>Focus on solving problems and avoiding unnecessary criminalisation of addicts.</p>	<p>Continue to support addicts into recovery based programmes.</p> <p>Use drug treatment and recovery programmes as part of the integrated offender management approach, enabling offenders to kick their habits and make a positive contribution.</p>

 I will:	 I would like the Constabulary to:	Together with our partners I would like to:
Key Focus: Tackle anti-social behaviour.		
<p>Strengthen my accountability framework. This will include:</p> <ul style="list-style-type: none"> Monitoring the levels of anti-social behaviour incidents. Monitoring the implementation and success of the Anti-social Behaviour, Crime and Policing Act 2014. Specifically monitoring the victim satisfaction levels of anti-social behaviour victims. <p>Continue to evaluate and encourage Restorative Approaches and Justice to resolve issues.</p>	<p>Continue to tackle and address the issue of anti-social behaviour by adopting a problem solving approach.</p> <p>Use new powers as appropriate, as provided by the Anti-social Behaviour, Crime and Policing Act 2014.</p>	<p>Work collaboratively to tackle anti-social behaviour, through Neighbourhood Resolution, Multi-Agency Interventions Scheme, Neighbourhood Watch Scheme, etc.</p> <p>To monitor the implementation and success of the Anti-social Behaviour, Crime and Policing Act 2014. To view the full act click here.</p>
Key Focus: Improve road safety by tackling careless and dangerous driving, speeding and other related road safety issues.		
<p>Strengthen my accountability framework. This will include:</p> <ul style="list-style-type: none"> Monitoring the number of people killed or seriously injured in road traffic accidents. Monitoring the public perception of speeding, dangerous driving, and parking issues. <p>Continue to fully support Durham County Council to introduce 20mph speed limits in key areas near to schools.</p> <p>Continue to support the work of the Road Safety Partnership across County Durham and Darlington. Including education around safe driving and parking near schools.</p>	<p>Continue to deliver targeted operations to tackle these issues.</p> <p>Support the implementation of the 20mph speed limits introduced by Durham County Council.</p> <p>Use of Community Speed Watch and where appropriate the use of the speed laser guns which I provided to the neighbourhood teams.</p>	<p>Coordinate local responses to national, regional and local road safety awareness campaigns. Including the use of Community Speed Watch.</p> <p>Encourage the development of a countywide road safety campaign with schools, to educate pupils, the community and road users on safe driving and parking near to schools.</p> <p>Continue to develop and deliver the action plan of the Road Safety Partnership.</p>

 I will:	 I would like the Constabulary to:	Together with our partners I would like to:
Key Focus: Work with partners to improve the services provided to those with mental health (victims and offenders).		
<p>Support the development and delivery of the Crisis Care Concordat Action Plan.</p> <p>Raise awareness of the issues that people with mental health problems face, and help to bring partners together to improve the services available to sufferers.</p>	<p>Consider and review demand within County Durham and Darlington in terms of police time spent responding and assisting people in a mental health crisis.</p> <p>Reduce the number of people arrested and taken to police custody as a “place of safety” when they are having a mental health crisis, under section 136 of the Mental Health Act.</p>	<p>Support the delivery of the Crisis Care Concordat Action Plan.</p> <p>Improve current working practices and processes between the Constabulary, Mental Health Services, Accident and Emergency and Ambulance Services. This will include:</p> <ul style="list-style-type: none"> • Developing proposals and reviewing protocols for people presenting with mental health problems and intoxication from alcohol or drugs. • The designation of places of safety in appropriate settings. • The opportunity to look at models of care and support within the community and voluntary sector. <p>Reviewing and agreeing data sharing proposals between health organisations and the police to enable effective planning and operational delivery.</p>

The success of this objective will be monitored by the following :

Key Measure: Police recorded victim based crime.

Key Outcome: For County Durham and Darlington to remain as one of the safest places to live, work and visit by having low levels of police recorded crime.

I will also monitor progress on the individual areas of focus and publish performance information in the Public Performance Report.

Cross cutting key area of focus: Reducing reoffending

Why is this important?

Reducing reoffending is vital to cutting crime and supports each of the objectives in this plan. If we reduce the number of perpetrators who continue to offend, it also reduces the number of victims. Interventions help offenders to break their cycle and make a positive contribution to society. The most recent data by the Ministry of Justice in 2014 shows Durham's proven reoffending rate was 25.6% and Darlington's was 32% against a national average of 26.0% calculated using data from 2012.¹⁴

I have a duty to work collaboratively with a range of Criminal Justice partners including the reformed National Probation Service, the newly created Community Rehabilitation Company, and the Crown Prosecution Service. This is to ensure that we provide an efficient and effective criminal justice system for the area.



In partnership with a range of organisations, the Constabulary has introduced processes and pathways that form an integrated approach to offender management to reduce reoffending, which has shown a significant impact on offending patterns. It targets those offenders who continually commit offences, irrespective of sentences given. Once identified, this group of offenders are offered intense support to avoid future offending; but should they reoffend they will be caught and convicted. Data from the Safe Durham Partnership shows focused work with this group has had a significant impact of up to a 65% reduction in their reoffending patterns in 2013-14.¹⁵

The Transforming Rehabilitation agenda requires the mandatory supervision of all offenders serving custodial sentences of less than 12 months, as this group had a higher reoffending rate when matched against those who were subject to a community sentence or supervision order¹⁶. I welcome these changes and will be working with our local Community Rehabilitation Company to ensure that this provision is delivered appropriately in conjunction with our local prisons and partnership agencies.

Both myself and the Chief Constable are committed to extending **Restorative Justice and Approaches**. I am working very closely with partners, both statutory and voluntary, to ensure that relevant pathways are in place across all parts of the criminal justice system. In 2015-16 I will be working with partners to implement the innovative **Checkpoint** scheme across County Durham and Darlington.

Durham Crown Court is taking part in a pilot programme which offers Restorative Justice post-conviction but pre sentence. The legislation allows for adjournments or the deferring of sentence to facilitate this, if it is requested by the victim and if the offender is willing to engage in the process. The pilot will allow us to influence the way it may be rolled out in the future, as well as offering a further pathway for the victim.

The youth offending services in our area have celebrated many successes reducing the number of first time entrants to the youth justice system, through their innovative approaches to diversion and tailored intervention packages to suit individual needs.

 I will:	 I would like the Constabulary to:	Together with our partners I would like to:
Key Focus: Reducing reoffending. Appoint, and monitor the work of, the Restorative Justice Coordinators in County Durham and Darlington. Support existing partnership collaboration including the joint County Durham and Darlington Reducing Reoffending Thematic Group, which is providing strategic coordination across the force area. Coordinate the Checkpoint Governance Board and monitor the implementation and progress of the programme. Continue my work as vice chair of the Local Criminal Justice Board .	Continue to embed the use of problem solving approaches throughout the workforce, to tackle the underlying causes of offending. Introduce, develop, embed and evaluate the Checkpoint scheme, which aims to establish the reasons behind someone's offending behaviour and steer them along the most effective route to ensure desistance from further offending. For example, signposting an offender to a service that provides addiction treatment. Improve data on reoffending so that it can be monitored more easily using up to date data.	Work collaboratively with the Restorative Justice Coordinators to ensure a victim led consistent approach is adopted and available across the area. Use the learning from the Integrated Offender Management Unit and successful diversion schemes, such as that for female offenders, to develop new approaches to tackling reoffending Implement the Checkpoint scheme. This will include: <ul style="list-style-type: none"> • Individualised rehabilitative and/or retributive programmes e.g. drugs and/or alcohol. • Facilitating reparation to the victim. • Providing direct support as a 'navigator' who will supervise the offender's compliance.

Objective: Deliver an efficient policing service

I am responsible for:

- Securing an efficient and effective police force for the area,
- Setting the police precept (police element of council tax) and budget,
- Commissioning services through crime and disorder reduction grants.

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

I have identified some **key areas of focus** to help me to achieve this objective. They are:

- Value for Money
- Robust Accountability and Performance Management

Value for Money

Value for Money (VFM) is important to each of us when we make decisions that will impact on our lives and those of our families and our community. VFM has the same level of importance to the police service when it is delivering services to the community of County Durham and Darlington. It is the way that we consider what services are needed by our communities and measure the outcomes from that service delivery. VFM drives the process that ensures the appropriate resources are applied to each service area, enabling the Constabulary to respond promptly and effectively to emerging priorities.

Governance arrangements exist with the Constabulary to ensure that VFM is monitored and delivered across the breadth of the Constabulary's services, and I record all major financial decisions so that I can be scrutinised.

This section of the document sets out details of:

- The Medium Term Financial Plan
- The Constabulary Budget
- Volunteers

- Commissioning
- Collaboration

Medium Term Financial Plan (MTFP)

I have worked with the Constabulary to update our MTFP which projects our financial position over a four year period. The projections in the plan will require some difficult 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.

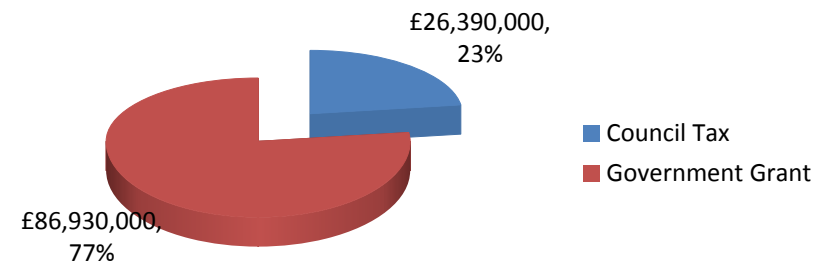
Constabulary Budget

I am responsible for setting the Constabulary budget. I face significant challenges ahead, due to the continuing austerity measures imposed by Central Government. I am committed to ensuring the communities receive value for money by ensuring that the budget available to us is used in the most effective way.

Income

The budget is made up of a grant from the government and income from the police element of the council tax (precept). Over three quarters of our income comes from government grant and less than a quarter from council tax precept. I will continue to press the case for a fairer government funding settlement for Durham Constabulary.

Income 2015-16



The amount allocated to Durham Constabulary in government grant has fallen by approximately £20m from March 2010 to March 2015. Due to continued austerity, we are assuming a cut every year from 2016/17 onwards of a further 5%, which equates to a cash reduction of a further 3.2% (after inflation is applied) or approximately £2.6m.

The Government imposes a limit to the percentage that I can increase the precept by every financial year. For 2015-16 the limit is an increase of 2%. An increase of 2% or above would require a referendum (public vote).

After consultation with the community, which showed support, and with agreement from the Police and Crime Panel, **I have increased the police element of council tax by 1.98% for 2015-16.** This in turn will generate circa £500,000 in additional income for Durham Constabulary, which equates to the approximate cost of keeping 10 police officers on the street. This equates to an increase of 4p per week or £2.11 per year for a council tax band A property.

An increase of less than 1.98% or remaining at the current level would result in a lower baseline for any increase in subsequent years, meaning the budget would also be restricted over the forthcoming years. To increase by more than 1.98% would mean increasing by more than 5% to recoup the costs spent on the referendum (a referendum would cost over £768,000).

Expenditure

I recognise that the greatest asset and resource that the Constabulary has is its staff. The staff, their knowledge, passion and attitude are the driving force behind what makes Durham unique and successful. As with any service organisation our greatest expenditure is spent on our staff wages. Between March 2010 and November 2014 we have lost approximately 306 police officers and 146 police staff (full time equivalent). Realistically savings can only come from police officers and staff but we are looking to save money in other areas such as income generation, reducing the cost through collaboration with partners and utilising technology to reduce the demand on police resources.

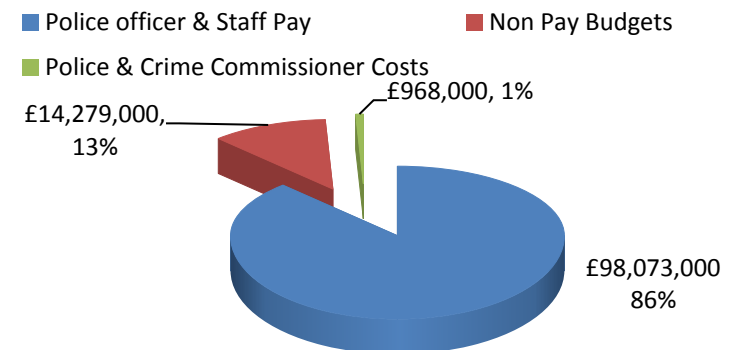
Durham is aiming to be one of the leading forces in harnessing technology to deliver effective and efficient policing. As well as supplying **Body Worn Cameras** to front line officers, PCSOs and Special Constables, they have developed and implemented **Red Sigma**. This unique IT system has been built by the Constabulary. It enables front-line police officers and call handlers to have all the key information they need, in one place, when dealing with an incident or 999 call.

