



## Police and Crime Panel

**Date** Thursday 4 January 2018  
**Time** 10.00 am  
**Venue** Committee Room 1A, County Hall, Durham

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### Business

#### Part A

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

1. Apologies for Absence
2. Substitute Members
3. Declarations of interest, if any
4. Minutes of the meeting held on 26 October 2017 (Pages 3 - 8)
5. Precept Setting Consultation - Report of the Police, Crime and Victims' Commissioner (Pages 9 - 22)
6. Durham and Darlington Victims and Witness Group - Report of Chief of Staff (Pages 23 - 32)
7. Community Engagement and PACT - Report of the Police, Crime and Victims' Commissioner (Pages 33 - 38)
8. Q2 Public Performance Report (Pages 39 - 60)
9. PCVC Decision Records - Report of Chief of Staff (Pages 61 - 64)
10. Commissioning in 2017-18 - Report of Head of Governance and Commissioning (Pages 65 - 70)

11. HMIC inspection reports into Police efficiency and Police legitimacy - Report of Police, Crime and Victims' Commissioner (Pages 71 - 78)
12. Such other business, as in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration

**Helen Lynch**  
Monitoring Officer

County Hall  
Durham  
22 December 2017

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

**Durham County Council**

Councillors A Bainbridge, D Boyes, P Brookes, P Crathorne, L Hovvels (Chair), S Robinson and M Simmons

**Darlington Borough Council**

Councillors S Harker, B Jones (Vice-Chair) and M Knowles

**Independent Co-opted Members**

Mr N J H Cooke and Mr D K G Dodwell

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**Contact: Ian Croft**

**Tel: 03000 269702**

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**DURHAM COUNTY COUNCIL**

At a Meeting of **Police and Crime Panel** held in Committee Room 1B, County Hall, Durham on **Thursday 26 October 2017 at 10.00 am**

**Present:**

**Councillor L Hovvels in the Chair**

**Durham County Council:**

Councillors A Bainbridge, D Boyes, P Crathorne and M Simmons

**Darlington Borough Council:**

Councillors B Jones and D Regan

**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 Brookes, Harker, Knowles and Robinson.

**2 Substitute Members**

Councillor D Regan as substitute for Councillor M Knowles.

**3 Declarations of interest**

There were no declarations of interest.

**4 Minutes**

The Minutes of the meeting held on 30 June 2017 were confirmed as a correct record and signed by the Chairman.

**5 Police Precept 2018-19**

The Panel considered a report of the Police, Crime and Victims; Commissioner (PCVC) regarding proposals to consult on changes to the Police Precept for 2018-19 (for copy see file of Minutes).

The PCVC informed the Panel that he proposed to take a flier to the Celebration of Superheroes event in Shildon on 28 October which sought views on four different funding scenarios. The flier was at page 11 of the Agenda pack.

A formal consultation document would be brought to the Panel on 4 January 2018 and formal consultation would take place in the same way as in previous years.

The formal consultation document would make clear proposals on the back of clearer information that currently existed about the parameters for consultation.

The January consultation would include public meetings such as Area Action Partnerships, and other opportunities including in Darlington, and a survey of the general public, looking for agreement to what were likely to be firm proposals to increase the Police precept.

Councillor Boyes informed the Panel that he would be supportive of a 2% increase in precept and praised the flier in the way each of the four different funding scenarios were qualified by consequences of the scenario.

Mr Dodwell asked whether consultation would take place through 'In the Know' or Neighbourhood Watch. The PCVC replied that while he would consider this, online consultation last year had produced a variable response.

Councillor Crathorne supported the wording used in the flier which gave a brief background to police funding and presented four scenarios, with consequences of each one.

**Resolved:**

That the report be noted.

## **6 Durham and Cleveland Local Criminal Justice Board Update**

The Panel considered a report of the Chief of Staff, which provided an update on the work of the Local Criminal Justice Board and how this had developed during the past year. The Panel also received a presentation on the work of the LCJB (for report and slides see file of Minutes).