*Inspiring Confidence * Supporting Victims * Keeping Communities Safe*

This helps to protect members of the public and our police officers by ensuring the right level of response is provided, and improves the handling of intelligence. In addition, the Constabulary are focusing on **Mobile Data** capabilities to ensure that officers have the ability they need to retrieve information from police systems and can upload data directly from the mobile devices back into the main systems. Enabling officers to upload reports whilst out and about will improve efficiency by reducing the need for them to return to stations to file reports. The Constabulary are also introducing a voluntary **electronic tagging** programme for offenders. This will be the biggest programme of its kind in the country.

Non Pay Budgets include transport, premises, supplies and collaboration activities.

Expenditure 2015-16



I have reduced the Police and Crime Commissioner costs by over £200,000 (20%) since I came into office, whilst increasing the capacity and capability of my office. In order to carry out my functions effectively, I have a small team. I am determined to keep this as lean and as efficient as possible. I have reduced the costs of my office from £1,215,000 to £998,000 since I came into post. For 2015-16 I have reduced my budget by a further £30,000.

I have made a number of changes in recent months to ensure that the staffing is appropriate whilst continuing to make efficiency savings. I have:

- Appointed a full time Chief of Staff in place of the previous part time Chief Executive, and reduced the equivalent annual salary;

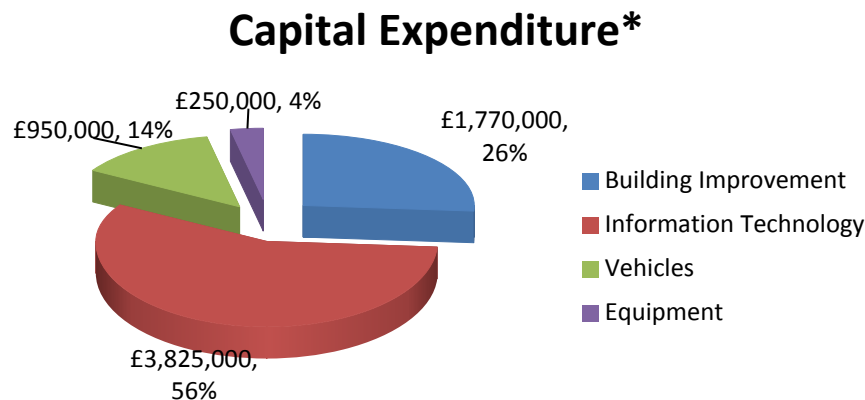
- Reduced the number of permanent full time equivalent staff to five;
- Built capacity within the office by offering secondments and placements. I now have secondees from Durham Constabulary and the Community Rehabilitation Company, two graduate interns and two apprentices. This brings the number of full time equivalent staff to eleven.

A copy of the staffing structure is available on my website: <http://www.durham-pcc.gov.uk/Your-PCC/The-PCCs-Team.aspx>

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.

Capital Spending

I have also set a programme for capital expenditure, in order to increase the efficiency of the police service. This is shown as follows:



**The above expenditure is funded by a combination of Government grant, proceeds from the sale of assets and borrowing.*

In 2013 I approved the Estates Capital Programme for the Constabulary area. This is now being successfully delivered and included the development of the new police headquarters on the Aykley Heads site in Durham. The development has been completed and during the summer of 2014 the Constabulary moved into the

site. This new building is estimated to save over £750,000 per year in running costs, as it has a much smaller footprint and will be more efficient.

I am committed to maintaining a visible police presence. Following the success of the Police co-location with the Fire Service at Newton Aycliffe, both the Constabulary and I are currently working with a range of partners to identify other co-location options. Co-location is mutually beneficial to all involved parties as it secures a community presence and provides much needed cost savings.

Volunteers

I recognise the value volunteers bring to the police service. Durham Constabulary has almost 100 Special Constables, who all play a vital role in keeping our communities safe. In addition to the Special Constables there are over 200 police volunteers across County Durham and Darlington, who help to deliver policing services. This 'extended police family' offer unique and specialist skills and knowledge which aids their involvement in activities across the service. Activities include helping to call victims of crime, and providing specialist advice relating to their own specific community. They help the Constabulary to work effectively at all levels in our local communities, enabling services to be tailored to match local needs and find long term solutions to local issues.

Commissioning

My role allows me to commission a range of community safety services using a combination of funding streams, including new funding streams and some which were previously directed to local authorities and other agencies. This money sits outside of my core operating budget of £968,000 and is included in the Non Pay Budget on the Expenditure chart.

My plans for commissioning include the following:

- **Victims' Services (c. £550,000)** I am responsible for the allocation of two specific funding streams for the provision of:
 - **Victim referral and assessment** - money previously allocated by the Ministry of Justice to Victim Support now comes to me. Working with my counterpart in Cleveland we have secured the provision of these services for 2015-16. For 2015-16 we are focusing on the maintenance of the current provision and the identification and implementation of improvements to the service for 2016-17.

- **Specialist Victims' Services** – Working together with partners we have undertaken activity to identify gaps in provision and have started to commission these services.

[Further details can be found in the 'Supporting Victims' section of this plan.]

- **Restorative Justice (£140,000)** – I am appointing Restorative Justice Coordinators for both Durham and Darlington.

[Further details can be found in the 'Reducing Reoffending' section of this plan.]

- **PCC Community Safety Budget (£735,000):** This is split into two sections:

- **Community Safety Grant** - Since coming into office I have continued to support the work of both of the Community Safety partnerships within the force area. The funding is used by the partnerships to fund activities and initiatives that support our shared objectives (see table on page 7). I have reduced the allocations to the partnerships from the previous year in line with reductions to the Police Budget, and am agreeing with both Partnerships how the money shall be spent.
- **PCC Community Safety Fund** - Since coming into office I have used this fund to support a wide range of community projects and initiatives. Moving forward into 2015-16 I am looking to continue this fund with the help of an independent grant administrator that can help to secure matched funding. This process will enable me to fund more projects and initiatives, which will help to achieve my objectives.

Collaboration

I have agreed with the Chief Constable 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.

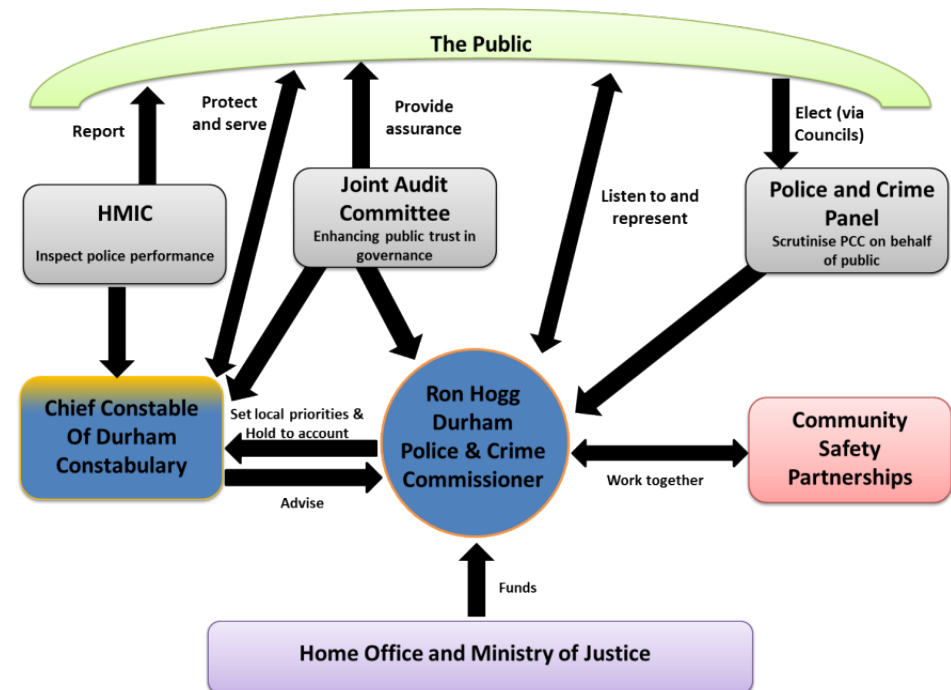
The Constabulary currently has more than 80 separate initiatives for collaborative partnership working. These initiatives range from legally binding contracts to ad-hoc arrangements between managers on a regional or local level on functions such as intelligence, firearms and roads policing and serious 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. Currently around 9% of our overall expenditure is spent in connection with collaborative initiatives and we are working with more than 40 strategic partners.

Accountability and performance management

I have developed a robust **accountability framework** to monitor the performance of Durham Constabulary and to enable scrutiny of the key areas of focus as set out in the plan.

It sets out the mechanisms that I will use to hold the Chief Constable to account as well as showing how I am held to account for my role.

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



I am committed to being open and transparent to you. I will publish an **annual report** that will detail the progress towards the achievement of my objectives. I will also publish a **quarterly Public Performance Report**.

I will also provide regular information regarding my activities to you via my website, existing engagement channels, social media and at face to face meetings. I will give you the opportunity to contribute your views about policing and community safety and comment upon our strategy developments.

Holding the Chief Constable to Account

I regularly meet with the Chief Constable and have an excellent working relationship with him and his executive team.

I formally meet with the Chief Constable and our respective statutory officers on a monthly basis at our Executive Board meetings. It is at these meetings where I hold the Chief Constable to account and where I formally document any key decisions relating to the police service. At the meetings we discuss performance, the budget and financial information to assess whether an efficient and effective service is being delivered. We also discuss current issues, emerging threats and areas of concern and how we can work together to tackle them. I also present my **Public Performance Report**.

Any key decisions I make are published on the decision register. It is available on my website at <http://www.durham-pcc.gov.uk/Transparency/How-We-Make-Decisions.aspx>

In line with national requirements, I am required to publish certain information and documentation as means of improving accountability. These can be viewed on my website at <http://www.durham-pcc.gov.uk/Publications/Publications--Policies.aspx>

Measuring Performance

I have set three primary measures which I will use collectively to account for the achievement of the objectives as set in this plan. I will publish a **quarterly Public Performance Report**, so that the public can see how the police are doing and how I am holding them to account. **The reports will include data on the three primary measures, along with data and narratives on additional indicators to provide context for the key areas of focus as set out in this plan.** I am not setting specific targets, but will publish data showing the direction of travel and comment on performance.

The quarterly Public Performance Report will be available from February 2015 on my website: www.durham-pcc.gov.uk.

The indicators are:

Objective: Inspire Confidence

Key Measure	Key Outcome
The percentage of the public who have overall confidence in the police. <i>This is measured by the percentage of respondents who state they 'agree' or 'strongly agree' with the following statement in the local survey</i> 'Taking everything into account I have confidence in the police in this area.'	For Durham Constabulary to be one of the top performing forces in relation to these indicators.
The percentage of the public who believe that the police are dealing with issues that matter. <i>This is measured by the percentage of respondents who state they 'agree' or 'strongly agree' with the following statement in the local survey</i> 'The police are dealing with the anti-social behaviour and crime issues that matter in this area.'	
The percentage of people who think the police do a good job. <i>This is measured by the percentage of respondents who say 'agree or strongly agree' when asked the following in the local survey</i> 'the police in this area are doing a good job'.	

Objective: Support Victims

Key Measure	Key Outcome
Victim satisfaction. <i>This is measured by the number of victims who state that they were satisfied with the 'whole experience' (local survey)</i>	Victims of crime in County Durham and Darlington have high levels of satisfaction for the service they receive.

Objective: Keep Communities Safe

Measure	Desired Outcome
Victim based police recorded crime.	For County Durham and Darlington to remain as one of the safest places to live, work and visit by having low levels of police recorded crime.