The PCVC informed the Panel that a lot of work had taken place over the last year, driven by the Durham office, and placed on record his thanks to the Chief of Staff and his team for their work.

**Resolved:**

That the report be noted.

## **7 Checkpoint Programme Update**

The Panel considered a report of the Chief of Staff which provided an update on the Checkpoint programme and how it had developed during the past year (for copy see file of Minutes).

Councillor Boyes informed the meeting that, while was pleased that the Checkpoint programme prevented criminal records for minor offences, he was concerned that the list of offences eligible for Checkpoint included assault on a police officer. Councillor Boyes also expressed concern regarding a recent press article which reported that a large scale cannabis farm had been considered appropriate for the this programme and asked how this would restore community faith on the Criminal Justice system.

The PCVC replied that the assault against the police which would be eligible for the Checkpoint programme was low-level Section 50 offences. Section 18 and Section 47 assault was a higher offence and would not be eligible for Checkpoint. He added that he was supporting a Bill currently going through Parliament to protect emergency service workers.

Referring to the press article, the PCVC informed the Panel it had given the impression that in Durham the Checkpoint programme would be used in the case of a large scale cannabis farm. The farm referred to in the article was, in fact, in Cornwall. Large scale growth of cannabis in Durham would be prosecuted unless certain criteria were met, and Durham did not give cautions for large scale growth.

Councillor Regan asked what victims' views of Checkpoint were. The PCVC replied that victims were incorporated into the Checkpoint programme at an early stage and from feedback received, victim satisfaction levels were very high.

**Resolved:**

That the update on the Checkpoint programme be noted.

**8 Quarter 1 2017/2018 Performance Report**

The Panel received a presentation from the PCVC which provided an update on the quarter one performance report for 2017/18 (for copy see file of Minutes).

The PCVC informed the Panel that there had been an increase in recorded crime in the Durham force, which was reflected in 41 of the 43 forces nationally.

Recorded crime was increasing for a number of reasons, including:

- The introduction of National Crime Recording Standards
- Improved crime reporting by Police forces
- Increased reporting of some areas of crime, for example sexual offences, because victims were more confident to report such crimes
- Increases in key areas such as theft, and there was a need to examine the causes of this
- Anti-Social Behaviour continued to decrease because of pro-activity by the force and changes in crime recording, which meant that previous ASB incidents were now crimed.
- There had been a 44% increase of Victim Based Crime, however some of this was due to crime record changes and improved systems, with the underlying increase being in the region of 16%
- Burglary had increased, but following pro-active work a decline was now being seen.

Mr Cooke referred to domestic abuse and suggested that work be undertaken with young people in school to instil what a good and a bad relationship was.

The PCVC replied that work was undertaken through various agencies, such as Show Racism the Red Card, which had an emphasis on relationships. Additionally, Durham Agency Against Crime had produced a dvd about positive relationships

which was shown in schools, and Operation Encompass provided support to children and young people who witnessed domestic abuse.

**Resolved:**

That the Quarter 1 Performance Report be noted.

**9 PCVC Decision Records**

The Panel noted a report of the Chief of Staff, Office of the Police, Crime and Victims' Commissioner, which provided an update on the PCVCs decision register since the last meeting, and forward plan (for copy see file of Minutes).

**10 Recent HMIC Inspection Reports**

The Panel noted a report of the Head of Policy and Communications, Office of the Police, Crime and Victims Commissioner which gave details of recent assessments by HM Inspectorate of Constabulary (for copy see file of Minutes).

The Chief of Staff informed the Panel that the Force had recently been inspected for Crime Data Integrity and the results of the inspection were expected in the spring of 2018.

**11 Exclusion of the Public**

**Resolved:**

That under Section 100(a)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972.

**12 Concerning a Complaint about the Police, Crime and Victims' Commissioner**

The Panel considered a report of the Monitoring Officer, Durham County Council regarding a complaint made about the Police Crime And Victims' Commissioner (for copy see file of Minutes).

The Monitoring Officer provided the Panel with background details of the complaint, the role of the Panel, relevant legislation and protocols and the PCVCs response to the complaint.

The Monitoring Officer informed the Panel that the information supplied by the complainant and the PCVCs response had been evaluated and it was recommended that the complaint be not upheld.

Members of the Panel discussed the complaint and the PCVCs response and it was:

**Resolved:**

- (i) That the matters complained of are not of sufficient seriousness to warrant referral to the IPCC.

- (ii) The complaint does not meet the Regulation 15 criteria to disapply the requirements of the Regulations and must therefore be subjected to 'informal resolution' under Regulation 28.
- (iii) That there is no substance in the complaint and/or no evidence to support it, and therefore no further action shall be taken.

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**Police and Crime Panel**

**4<sup>th</sup> January 2018**

**Consultation on Council Tax Police Precept 2018-19**

**Report of the Police, Crime and Victims' Commissioner**

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**Purpose of report**

1. To advise members of the Police and Crime Panel of my proposal to seek the views of the community on an increase in the policing element of Council Tax (the "precept") for 2018-19.
2. A report will go to the Police and Crime Panel on 1<sup>st</sup> February proposing the precept for 2018-19. Under Schedule 5 of the Police Reform and Social Responsibility Act 2011, the Police and Crime Panel is required to review the proposed precept, and to make a report on it. The report can include recommendations on the level of the precept. The panel has the power to veto the proposed precept, requiring a two-thirds majority in favour of a veto for it to be successful.
3. This paper is to advise the Police and Crime Panel about my intentions to increase the precept and to seek the views of the community on that proposal.
4. For the avoidance of doubt, this particular report is about my intention to consult, not the final proposal, and therefore the requirements set out in paragraph 2 do not yet apply.

**Background**

5. The total provisional grant to be received by Durham Constabulary for 2018-19 was announced on 19<sup>th</sup> December 2017. It will be the same in cash terms as 2017-18: £84.67m. This is better than previously expected, but represents a cut in real terms of c.2%.
6. There are significant cost pressures the force is facing in terms of pay awards, pension costs, and IT costs. There are also cost pressures arising from increased demand and improving service delivery in key areas. Furthermore, we expect the Government to introduce a new funding formula in the next few years which could result in a cut to Durham Constabulary's budget of up to £10m. This means the Council Tax contribution to policing is vital.
7. For the last few years, there has been a cap of 2% on the increase which Police and Crime Commissioners are able to apply to Council Tax. The Government have announced that this will change in 2018-19. The cap will now be £12 on a Band D property (which means £8 on a Band A and £24 on a Band H). This equates to a 7.09% increase in Durham.

## Precept Proposal

8. Durham Constabulary has retained its 'outstanding' grading by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for all three questions in the PEEL Efficiency Inspection. In order to maintain the excellent service they deliver I propose to increase the precept by the maximum allowed, but to seek views on this proposal during January.
9. A 7.09% increase will cost a household in a Band A property an additional 15p per week.
10. An increase of less than 7.09% would result in a lower baseline for any increase in subsequent years. The budget would be permanently lower and the difference could never be recovered.
11. I am reluctant to ask local council tax payers to pay more, and recognise that households are under pressure. However, I am also mindful of my responsibility to maintain an effective police force. In view of the pressures which I am advised the force is going to be facing – in terms of pay awards, increased pension contributions, inflation, and rising demand – in my opinion that budget needs to be in as strong a position as possible.
12. I am therefore proposing to increase the precept by the maximum available, but would like to seek the views of local people.