Joint Audit Committee

We have introduced the Joint Audit Committee which is responsible for enhancing public trust and confidence in the governance of my office and Durham Constabulary. It comprises of six members who are independent of my office, the Constabulary and the Police and Crime Panel. The Committee meets at least four times per year.

It also assists me in discharging statutory responsibilities in holding the Constabulary to account. This is achieved by:

- Advising the Chief Constable and me according to good governance principles;
- Providing independent assurance on the adequacy and effectiveness of my office and Durham Constabulary internal control environment and risk management framework;
- Overseeing the effectiveness of the framework in place for ensuring compliance with statutory requirements;
- Independently scrutinising financial and non-financial performance with a view to advising both the Chief Constable and me of potential exposure to risks and weaknesses that might impact upon the internal control environment;
- Considering internal and external audit reports of the PCC and Chief Constable;
- In addition to the above, the Committee also provides scrutiny of complaint files to ensure that correct procedures have been adhered to and the correct outcomes reached.

Further information about the Joint Audit Committee is available on my website at: <http://www.durham-pcc.gov.uk/Transparency/Joint-Audit-Committee.aspx>

Additional Scrutiny

There are additional scrutiny mechanisms in place to determine if an effective and efficient police service is being delivered. These mechanisms include:

- **HMIC**
Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and the whole spectrum of policing – in the public interest. In preparing their reports, they ask the questions citizens would

ask, and publish the answers in an accessible form, using their expertise to interpret the evidence. They provide authoritative information to allow the public to compare the performance of their force against others, and their evidence is used to drive improvements in the service to the public. HMIC is independent of the government and the police.

In the latest PEEL Assessment Durham Constabulary was the only force in the country to be rated as 'Outstanding' at investigating crime. Durham was also rated as 'outstanding' at reducing anti-social behaviour and 'good' at reducing crime.

- **Home Office**

The Home Office is the UK Government Department which leads on immigration and passports, drugs policy, crime policy and counter-terrorism, and works to ensure visible, responsive and accountable policing in the UK. The Home Office is responsible for:

- Working on the problems caused by illegal drug use;
- Shaping the alcohol strategy, policy and licensing conditions;
- Keeping the united kingdom safe from the threat of terrorism;
- Reducing and preventing crime, and ensuring people feel safe in their homes and communities;
- Securing the UK border and controlling immigration;
- Considering applications to enter and stay in the UK;
- Issuing passports and visas;
- Supporting visible, responsible and accountable policing by empowering the public and freeing up the police to fight crime.

- **Independent Custody Visitors**

I am responsible for maintaining an Independent Custody Visiting Scheme whereby trained volunteers visit police stations to check on the welfare and treatment of detainees. It offers protection to both detainees and the police, and reassurance to the community at large. There are currently twenty four custody visitors who fulfil this role.

Further details of the scheme can be found on my website at: <http://www.durham-pcc.gov.uk/Get-Involved/Independent-Custody-Visitors.aspx>

- **Rape Scrutiny Panels**

I have established a Rape Scrutiny Panel to scrutinise case files which have failed to attain the requisite evidential level for prosecution or where prosecution has failed, and look for lessons to be learned.

Conclusion and Publication

I am publishing this Police and Crime Plan in electronic interactive form on my website. Hard copies are available for inspection in the following places:

- On request at the Office of the Police and Crime Commissioner, County Hall, Durham
- Public Libraries in County Durham and Darlington
- Police Stations in County Durham and Darlington
- By contacting the Office of the PCC and requesting a copy.

I am grateful to all those who have supported me in producing this Police and Crime Plan, including:

- Members of the public in County Durham and Darlington
- Members of Durham Constabulary
- Members and officers of Darlington Borough Council and Durham County Council
- Members of the Community Safety Partnerships, and other local and regional partners
- The Office of the Durham Police and Crime Commissioner.

Page 6	ANNEX ONE: GLOSSARY	
	Word/Phrase	Meaning
	Area Action Partnerships	Local partnerships to identify priorities and take action to improve communities. There are 14 in County Durham
	ARIES	Operation to reduce anti-social behaviour fuelled by underage drinking
	Association of Police & Crime Commissioners (APCC)	National body to support and represent all PCCs
	Austerity	Difficult economic time by Government reducing public expenditure
	Checkpoint Project	Programme to reduce reoffending
	Commissioning	Providing funding in return for a particular task or service
	Community Panels	Members of the public who can voice concerns in their area at regular meetings
	Community Rehabilitation Company	Service that supervises and supports medium-low risk offenders when released
	Community Remedy	List of actions a victim may choose for an offender of some crime and ASB
	Community Safety Grants	Funding to be allocated to protect the community
	Community Safety Partnerships	Group of responsible partners working together to protect the community
	Community Speedwatch	Public monitor speeding and refer to police to educate drivers
	Community Trigger	Way a victim of constant anti-social behaviour can request a case review
	CONTEST	A counter-terrorism strategy by the Home Office designed to reduce the risk to the UK and its interests overseas from terrorism
	Crime Survey England & Wales	Survey about experiences of crime from around 38500 members of the public, 2014
	Crown Prosecution Service	Responsible for prosecuting criminal cases investigated by the police in England and Wales
	Deprivation	Lacking of any material benefits that constitute basic needs, not just financial
	Durham Agency Against Crime	Charity creating safety initiatives to reduce crime and fear of crime in locality
	Front Line Policing	Those officers and staff directly in contact with the public
	HMIC	(Her Majesty's Inspectorate of Constabulary) Inspects our Country's police forces
	Independent Custody Visitors	Volunteers who check on the treatment of those detained in police custody
	Joint Audit Committee	Study both internal and external audit reports for PCC and Chief Constable
	Key Performance Measure	Way in which achievement of an aim can be measured
	Local Criminal Justice	Heads of all the local criminal justice agencies. They are

Board (LCJB)	committed to bringing more offenders to justice and to increase public confidence in our Criminal Justice Services
Local Survey	Local surveys undertaken by the Constabulary
Minimum Unit Pricing	A minimum price per unit of alcohol in a drink
Ministry of Justice	A department of UK Government to provide justice and civil liberties
National Crime Agency	Agency which provides a national response to serious and organised crime.
National Probation Service	Service that supervises and supports high risk offenders when released
Neighbourhood Policing	A small team localised to each area within the force
Neighbourhood Watch	Community safety agencies and public coming together to protect community
Opportunity Knocks	Coordinated door knocking activity within communities with the overall aim of improving community engagement
Park, Walk and Talk	Police officers park their patrol cars and walk to speak to people in key areas
Partners	Organisations, agencies, charities who we work with
PEEL Assessment	PEEL stands for the police effectiveness, efficiency and legitimacy programme
Police And Communities Together (PACT)	Meetings to share concerns and thoughts
Police Community Support Officers (PCSO)	Uniformed member of police support staff
Police and Crime Panel	Panel of councillors and independent members who scrutinise and support my work
Police Professional Body	The College of Policing, who maintain the policing standards through education and training
Police Authority	Localised panels maintaining efficient police force pre 2012
Protected Characteristics	These are characteristics upon which discrimination is unlawful. These are disability, race, age, gender, religion or belief, sexual orientation or transgender identity
Rehabilitative	To be able to reintegrate the offender back into society safely
Restorative Justice/Approach	Focusing on needs of victim and offender together in serving justice
Retributive	Punishment proportionate to the crime
Special Constabulary	Part-time volunteer police officers
Strategic Assessment	Snapshot of the current threats and risks to the Constabulary
Surgeries	A regular period of time in which a member of public can visit to ask advice
VAWG Strategy	Strategy to reduce all the different aspects of Violence Against Women and Girls
Victim-based Crime	Crimes directly against an individual victim or victims
Victim Support	A charity providing support and information to victims of crime

Annex Two: Our Area

Our policing area covers the Local Authority areas of Darlington Borough Council and Durham County Council. The area is approximately 936 Square miles with a population of 618,200 (2011 Census). Darlington lies in the south of our area and is our largest town. In the east we have Durham City and the larger and industrial towns, in contrast to the west, which is predominantly rural and sparsely populated.



Deprivation:

- 16% of people in Darlington¹⁷ and 11.4% of people within County Durham¹⁸ live within the top 10% of deprived areas in our local region (calculated in 2010).

Unemployment:

- Of the working age population 4.7% receive Job Seekers' Allowance in County Durham¹⁸ & 4% in Darlington¹⁹ (June 2012), compared to 5.4% in the North East and 3.8% nationally¹⁸.
- Between April 2011 and April 2012, there has been a drop of 10% of NEETS (young people not in education, employment or training) in County Durham¹⁸, and as of the end of 2013, figures stood at 7.1% in County Durham and 6.7% in Darlington²⁰.

Education:

- 63.1% (County Durham) & 64.8% (Darlington) of GCSE students achieved 5+ A*-C grades including English & Maths in 2013, higher than the average of 59.2% for England²¹.

Health & Wellbeing:

- 0.8% of the County Durham²² and 0.9% of the Darlington²³ population are registered as having a mental health illness, in line with the rest of the country.

Other:

- HMIC states in England and Wales, there are 2.26 police officers per 1000 population. Durham Constabulary has 2.05. This ranks them 14th in the country out of 43 Forces²⁴, for the number of officers per capita, which places them in the 2nd quartile. This is positive but leaves some room for improvement.

Annex Three: Roles and Responsibilities

My Role

As Police and Crime Commissioner, I have many functions. But these can be summarised easily:

- I am responsible for securing the maintenance of an efficient and effective Police Force;
- I commission local services to help cut crime and improve community safety; and
- I represent your views and ensure you have a voice.

There has been some national coverage recently about the role of the PCC. But I am confident that it is a model that works well in County Durham and Darlington. I have been able to achieve things that would have been far more difficult under the old Police Authority. I am able to engage directly with you. I am able to make decisions swiftly, efficiently and effectively. I am more visible and accountable, and able to hold the Chief Constable to account more effectively. All of which ensure you have a better police force.

My functions, responsibilities and powers:

- Securing the maintenance of an efficient and effective Police Force for the area;
- Setting direction for the Police Force through the Police and Crime Plan, and setting the budget and precept for the police;
- Holding the Chief Constable to account, on behalf of local people, for the delivery of the Police and Crime Plan;
- Representing & engaging with all those who live and work in the communities in the Force area, including the vulnerable and victims, to identify their policing needs and to inform the Police and Crime Plan;
- Appointing the Chief Constable, and calling on the Chief Constable to retire or resign if necessary;
- Holding community safety budgets and commissioning services;
- Bringing together other local partners, alongside the police, to improve community safety and reduce crime;
- Commissioning services for victims;
- Collaborating with other PCCs to improve services for the public and deliver greater value for money;
- Publishing an Annual Report.

My Role Regionally

I work with my counterparts in Cleveland and Northumbria to develop regional and partnership plans and strategies to deliver a cohesive approach to certain issues. Joint initiatives include:

- Regional Violence Against Women and Girls Strategy
- Victims Commissioning
- Organised Crime
- Special operations

My Role Nationally

I will speak up on the national stage as issues arise. I will respond to Government consultations on changes to policing and policy.

I am a member of the Association of Police and Crime Commissioners (APCC). The APCC is the national body for all PCCs. The national body helps us to focus our ability to influence at a national level, and deliver on our manifesto promises. As a PCC, I have an important contribution to make on how national policing services are governed and the APCC supports me in providing this leadership at a national level.

The APCC facilitates a range of standing groups which look at sharing best practice and identifying opportunities to work together, or paying for services jointly, all of which enable PCCs to be more efficient and effective. I am a member of the following groups:

- **Victims Regional Reference Group.** The group has three key responsibilities: 1) to maximise PCC influence around decisions on national services that the Ministry of Justice is commissioning; 2) to support the devolution of increasing regional and local PCC oversight and responsibility for the victims' services in their region/area; 3) support information sharing and examples of good practice amongst PCCs to support all PCCs in achieving their aims.