## Consultation

13. I am proposing that the consultation will run from 5<sup>th</sup> January 2017 until 31<sup>st</sup> January 2018. The consultation will be available online on my website and hard copies will be available from my office. The consultation will be promoted by press release and through social media. The online survey sets out my proposal, details of what it would cost, and then asks respondents for views. A draft of the document is attached at **Appendix 3**.
14. Details of the precept proposal will be widely circulated including to Elected Members, the County Durham Partnership, the Darlington Partnership, the Community Safety Partnerships, the Local Criminal Justice Board, Town and Parish Councils, Area Action Partnerships (AAPs), and the Voluntary and Community Sector, for views and onward cascade.
15. I am undertaking 'Community Days' during the engagement period where I will also seek public opinion. As part of these community days I am attending a number of AAPs across County Durham. At the AAPs I plan to present my proposals for increasing the precept and seek the overall opinion of the group rather than to elicit individual survey responses. If I am not able to attend the AAP or if they do not have a scheduled meeting during this period, the AAP Coordinators have agreed to circulate details of the proposal to the AAP Board Members and wider forum members.
16. I have undertaken pre-consultation during November and December 2017, on the expectation that a cap of 2% would be imposed on the precept increase. I will provide members of the Panel with a verbal summary of the responses so far at the meeting.

## **Recommendations**

17. The Panel is recommended to:

- Note the intention to consult; and
- Comment on the draft consultation document.

Ron Hogg

**Police, Crime and Victims' Commissioner**

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## Appendix 1: Risks and Implications

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**Finance:** The Council Tax Precept 2018-19 proposed to rise by 7.09% (as per main body of the report).

**Staffing:** None

**Equality and Diversity:** No specific implications.

**Accommodation:** No specific implications

**Crime and Disorder:** The money received through the increase will be put towards reducing crime and disorder and ensuring matters are dealt with as efficiently as possible.

**Children's Act 2004:** No specific implications

**Stakeholder/Community Engagement:** Feedback on the proposed increase has been sought from the community, and further consultation is planned as set out in the report.

**Environment:** No specific implications

**Collaboration and Partnerships:** No specific implications

**Value for Money and Productivity:** The precept increase proposed is the largest it can be without holding a costly referendum.

**Potential Impact on Police and Crime Plan Priorities:** No specific implications

**Commissioning:** No specific implications

**Other risks:** No specific implications

<b>Contact Officer:</b>	<b>Jon Carling</b>
<b>Job Title:</b>	<b>Head of Policy and Communications</b>
<b>Telephone:</b>	<b>0191 375 2149</b>
<b>Email:</b>	<a href="mailto:Jon.carling@durham.pcc.pnn.gov.uk">Jon.carling@durham.pcc.pnn.gov.uk</a>

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**Appendix 2: Table Showing the Impact of the Precept Increase by Council Tax Band**

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	<b>Band A**</b>	<b>Band B</b>	<b>Band C</b>	<b>Band D*</b>	<b>Band E</b>	<b>Band F</b>	<b>Band G</b>	<b>Band H</b>
Precept 2017-18	£112.83	£131.63	£150.44	£169.24	£206.85	£244.46	£282.07	£338.48
<b>7.09% increase</b>								
Proposed Precept 2018-19	£120.83	£140.96	£161.11	£181.24	£221.52	£261.79	£302.07	£362.48
Increase Per year	£8.00	£9.33	£10.67	£12.00	£14.67	£17.33	£20.00	£24.00
Increase per week	£0.15	£0.18	£0.21	£0.23	£0.28	£0.33	£0.38	£0.46

\*Typical property is classed as Band D.

\*\* 55% of households in County Durham and Darlington are classed as Band A.

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# Tell me what you think: Police Funding in 2018/19





***“I need to ensure that your money pays for an efficient and effective police force in County Durham and Darlington.”***

***Ron Hogg***

***Police, Crime and Victims' Commissioner***

The Government has reduced the funding for policing in Durham and Darlington every year since 2010.

Durham Constabulary now has around 360 fewer officers than in 2010 – a reduction of 1 in 4.

Durham Constabulary is still the most effective and efficient force in the country according to HM Inspectorate of Constabulary and Fire and Rescue Services. That's a consequence of the force's commitment to innovation, making the very best use of the money available. And we continue to challenge every facet of our business in order to find further efficiencies.