- **Workforce and Equality Diversity and Human Rights (EDHR) Group.** The aim of the group is to ensure PCCs and other Local Policing Bodies are able to; a) Play a key role in the setting and negotiation of pay and conditions for the police workforce and have strong employment relations with the workforce; b) Play a more prominent role in EDHR issues in the police service particularly in relation to the workforce; c) Ensure PCCs have a high level of engagement and influence with volunteers.
- **Mental Health Working Group.** The group addresses the issue of mental health and delivers desired outcomes by facilitating effective partnership working across a range of sectors including local authorities and the voluntary sector.
- **Criminal Justice Services Group.** The group covers the following policy areas: transforming rehabilitation, restorative justice, legal aid, courts, and performance of the Criminal Justice Services.

The role of the Chief Constable

The Chief Constable is charged by law with the impartial direction and control of the police force: for day to day operational policing that will deliver this Police and Crime Plan. The Chief Constable is accountable to me for the delivery of efficient and effective policing, and the way resources and spending are managed.

The role of Police and Crime Panel

The Police Reform and Social Responsibility Act 2011 introduced Police and Crime Panels. The function of the Panel is to promote openness in the transaction of police business and to be a critical friend and support me in my role. The Police and Crime Panel is responsible for:

- Reviewing the draft Police and Crime Plan;
- Publicly scrutinising my annual report;
- Reviewing and scrutinising decisions and actions by the PCC;

- Reviewing and potentially vetoing my proposed precept levels;
- Reviewing my conduct;
- Reviewing and confirming the appointments I propose for chief constable, chief executive, chief finance officer and deputy police and crime commissioner (if appropriate – I have chosen not to appoint one);
- Administering complaints in relation to the handling and determination of complaints against me and / or my Deputy.

The Panel for this area is hosted by Durham County Council. It is composed of 7 councillors from Durham County Council and 3 councillors from Darlington Borough Council, plus 2 independent co-opted members.

The role of Community Safety Partnerships (CSPs)

The Constabulary and I work in partnership with many local and regional organisations to deliver our work. The members of the Community Safety Partnerships are fundamentally important to this.

The community safety duty in the Police Reform and Social Responsibility Act 2011 specifies that a PCC and the responsible authorities (Police, Local Authority, Fire & Rescue Authority, Health, Probation and Community Rehabilitation Company) of a CSP must co-operate and take account of one another's objectives/ priorities. Across County Durham and Darlington we have similar objectives and joint working groups have been established to tackle many of the issues.

The Act gives PCCs the power to:

- Ask for a report from a CSP on issues of concern;
- Call together representatives from CSPs across the police force area to discuss issues which are a concern across the force;
- Approve applications for combination (merger) agreements between CSPs from the responsible authorities.

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<http://twitter.com/DurhamPCC>



<https://www.facebook.com/PCC.Durham>



<http://www.youtube.com/user/DurhamPCC>



<http://www.flickr.com/photos/durhampcc/>



<https://audioboo.fm/DurhamPCC>

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Police and Crime Plan 2015 – 17

Consultation Findings and Response

March 2015

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Introduction

As Police and Crime Commissioner for County Durham and Darlington, I published a draft version of my *Police and Crime Plan 2015-17*. This was an amended and expanded version of the 2014-17 Plan.

A consultation on the draft plan ran from 22nd December 2014 to 15th February 2015, seeking the views of the public on my amendments and additions to my plan. The key areas of consideration were:

- Keeping the following six local priorities:
 - To tackle the harm caused to individuals and communities by alcohol and drugs,
 - To tackle anti-social behaviour,
 - To improve engagement with communities across the Constabulary area,
 - To reduce the impact of hate crime,
 - To improve road safety by tackling careless and dangerous driving, speeding and other related road safety issues,
 - To make our policing service visible and accessible at all times;
- Amending my local priority of ‘to reduce the impact of domestic abuse, particularly violence against women and girls’ to ‘to reduce the incidence and impact of domestic abuse in all its forms’;
- The addition of the following three new priorities:
 - To improve public confidence in local policing,
 - To work with partners to improve the service provided to those with poor mental health (victims and offenders),
 - To reduce reoffending;
- And any additional comments or priorities respondents feel should be in place for County Durham and Darlington.

I would like to express my gratitude to all those respondents who took their time to read my draft plan and complete my survey. I am enormously appreciative of the array of detailed, honest and helpful comments people have gone to the effort of providing. All responses have been carefully read and considered and I am happy to report an overwhelming support in favour of all my proposals.



Summary

Details of the consultation on the refreshed Police and Crime Plan were circulated across partnership organisations, boards, panel members and through social media. I held forums for the Town and Parish Councils and the Voluntary and Community Sector, to speak to them about the Plan. I spoke at a number of arranged events, including Area Action Partnership meetings, allowing for individual questions and comments but gauging the overall opinion of the room rather than collecting individual survey responses. I also conducted walkabouts in Durham and Darlington shopping centres to talk to, and carry out surveys with, members of the public.

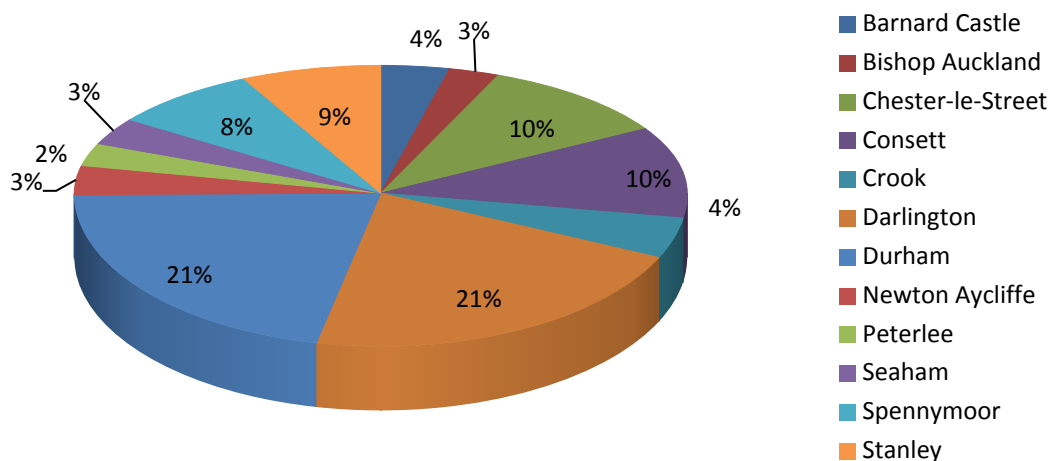
The responses were overwhelmingly in favour of my priorities, including keeping the existing ones, the amended priority, and the three additional ones. The online survey allowed for free text comments as well as the multiple choice survey questions. This, along with the points raised at the face-to-face meetings, was where the main feedback and areas of improvement were drawn from. An in depth breakdown of these comments and my responses are set out in the key findings section of this document.

Respondents

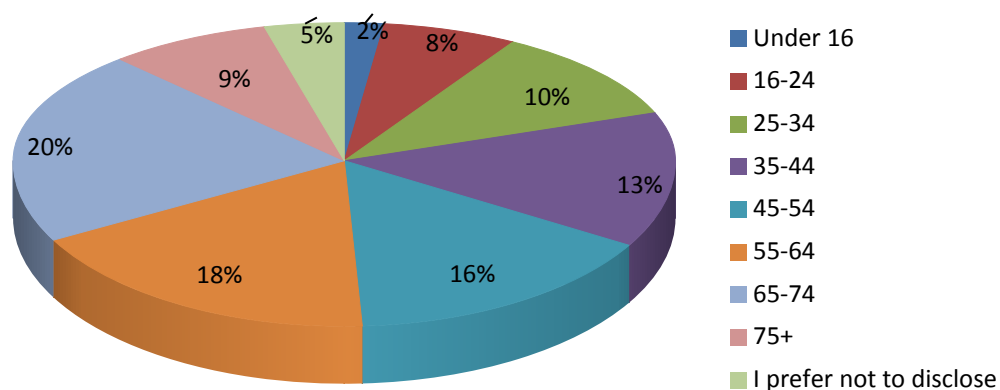
I reached approximately 550 people through the events I attended and held, plus those interacted with during the public walkabouts. I made efforts to ensure the consultation reached people across the whole of the force area and people of all age groups and genders. A total of 158 surveys were completed, including those online and in person. The demographic profile of respondents is set out below:

Question 7: Which area do you live in or live closest to?

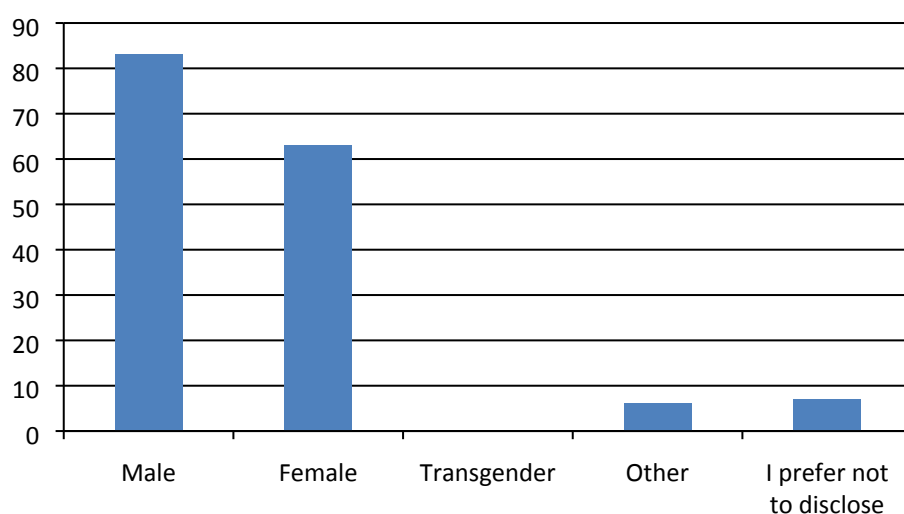
The twelve options given were Durham Constabulary's twelve neighbourhood policing sectors. A map was provided alongside this question to ensure respondents could see which area they are part of if they do not live in one of the named towns. The largest proportions of responses are from Durham and Darlington, which was expected as they are our only city and largest town. The rest of the responses are well spread across the other sectors.



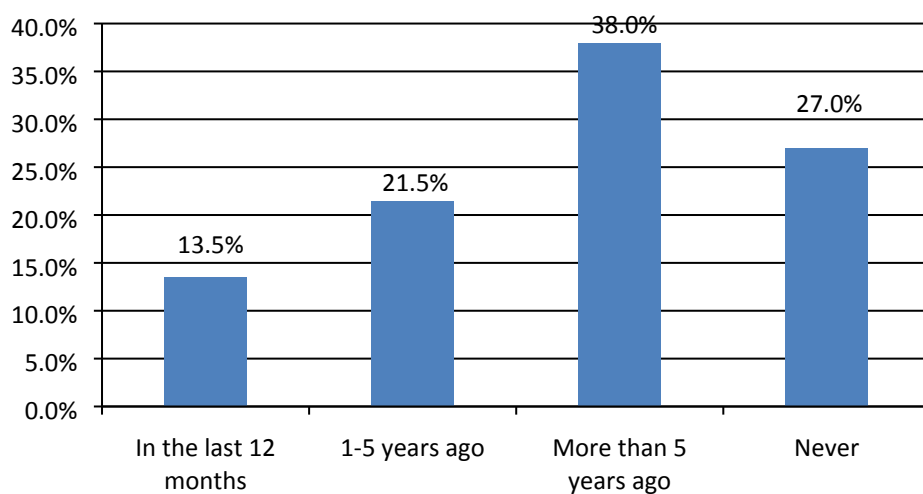
Question 8: Age group (years)



Question 9: Do you identify yourself as - ?



Question 10: Have you been a victim of crime?

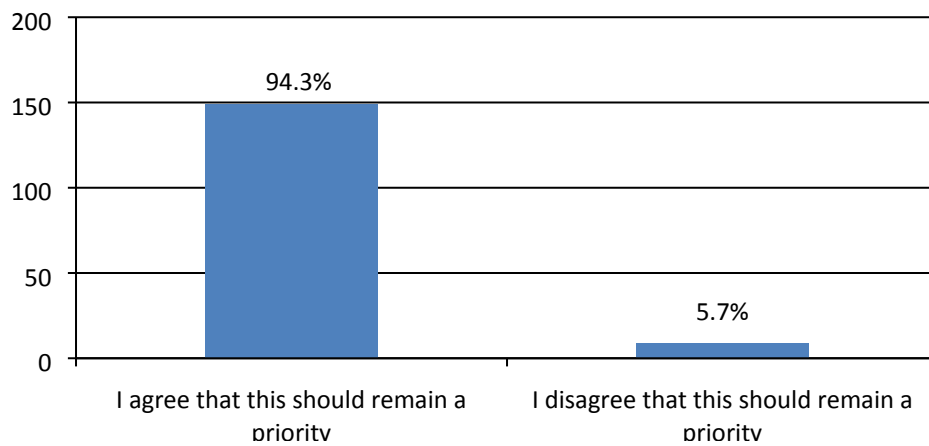


Nearly three quarters of respondents said they have been a victim of crime at some point; nearly half of whom had been a victim in the last five years.