The Government provides about 75% of the money spent by the force and the rest of comes through a part of the Council tax known as the Policing precept paid by local council tax payers. With the continued real-term reductions in Government funding, there is a risk that Police Officer numbers will have to fall unless funding from the police element of Council Tax increases.

Due to the government's decision to relax the present cap over the next two years, next year I am able to ask local people to pay an extra 7.1% - which equates to an additional £8 a year for a household in a band A property.

Whilst I deeply regret needing to ask local people to pay even more, I feel we have little choice. I would welcome your views on this proposal.



*In February 2017, PCVC Ron Hogg and Chief Constable Mike Barton presented Home Office Ministers with the case for fair funding for policing in Durham and Darlington*



*Ron listening to residents at Chester-le-Street activity week in the summer of 2017*

# budget has decreased by a quarter since 2010

Home Secretary often says that she has protected funding for Policing at the same level for the past two years. What she doesn't say, however, is that the funding for forces such as Durham has reduced, year after year for the past seven years. That's because in addition to the well-known policy of austerity, the government has chosen to allocate more to policing budgets held at national level, such as counter-terrorism, increased firearms capability, and funds which forces have to bid to.

The total provisional grant received by Durham in 2018-19 will be £84.67 million – the same as in 2017-18. However, our costs have gone up, including pay awards, pension contributions and general inflation, and therefore this is a cut in real terms of about 2%.

Durham Constabulary staffing numbers have fallen over the past few years:

	<u>2010</u>	<u>2017</u>	<u>Change</u>
Police Officers	1,507	1,140	- 367
PCSOs	174	152	- 22
Special Constables	131	76	- 55
Police Staff	930	883	- 47
Apprentices	-	56	+ 56



*The newly recruited PCSOs with Chief Constable Mike Barton*

The force continues to be committed to neighbourhood policing, and I am pleased that when we have been able to afford to, we have undertaken successful recruitment campaigns for Police Constables, PCSOs and the Special Constabulary. The force recently recruited 20 new PCSOs, for example.

# We are spending your money wisely. Durham is the most efficient force in the country.

Durham Constabulary is always looking for new ways of reducing the harm to our society, and to save money. That's why the force is the most efficient in the country.

*Here are some of the ways in which we have done this:*

Introduction of Checkpoint: reducing crime and the number of victims by addressing the reasons why people reoffend. This has led to reduced reoffending and fewer arrests.

The force has purchased cheaper ICT and office supplies, in order to save money. The force is also obtaining grants to spend on staff and equipment to provide services to communities.

Using sophisticated techniques to understand the demand on policing, so that officers can be deployed where they are most able to make a difference.

Using restorative justice to help recover individuals and reduce reoffending.

Generating income from providing training and IT to other forces.

A problem solving approach to ensure more crimes and incidents are dealt with.

Reviews in the 999 call room which has reduced costs in terms of employing fewer staff.

Increased use of volunteers in initiatives such as Community Peer Mentors.



*Ron and the new rural vehicle*

# Need to increase the precept to protect local policing

I recognise that households are under pressure, and that the government has decided to pass the cost of policing onto local people. But in order to maintain the excellent police force we have, I feel that this increase is necessary. Rising costs, plus the looming threat of a new funding formula which would disadvantage us further, mean it is essential we maximise our resources.

If the precept does not increase this year, the baseline for the budget in future years will be lower, so we would be permanently reducing the income which the precept can generate for policing. I don't want to do this because it would inevitably mean there would be fewer Police Officers in your communities, preventing and solving crime.