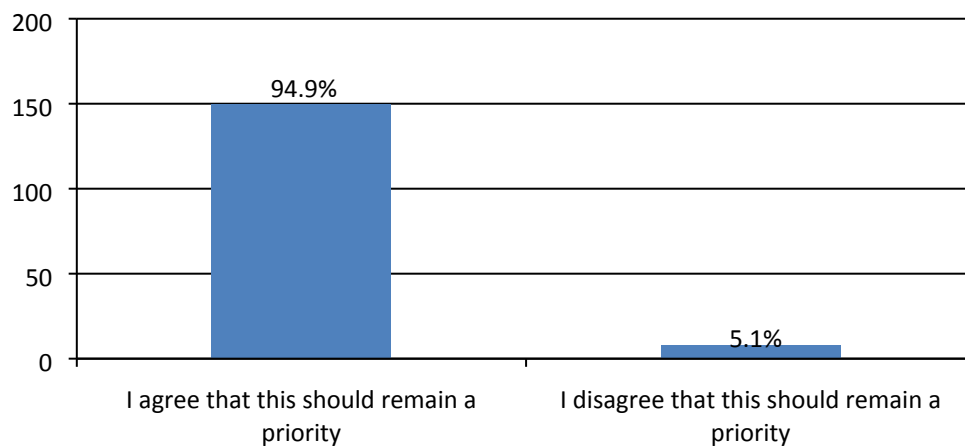
Survey Responses

Question 1 – Existing Priorities:

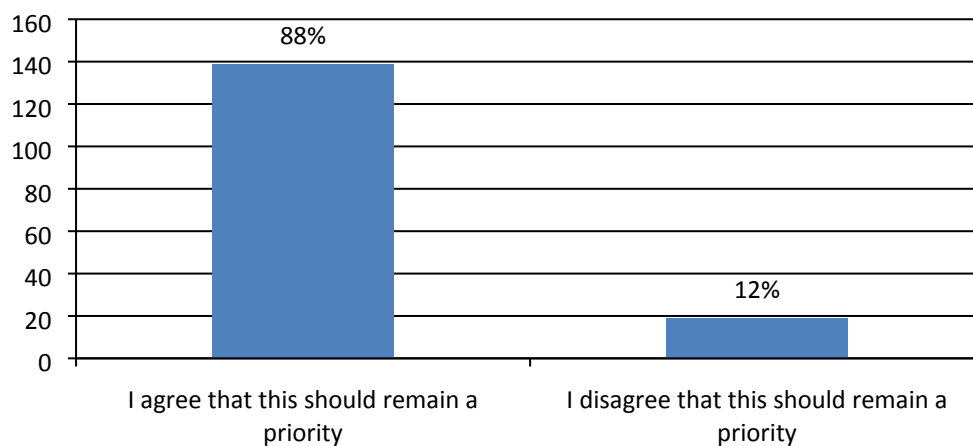
Alcohol and Drugs



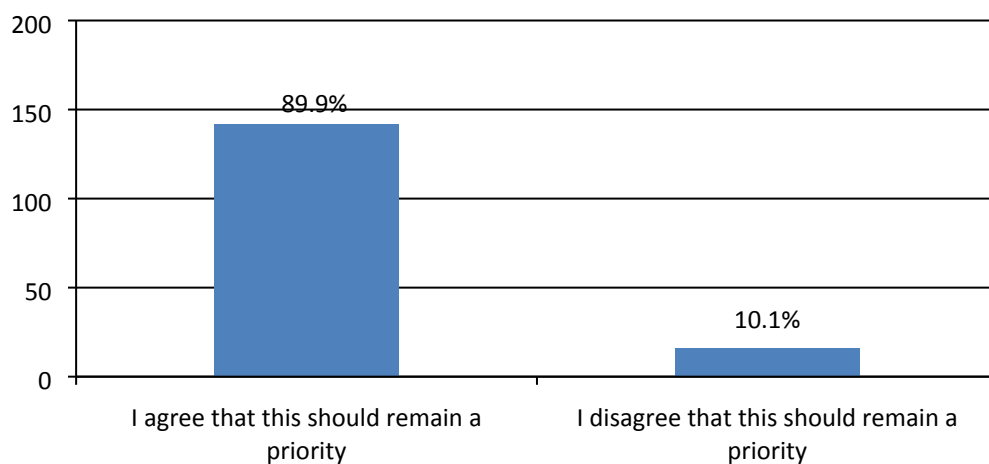
Anti-Social Behaviour



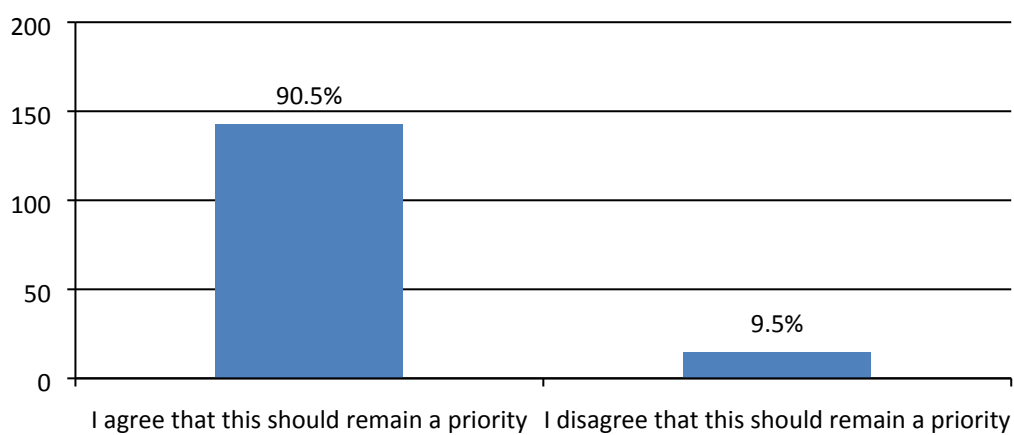
Engagement



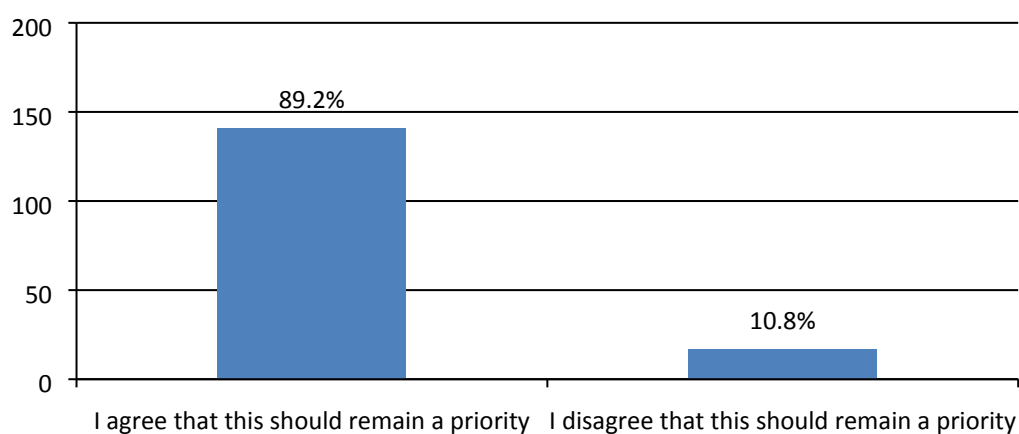
Hate Crime



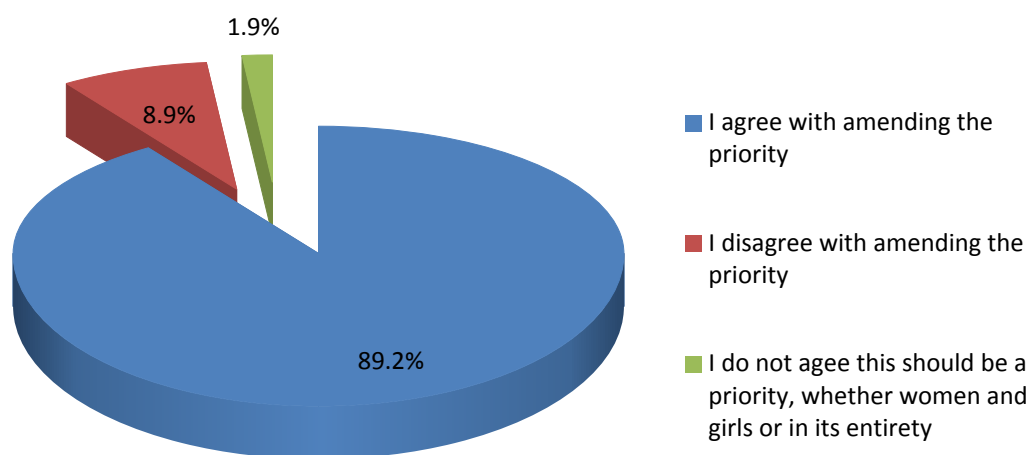
Road Safety



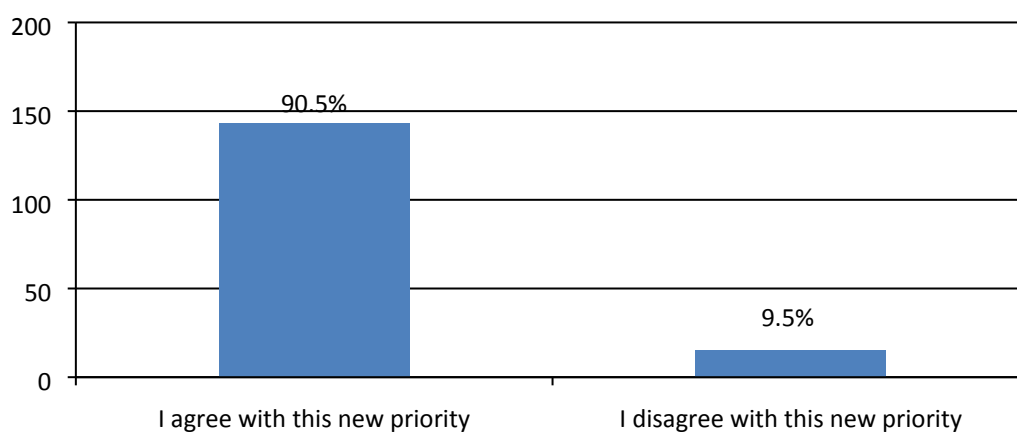
Visible and Accessible



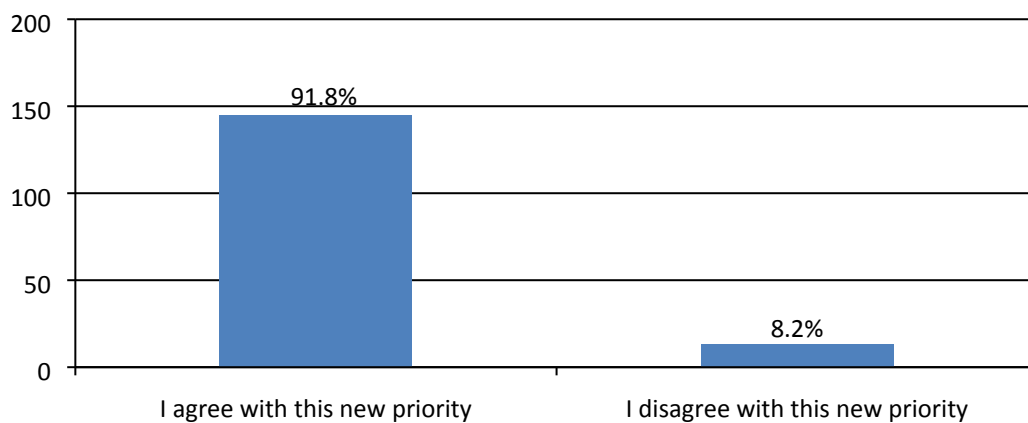
Question 2 – Amended Priority: Domestic Abuse



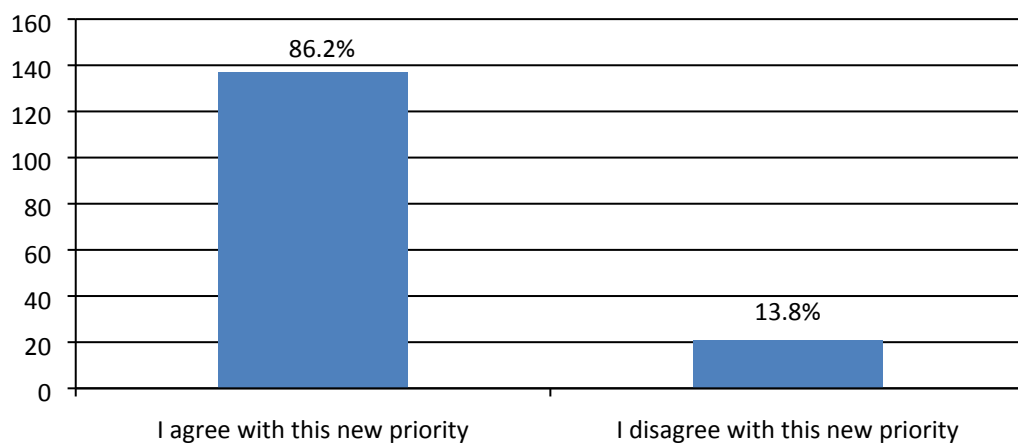
Question 3 – New Priority: Confidence



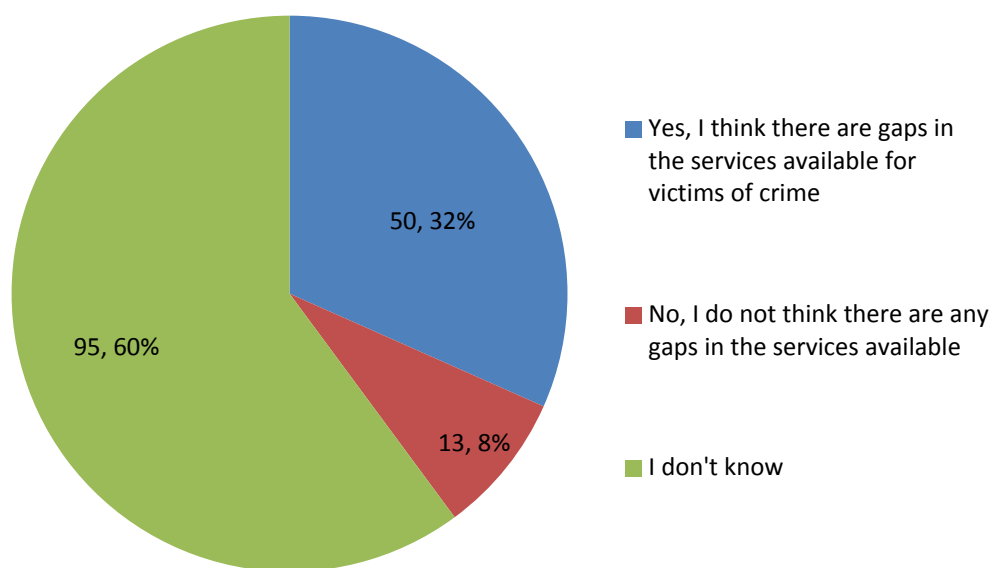
Question 4 – New Priority: Mental Health



Question 5 – New Priority: Reducing Reoffending



Question 6: Gaps in Victims Services



This indicates that I should raise awareness of what services are available for victims of crime.

Points Raised in Meetings/Forums

The overall feedback was positive but there were some queries and suggestions for improvement. A number of different topics were discussed and many different views were aired; an overview of which is as follows:

- The inclusion of the table setting out my priorities alongside those of the Safe Durham Partnership and the Darlington Community Safety Partnership has been well received;
- It was viewed by some that if there are too many priorities it runs the risk of them becoming diluted;
- Cybercrime, shoplifting, organised crime groups, rural crime and child sexual exploitation were all areas that were suggested could receive a greater emphasis;
- Road safety is an issue that featured highly, ranging from inconsiderate parking, to speeding, to cyclist safety;
- There were concerns aired over the National 101 non-emergency telephone system;
- Restorative Justice was suggested to be an area the public need to be more accurately informed of;
- Feedback suggested there could be similarities and repetition across the priorities of engagement, confidence and visibility.

More detail is provided in the next section; along with my responses and actions I have taken.

Key Findings and the Police and Crime Commissioner's Response

Overall, there was at least an 86% agreement for all of my proposed priorities; therefore they all remain of prominence in my plan. However, based on the feedback from my consultation, I have made some alterations.

*All of the sentences marked with an asterisk are direct quotations taken from the free written comments provided through the online survey, from different anonymised respondents.

Question 1 – Existing Priorities:

'Police need to be visible and available'... 'Greater visibility of police on the streets'**

Tackling anti-social behaviour, tackling the harms caused by alcohol and drugs, improving road safety and having a more visible police service are all very important issues to you across the force area. This is evident in the survey responses shown in the above graphs, free written comments provided online, and the events I have attended. The importance to local people to have police officers out visibly patrolling streets and being available at Police and Community Together (PACT) meetings for residents to voice concerns is clear. Road safety was also a reoccurring topic for discussion. Therefore, they all remain key areas I am asking the Chief Constable to focus on, through my Plan.

90% of respondents agreed that reducing the impact of hate crime should remain a priority for the police, which, although less than some other issues, still shows strong support. My hypothesis is that this priority received slightly less support because it is less well understood. Therefore, part of my current work with partners in this area is around increasing understanding and knowledge.

*'If police are catching criminals and are involved in crime prevention I do not see a great value in visiting schools and fayres...'**

Improving my own engagement with communities across the Constabulary area is important as it is part of my role to be the voice of the community and ensure your views are heard. 88% of respondents agree with maintaining this priority. However, this is the lowest percentage of the existing priorities and some feedback I have received suggests a degree of misunderstanding. Although it is important the force build relationships with the community through engagement, this priority refers to ensuring I am out interacting with people in the community to seek their opinions, not increasing the amount of time officers spend proactively attending engagement events. In response I have amended some of the wording slightly for clarity. I have also amended the overall structure of my plan, which I will discuss in more detail further on in this document, and this emphasises the difference between those actions related to me and to the Constabulary.



Question 2 – Amended Priority:

‘On domestic abuse, I agree with the sentiment but believe it is right to prioritise violence against women’

89% of respondents agree with amending the priority from ‘to reduce the impact of domestic abuse, particularly violence against women and girls’ to ‘to reduce the incidence and impact of domestic abuse in all its forms’. However, there were some worries expressed that this implies I do not think that domestic abuse is a gendered crime. I understand that it affects more women than men but I want to ensure that male victims and those within same sex relationships have the confidence to come forward, therefore I am going to proceed with amending the priority to cover all victims.

Violence against women and girls is a much larger area than domestic abuse alone, and I have worked with my counterparts in Northumbria and Cleveland to develop the first ever regional Violence Against Women and Girls Strategy. To ensure it does not appear that my dedication towards tackling this issue has diminished, I have added the delivery of this strategy to be an additional key area of focus. This new addition is explained in more detail further on in this document.

Question 3 – New Priorities:

*‘If you increase engagement and make policing visible and accessible surely that improves confidence’**

Despite a clear agreement from respondents that confidence in the police is vital to ensuring people feel safe and report crime, some feedback I have received was that confidence in the police should be an outcome of other work rather than a separate conscious focus. Therefore, I have made ‘inspiring confidence’ one of my overarching objectives that will be realised through focusing on various other areas. This new inclusion of objectives is explained further below.

With 92% of respondents in support of my proposal to add improving the services to those with poor mental health to my priorities, I have decided to go ahead with this.

*‘The prime consideration should be the victim not the offender’**

My inclusion of reducing reoffending as a priority has received more varying responses. As well as those who have given their support, there have also been some concerns around:

- Whether certain initiatives will be a waste on some offenders,
- If it takes the emphasis away from the victim’s needs,
- And whether this is important but not the police’s responsibility.

In response, I have removed this from being a separate priority area and instead I have broken it down to become a cross-cutting area spanning over a number of already established priorities. I have done this to show it does not stand detached from the victim-centred work and instead is to work alongside it. For example, the use of Restorative Justice is the victim's choice and is not a soft option for the offender. It has emerged from this consultation that awareness and understanding around some restorative approaches may need increasing.

Additional Comments:

*'Having priorities is another way of saying that you're disregarding parts'**

There were concerns raised that using the word "priority" suggests that other areas may be ignored by the police. This is absolutely not the case, and I want to stress that no crime or victim is considered unimportant. I want to ensure that the Police and Crime Plan strikes the right balance between identifying key areas of focus and covering the full gamut of work the police must undertake. Therefore, I have restructured the content around my vision and four overarching objectives.

My vision for the area, which has been amended, is **to inspire confidence in policing by ensuring efficient and effective services are delivered to support victims and keep all our communities safe.**

This leads into four objectives, which spell out the overall aims for the Force. They are:

- Inspire confidence
- Support victims
- Keep all our communities safe
- Deliver an efficient policing service

They are overarching as the breadth of the police's role is very wide spreading and I do not want to imply that any part of their role is less important than another or that any crime is taken less seriously. As well as inspiring confidence, supporting victims has become a specific objective to ensure that mine and the Chief Constable's victim centred approach is clear.

Within the objectives there are then key areas of focus which will help to achieve my vision. These key areas of focus are those issues which were consulted on and were previously named as priorities. There are also some additions based on the consultation feedback. Each objective, with the key areas of focus that will contribute towards achieving them, is set out below:

- Inspire confidence:
 - Improve my engagement with the communities across County Durham and Darlington
 - Make our policing service more visible and accessible at all times
- Support Victims:
 - Commission effective, appropriate and efficient service for victims
 - Deliver the regional Violence Against Women and Girls Strategy



- Reduce the incidence and impact of domestic abuse in all its forms
- Reduce the impact of hate crime
- Keep all our communities safe:
 - Deliver the strategic policing requirement and understand and tackle emerging threats
 - Tackle the harm caused to individuals and communities by alcohol and drugs
 - Tackle anti-social behaviour
 - Improve road safety by tackling careless and dangerous driving, speeding and other related road safety issues
 - Work with partners to improve the service provided to those with poor mental health (victims and offenders)
- Deliver an efficient policing service:
 - Value for money
 - Robust accountability and performance management

Additional Key Areas of Focus

As you can see above, as well as those areas that were consulted on, I have also added some further key areas of focus to achieve my objectives. These additions are based not only on the feedback I have received through my consultation, but also in response to the Constabulary's 2014 Strategic Assessment of potential risks in our area. This is a document which was produced whilst my refreshed Plan has been out for consultation.

I have added 'commission effective, appropriate and efficient services for victims' to my key areas of focus. I am now responsible for commissioning services for victims in our area using money allocated by the Government. This came into effect in October 2014 and so it is a new addition to my role but one which is vital to achieving my objective of supporting victims.

As aforementioned, I have also decided to add delivering the regional Violence Against Women and Girls Strategy to my key areas of focus. Violence against women and girls extends beyond solely domestic abuse to areas such as rape not within a relationship, sex work and human trafficking. This strategy was mentioned in the consultation version of my plan, but due to those responses demonstrating concern that it had lost prominence due to the amendment to the domestic violence area of focus, I have decided to make this work a key area of focus in itself. It is an all-encompassing strategy aimed at tackling all areas of violence against women and girls.

The Strategic Policing Requirement and tackling other emerging threats was mentioned in the version of my Plan that went out to consultation but was not titled as one of my priorities. I think this has caused it to appear as though the importance has been overlooked. Organised crime, cybercrime and child sexual exploitation are all areas which are covered in the section, but were mentioned by some in the process of the consultation as not being prominent enough. Not only have I moved this section to be a key area of focus, but emerging threats also covers anything that has not been specifically mentioned in the Plan but may be revealed to be a significant area of concern post publication.

Finally, ensuring value for money, monitoring the Constabulary's performance and holding the Chief Constable to account are pivotal to my role. To highlight their importance, and in response to some comments from the precept consultation wanting to ensure the extra money accrued is used effectively, I have amended the way in which this information is presented to you by making the delivery of an efficient policing service one of my four objectives. To achieve this objective, the 'Accountability and Performance Management' section of the consultation version of my Plan has become a key area of focus. Also that which was previously 'Use of Resources' has been amended slightly to become another key area of focus around achieving value for money in our services.

Structure and Design

Overall feedback was complimentary of the content and structure of the Plan. It was praised as being easy to read but comprehensive. There were some comments suggesting the document was too lengthy, therefore although the overall content remains the same, I have amended the layout of the document slightly:

- As the main purpose of the Police and Crime Plan is to set the strategic direction for the Chief Constable, I have removed the information about what we have achieved so far from the Plan as this will be included in the Annual Report.
- Information about our area and my varying roles and responsibilities has been condensed, with the full information provided in an annex for those who want to read more.
- The content has been streamlined whilst keeping its integrity by the use of tables and bullet points.
- A table has been used for each of the key areas of focus to split all actions into those relating directly to me, those for the Constabulary, and those with partner organisations. It spells out clearly who is responsible for what. I have kept the table showing where my objectives and areas of focus overlap with those by the Safe Durham Partnership and the Darlington Community Safety Partnership as this received positive feedback. The addition of the tables with a column dedicated to our partner organisations further strengthens their role in this Plan.
- As well as reinforcing the importance of partnership working, the tables also highlight those directions to the Chief Constable. This makes the strategic direction given more transparent and makes it easier to hold him to account for the completion of these actions.
- The Plan will be published in an interactive format, so readers will be able to click on certain aspects to be directed straight to that section. This means they can read only the content that is of interest to them rather than the full length of the document.



Next Steps

Following the closure of the consultation and the consolidation of results, I have amended my refreshed Police and Crime Plan in line with those responses described above. I have endeavoured to take into account as many views and as much feedback as possible.

The amended Police and Crime Plan 2015 – 17 was presented to the Police and Crime Panel at a meeting held on 3rd March 2015, **to which their approval was granted**. The plan will be published online by the end of March 2015 and hard copies will also be distributed and available on request.

The views which were provided on any gaps in the services available for victims will be passed to my commissioning team who are currently assessing the existing services to ensure any funding is spent on those areas that require it most.

I will continue to ensure there is an efficient and effective police force across County Durham and Darlington. Through holding the Chief Constable to account for the delivery of my plan, I will strive to achieve my objectives and the key areas of focus. As well as providing attention to those areas set out in my plan, I will continue to react to and be actively involved in any matters of concern that arise locally or nationally.

Police and Crime Panel

20th February (for meeting 3rd March) 2015

Revenue & Capital Budgets 2015/16

Report of PCC Chief Finance Officer and Chief of Staff



Introduction

1. The purpose of this report is to enable the Police and Crime Panel to review the proposed revenue and capital budgets for Durham Constabulary for 2015-16.

Background

2. The provisional financial settlement for 2015/16 (received 17th December 2014) announced a reduction in core Government funding to Policing Services of 5.1% when compared to 2014/15. (When comparing total Government funding the reduction was 4.8%).
3. Whilst a balanced budget for the financial year 2015/16 can be achieved there will be a tough challenge for 2016/17 and future years. To balance future years it will be necessary to further reduce officer and staff numbers. Provisional financial settlement figures are not yet available for 2016/17 from Central Government and until those indications are available it is estimated that income from central government will reduce by approximately £3.290m.
4. The Medium Term Financial Plan will be presented to the next meeting of the Police and Crime Panel.

Report

5. The report is set out in four sections:
 - I. Overall budget
 - II. Income
 - III. Capital
 - IV. Reserves

Section I: Overall Budget 2015/16**Expenditure**

6. The key expenditure related planning assumptions are below:

	Estimate 2015/16
Officer Pay Inflation (from September each year)	1% (from 01/09/15)
Staff Pay Inflation	2.2%(from 01/03/15)
Police Officer Vacancy Factor	0%
Police Staff Vacancy Factor	3%
Energy & Fuel Inflation	1%
Other Non-Pay Inflation	0%
Council Tax Increase	1.98%
Other Income Inflation	0%

7. This table considers the impact of all the income and revenue assumptions and sets out the planned 2015-16 budget:

Budget Heading	Outturn 2014/15	Estimate 2015/16
	£'000	£'000
Employees		
Police Officer Pay	64,582	63,852
Police Overtime	1,953	2,177
Police Staff Pay	27,446	29,147
Police Pensions	2,457	1,730
Other Employee Expenses	751	1,167
Total Employees	97,189	98,073
Premises	4,262	4,411
Transport Expenses	2,455	2,201
Supplies & Services		
Equipment	896	478
Stationery	340	272
Uniform	257	224
Doctors	1,377	1,440
Communications	2,163	1,951
Computing	2,016	1,588
Other Supplies	1,486	1,139

NOT PROTECTIVELY MARKED

Budget Heading	Outturn 2014/15	Estimate 2015/16
	£'000	£'000
Total Supplies & Services	8,535	7,092
Air Support	529	529
Joint & Other Authorities	2,629	608
Police National Computer	577	556
Forensic Science Services	875	900
Support Service Charges	23	20
<u>less</u>		
Income		
Customer & Client Receipts	(1,502)	(1,754)
Collaboration Income	0	(1,384)
Secondment Income	(735)	(503)
Interest	(18)	(25)
Special Grants	(1,108)	(850)
<u>plus</u>		
Capital Financing Costs	523	1,053
Police Constabulary	114,234	110,927
Victims Commissioning Grant	(474)	(550)
Restorative Justice Grant	(111)	(140)
PCC Commissioning	585	690
Community Safety Fund	752	735
PCC Costs	998	968
Net Expenditure	115,984	112,630
Funded by		
DCLG Grant	(38,690)	(37,176)
Police Grant	(45,754)	(42,954)
Council Tax Support Grant	(6,110)	(6,110)
Council Tax	(25,430)	(26,390)
	(115,984)	(112,630)
(Surplus) / Deficit	0	0

8. Comment:

- The budget is balanced for 2015/16 subject to the anticipated retirement of police officers and loss of police staff posts. The police officer posts vacated by the retirements will be filled via recruitment and transferees.
- Work has already commenced to address the projected deficit for 2016/17 and beyond. These years and beyond will be more challenging to address and will involve careful planning for the future deployment of police officer and

NOT PROTECTIVELY MARKED

police staff going forwards. The Medium Term Financial Plan will be presented at the next meeting of the Police and Crime Panel.

- There is a continuous process reviewing (in detail) all aspects of service delivery across all commands, as well as working with partners. Investment in ICT is expected to release cash backed efficiencies. Collaboration is expected to generate significant savings which will assist in the reduction of officer and staff numbers.
- The latest HMIC Value for Money Profiles has been used to identify areas for potential efficiency savings.
- A detailed workforce plan has been produced which complements this plan.

Section II: Income

1. Local Authority Finance Settlement - £86.2m

9. Central funding for 2015/16 has been set at £86.24m, a decrease of £4.314m (4.8%) compared with the 2014/15 figures. The table shows the anticipated fall in central government funding in future years as follows:

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Police Grant	45,754	42,954	41,580	40,250	38,962
DCLG General Grant	38,690	37,176	35,987	34,836	33,722
Legacy Council Tax Freeze Grants	6,110	6,110	5,383	5,383	5,383
Central Gov't Funding	90,554	86,240	82,950	80,469	78,067
Reduction in Funding	4,207	4,314	3,290	2,481	2,402

10. Funding has been allocated nationally to other specific areas where there is a national policing interest such as to the Independent Police Complaints Commission (to deal with serious and sensitive cases involving the police) and the HMIC to fund a new annual programme of all force inspections. This effectively means that less grant is available to each Force. It is estimated that the Force has lost approximately £1.8m grant in 2015/16 as a result of top slicing.

2. 2015/16 Council Tax Income - £26.3m

11. The PCC has proposed a 1.98% increase in Council Tax, which is the maximum increase recommended to avoid a referendum, and will result in an increase to the base budget of £0.51m for every year in the future.
12. The 'council tax bases' of Durham County Council and Darlington Borough Council are used to calculate the proportion of the PCC's total precept levied on each Council. The tax base is the estimated full year equivalent number of chargeable Band D dwellings with two or more liable adults and in respect of which tax will be received.

Council	Council Tax Base	Precept (£)
Durham County	130,493.00	21,235,126
Darlington	31,101.00	5,061,066
TOTAL	161,594.00	26,296,192

Total funding in 2015-16 = £86.2m + £26.3m = £112.5m

Section III: Capital Expenditure

13. The enclosed capital summary sets out proposed expenditure for capital projects for 2014/15 to 2015/16 and the associated funding options. The PCC received £1,182,284 in 2014/15 and expects to receive £1.1m in 2015/16. In future years it is estimated that between £0.95m and £1.05m per annum will be received.
14. The impact of any capital receipts generated from the sale of land owned by the PCC for development of commercial or housing purposes has been included in the funding at this stage. The first capital receipts from the sale of the old HQ site are expected in 2015/16 and will continue over a number of years.

Revenue Impact of the Capital Programme

15. The following table contains a summary of capital expenditure by asset category.

	Outturn 2014/15 £'000	Estimate 2015/16 £'000
Expenditure		
Buildings: Major works	5,600	500
Buildings: Minor Works	382	1,270
Vehicles	886	950
ICT	2,225	3,825
Equipment	541	250
Total	9,634	6,795
Funding		
Capital Grant	3,033	2,031
Special Grant	519	0
Capital Receipts	100	2,994
Revenue Contribution	0	0
Strategic Reserve	0	0
Unsupported Borrowing	5,982	1,770
Total	9,634	6,795
Capital Financing Costs		
Minimum Revenue Provision	520	839
Revenue Contribution	0	0
Contribution from Reserves	0	0
Interest Charges	18	214
Total	538	1,053

16. The most significant capital expenditure is explained over the next few paragraphs and a table showing detailed planned expenditure in 2014/15 and 2015/16 follows. Detailed planned expenditure to 2018/19 will be presented as part of the Medium Term Financial Plan.

Estates

17. The primary focus for the Estates programme will be the removal of asbestos from the old HQ site and the subsequent sale of that site, the re-siting of the radio mast and the demolition of the old Newton Aycliffe building.

18. There will still be a regular buildings improvement and maintenance programme undertaken for the rest of the Estate.

Fleet

19. The fleet replacement programme is kept under constant review and it is planned to spend a relatively consistent figure each year on vehicles.

ICT

20. The ICT Strategy outlines the capital schemes to be delivered over the period covered by the plan. A large proportion of the ICT expenditure in the capital programme relates to the facilitation of Mobile data. Other key schemes are as follows:

- **ICT Infrastructure:** There is a business need to refresh and extend some components of the ICT infrastructure. This includes improving the WAN.
- **Business Applications:** The primary costs over the next three years will be the continued consolidation of our business applications through the Red Sigma programme; implementation of a new Case & Custody system; and the development of electronic records management.

Detailed Capital Expenditure

21. The following table includes details of new capital expenditure by asset category. NB some lines show zero because expenditure in these areas will begin in 2016/17 and beyond.

Planned Capital Expenditure from 2014/15 to 2015/16		
	Outturn 2014/15 £'000	Estimate 2015/16 £'000
HQ Redevelopment	4,300	500
Unit 1, Whitehouse Way	1,300	
Sub total	5,600	500
Minor Works Projects		
Newton Aycliffe Demolition	120	
PSU Classroom Extension	22	
Darlington improvements	90	
Accommodation Improvements	100	50
Custody Improvements	50	
Legislative Compliance	0	100
Sub total	382	1,270
Motor Vehicles	886	950
ICT Projects		

Planned Capital Expenditure from 2014/15 to 2015/16		
	Outturn 2014/15 £'000	Estimate 2015/16 £'000
Capital carry forward		300
Infrastructure Development		
Identity Access Management	69	
Infrastructure Technology Refresh		
Desktop Virtualisation		
Desktop security		50
CDS	333	
Server & Storage Replacement	50	75
Airwave Radios		50
Bodycamera replacement		
Web E-mail Security Improvements		
ANPR infrastructure		110
ANPR BOF		
ESMCP		
LAN Core Switch Refresh		130
WAN Hardware		550
Review Storage Solution		300
Review Fibre Switch Infrastructure		120
Review Fibre Tape Libraries		150
Schengen PNC interface	21	
PSN	87	200
Projector Review/Replace		40
CAID		25
Digital Evidence		
Central 999 Recorders		
Custody DVR Replacement		120
Mobile Working		
Mobile Data (Grant Funded)	120	400
Mobile data carry forward		700
Expand Video Conferencing Lync - External Conference - Virtual Courts		30
Buildings ICT Infrastructure		
New HQ ICT Infrastructure	538	
Telephone System	362	
Darlington Custody	20	
Peterlee	11	
Business Applications		
Red Sigma/ Blue Delta Development	407	100
Microsoft Licence Arrangements	28	
Case & Custody	55	50
GIS Replacement		150
COMPASS Migration	25	

Planned Capital Expenditure from 2014/15 to 2015/16		
	Outturn 2014/15 £'000	Estimate 2015/16 £'000
Asset Management / Service Desk		
Cyber crime	20	
Tecsos	24	
Holmes Upgrade		25
Pegasus upgrade		10
Agresso		40
Storm		
Electronic Record Data Management System	13	100
EROS Project		
Origin / DMS	42	
Sub total	2,225	3,825
Equipment	541	250
Grand Total	9,634	6,795

Section IV: Use and Level of Financial Reserves

22. To ensure ongoing financial viability it is important that the Police & Crime Commissioner continues to maintain a suitable level of reserves. Whilst there is no general guidance on what represents a suitable level of reserves in percentage terms, it is important to take into account the various risks to be faced when coming to a view on reserve levels. Our position is that general reserves should not be used to support day to day expenditure given: the level of funding uncertainty in future years (where more grant reductions are expected but not yet outlined by Central Government); localisation of council tax benefit; rising costs and council tax capping limits. Reserves should only be used to invest in capital expenditure or invest in expenditure which will lead to clear efficiencies.
23. The current policy statement on the level of reserves includes the following:
- I. The Police & Crime Commissioner will set aside sufficient sums in earmarked reserves as it considered prudent to do so. The PCC Chief Finance Officer will be authorised to establish such reserves as are required, will review them for both adequacy and purpose, and report on a regular basis to the Police & Crime Commissioner.
 - II. The Police & Crime Commissioner will aim to maintain, broadly, general reserves of between 4% and 5% of the revenue estimates (currently about £4.533m and £5.666m respectively, based on 2015/16 revenue funding of £113.320m) subject to an annual review by the PCC Chief Finance Officer as part of the budget process.
24. The following tables show the estimated movement in financial reserves over the period to 31st March 2016 assuming a 1.98% Council Tax increase for 2015/16. The Capital Modernisation and Capital Grants Unapplied reserves are the specific earmarked reserves used to contribute to the funding of the capital programme in future years. There is a movement from the General Reserve of £260,000 to the Earmarked Reserve (Support Staff Pensions) in 2014/15 and that is to align the General Reserve with the Reserves Policy by keeping the reserve level at the top of the policy limit at 5%.

Financial Reserves	Balance at 31/3/14	Variation 2014/15	Estimated Balance 31/3/15	Variation 2015/16	Estimated Balance 31/3/16
	£'000	£'000	£'000	£'000	£'000
General	5,926	-260	5,666	-	5,666
Usable Capital Reserve	154	-	154	-	154
Capital Receipt	-	-	-	1,356	1,356
Earmarked	14,966	-1,111	13,855	-931	12,924
Total Reserves	21,046	-1,371	19,675	425	20,100

	31st March 2014 £'000	31st March 2015 £'000	31st March 2016 £'000
Capital Modernisation	6,984	7,224	7,224
Capital Grants Unapplied	2,782	931	0
Staff Pensions & Severance	1,500	2,000	2,000
Insurance	574	574	574
Police Officer Pensions	676	676	676
Investment in IT	250	250	250
PCC	436	436	436
Community Safety Reserve	268	268	268
Training	150	150	150
Tactical Training Centre	83	83	83
Other	1,263	1,263	1,263
Usable Capital Reserve	154	154	154
Capital Receipt	0	0	1,356
General Reserve	5,926	5,666	5,666
Total	21,046	19,675	20,100

25. The expected use of reserves is as follows:

- £3.033m to fund capital expenditure in 2015/16
- £3.925m to fund capital expenditure in 2016/17
- £3.101m to fund capital expenditure in 2017/18
- £0.480m increase in capital modernisation and staff pensions reserves in 2014/15 due to revenue underspend.
- £6m potential reduction due to repayment of pension deficit, not shown in the above table as this is still subject to PCC and external audit approval.

Monitoring and Review

26. This financial plan will be subject to continuous review and forms part of the overall planning processes within the OPCC and Constabulary. This will ensure that an accurate future financial forecast is maintained to give an indication as to the affordability of spending plans which in turn will be fed into the corporate planning process.

Recommendation

27. That the Police and Crime Panel provide any questions relating to the proposed 2015-16 budget.

Gary Ridley

Chief Finance Officer

Alan Reiss

Chief of Staff

Appendix 1: Risks and Implications

Finance

These are contained in the main body of the report.

Staffing

The budgetary implications for staffing will be dealt with in the MTFP.

Equality and Diversity

N/A

Accommodation

The capital budget has implications for the way in which accommodation will be delivered in the future.

Crime and Disorder

N/A

Human Rights

N/A

Children's Act 2004

N/A

Stakeholder/Community Engagement

A number of public consultation meetings were held to invite views on budget setting and the level of precept.

Environment

N/A

Collaboration

A full and developing programme of collaboration is in place to effectively manage the reducing budget. The Continuous Improvement Board will oversee VFM and productivity in relation to the delivery of the 2015/16 budget.

Value for Money and Productivity

N/A

Other risks

N/A

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Police and Crime Panel**3rd March 2015****Inspection Update****Report of Assistant Chief Officer**

Purpose

To share with members of the panel details of:

- Inspections expected in 2015
- Recently published inspection reports
- Pending inspection reports

Expected Inspections in 2015**HMIC - Identifying vulnerability in case files**

Week commencing 24th February 2015. 10 case files will be reviewed.

Previous inspection reports highlighted the lack of adequate identification of the vulnerability of victims and witnesses – meaning they do not receive appropriate support. The focus will be on agencies' response to previous recommendations, how vulnerability is identified and prioritised within case files and approaches to risk assessment and management. HMCPSP examined a timed sample in Oct/Nov 2014 and results will inform HMIC's PEEL annual all-force inspection in Jan/Feb. HMIC will conduct fieldwork in 43 forces and a composite thematic report will follow.

HMIC Inspection on Firearms Licensing

24th and 25th March 2015

The inspection will follow up on the areas of risk identified in a scoping exercise undertaken by HMIC in 2013 and forms part of the published inspection programme for 2014/15. This will be a risk based inspection of 12 forces, including 4 from the Northern Region (Cumbria, North Yorkshire, Greater Manchester and Durham). The focus will be on the firearms licensing process and the risk management of that process. The purpose of this inspection is to review the efficiency and effectiveness of the arrangements in place to manage firearms licensing.

This inspection will examine how well:

- the governance structures for firearms licensing at a national, regional and local level work;
- the force understands and manages risk relating to firearms licensing on a 24/7 basis, including levels of awareness of firearms licensing related risk amongst first responders and supervisors;

- the force learns to improve its firearms licensing including implementation of recommendations from national reports into fatal shootings by e.g. FELWG, Home Affairs Select Committee, HM Coroners and IPCC;
- Authorised Professional Practice and Home Office Guidance on Firearms Licensing Law (2014) is understood and applied by police officers and staff concerned with the firearms licensing process; and
- the force engages with stakeholders e.g. medical professionals, licensees, special interest groups, educational establishments and the public.

HMIC Missing and Absent persons

All forces to be inspected, from June 2015

Missing and absent inspection will be part of a wider vulnerability inspection in June and July and this will also include Child Sexual Exploitation and a follow up on Domestic Violence.

HMIC - Stalking and Harassment – no dates known as yet

HMIC / CJI - Local Criminal justice partnerships Fieldwork commenced Sept 2014.

Ofsted-led joint inspections: Child Protection

Due to re-start from June 2015.

HMIC Trafficking & Slavery / Honour based Violence – no dates known

HMCPSP: Digitisation in the CJS - Fieldwork from Spring 2015

Recently Published Inspection Reports

HMIC / HMCPSP - Road Traffic Accidents inc. fatalities

Inspection dates 24-26th Feb 2014. Report published February 2015.

Specialist prosecutors needed for road death prosecutions

Crown Prosecutors are failing to provide a much needed specialist role prosecuting fatal road traffic incidents largely because of a lack of tailor made training, a joint inspection report published today says.

Inspectors found there was no process to accredit specialists, national guidance was often ignored at operational level and monitoring of performance and casework outcomes was “fragmentary or non-existent.”

HMCPSP and HMIC’s “Joint Inspection of the investigation and prosecution of fatal road traffic incidents” found both police and Crown Prosecution Service aspire to deliver high standards but much work is needed to turn that into a reality.

Police overall were professional and thorough but needed to prioritise the valuable work of family liaison officers who perform a sensitive role in reassuring both victims' families and the public that a road death investigation is just as important as all other homicide cases.

The quality of the CPS's decision making was judged to be good in fewer than half the 72 cases analysed. Common failings included poor case analysis and strategy and inadequate references to sentencing guidelines.

Recommendations for area specialists to be responsible for pre-charge decisions and to retain conduct of their cases were made in HMCPSP's 2008 review - but little progress has been made since then towards a coherent model.

Reports Pending

HMIC – Building the Picture (Information management) (Savile)

Thematic report and 13 public force reports to be published w/c 2nd March. (Durham was the pilot force).

HMIC - 21st Century Child Sexual Exploitation

Report to be published by end March 2015.

Recommendation

That the panel note the report and provide any questions.

Gary Ridley
Assistant Chief Officer

Appendix 1: Risks and Implications

Finance

n/a

Staffing

n/a

Equality and Diversity

n/a

Accommodation

n/a

Crime and Disorder

n/a

Children's Act 2004

n/a

Stakeholder/Community Engagement

n/a

Environment

n/a

Collaboration and Partnerships

n/a

Value for Money and Productivity

n/a

Potential Impact on Police and Crime Plan Priorities

n/a

Commissioning

n/a

Other risks

n/a

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Durham Police and Crime Panel

3rd March 2015

Police and Crime Commissioner's Public Performance Report

Report of Lorraine O'Donnell, Assistant Chief Executive

Purpose of the Report

1. To provide Members of the Police and Crime Panel with supporting information in advance of a demonstration of a new interactive performance report to be published by the Office of the Police and Crime Commissioner.

Background

2. In order to support delivery of one of the Police and Crime Commissioner's key responsibilities – holding the Chief Constable to account - the PCC is launching an interactive performance report. It will be available on the Commissioner's website during the week beginning 23rd April. The report will provide key performance data on his priorities, including levels of Anti-Social Behaviour at a local level, alongside contextual narrative.
3. The Police and Crime Commissioner, Ron Hogg and Alan Reiss, Chief of Staff will be in attendance at the Panel's meeting to provide an overview of the report and respond to questions from Panel Members.

Recommendations

4. Members of the Police and Crime Panel are asked to note information within the demonstration and comment accordingly.

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Appendix 1: Implications

Finance – None

Staffing – None

Risk – None

Equality and Diversity / Public Sector Equality Duty – The Office of the Police and Crime Commissioner is considering how best to make the report available to people without easy access to IT.

Accommodation – None

Crime and Disorder – The presentation will include performance information on Crime and Disorder within the Force Area.

Human Rights – None

Consultation – None

Procurement – None

Disability Issues – None

Legal Implications – None.