I am therefore seeking your views on the proposal to increase the precept by the levels below. Here's what that would mean for you:

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Precept 2017-18	£112.83	£131.63	£150.44	£169.24	£206.85	£244.46	£282.07	£338.48
9 % Increase								
Proposed Precept 2018-19	£120.83	£140.96	£161.11	£181.24	£221.52	£261.79	£302.07	£362.48
Increase per year	£8.00	£9.33	£10.67	£12.00	£14.67	£17.33	£20.00	£24.00
Increase per week	£0.15	£0.18	£0.21	£0.23	£0.28	£0.33	£0.38	£0.46

From 2018-19, this increase will mean that I expect the total amount of money raised through the precept to be £31.5m, including a one-off payment of £0.45m from a Council Tax surplus, and growth in the tax base. When I add this to the £84.67m I will receive from the Government, this makes the projected total budget £116.168m.



*Your Police, Crime and Victims' Commissioner Ron Hogg*

Increasing the precept by 7.09% will help to protect services at the current level.

We will also continue to make efficiencies and challenge every element of our business, to make your money go further.

I will continue to lobby Government to provide a fairer level of Government Grant.

We welcome views on the proposals. Please use this space below:

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You can also contact me by:

**Address:** OPCVC, Police Headquarters, Aykley Heads, Durham, DH1 5TT

**Phone:** 0191 3752001

**Email:** [General.Enquiries@durham.pcc.pnn.gov.uk](mailto:General.Enquiries@durham.pcc.pnn.gov.uk)

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**Police and Crime Panel**

**12<sup>th</sup> December 2017**

**Durham and Darlington Victims and Witness Group**

**Report of Chief of Staff**

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**Purpose**

- 1 To provide panel members with an update on the work of the Durham and Darlington Victim and Witness Group and how this has developed during the past year.

**Background**

- 2 The Victims and Witnesses Group (VWG) is a sub-group of the Cleveland and Durham Local Criminal Justice Partnership Board (LCJPB).
- 3 The VWG works in partnership to ensure victims and witnesses receive end to end, co-ordinated care and support that enables them to cope and recover from their experience and participate in criminal justice processes. The group also supports the achievement of all objectives and relevant core deliverables in relation to this as identified on the VWG Plan on a Page (Appendix 2).
- 4 The VWG is chaired by the OPCVC who jointly commission the current referral service for victims. Representation from the statutory CJS services is at a senior level but there is wider membership from those organisations providing specific services to victim and witnesses, these include local authorities, Victim Care and Advice Service, Witness Service, Witness Care, as well as representation from the voluntary sector.
- 5 The VWG is a strategic group within the Durham and Cleveland Criminal Justice Board's group structure. The VWG will report up to the Durham and Cleveland Criminal Justice Board where the VWG needs to raise an issue or awareness at the full board. The board may also seek advice or action from the VWG.
- 6 Meetings are held at least quarterly or more frequently if objectives / strategies require urgent decisions and reviews.

**Vision**

- 7 An overall vision for the board has been agreed and signed off by all members;

*'Victims and Witness receive end to end, co-ordinated care and support that enables them to cope and recover from their experience and participate in Criminal Justice Processes.'*

- 8 We will achieve this by taking a collaborative approach so that by 2021 we have an end-to-end service for supporting victims and witnesses so that they receive the support they need to cope and recover from the impact of the crime and are able to give their best evidence where applicable.

### **Key Priority Work**

- 9 Current work streams relate to the victim experience, vulnerable victims, performance management, registered intermediaries, Victim Personal Statements and Restorative Justice provision.

### **Vulnerable Victims**

- 10 The primary aim of this review was to scope the issues surrounding vulnerable victims seeking a criminal justice outcome.
- 11 The group analysed the process from start to finish for a cohort of cases to identify any trends/themes. Of 17 cases identified only one case required further investigation. All other cases had been investigated appropriately and where the decision had been made to take no further action, this was made on the basis of insufficient evidence to provide a realistic prospect of conviction against a suspect and not due to a victim's vulnerabilities or capacity.
- 12 It was evident however that there was an information gap, as reasons for a criminal justice outcome were limited on partner's case files. Work now continues to look at how the group can more effectively share information between partner agencies regarding criminal justice outcomes.

### **Intermediaries**

- 13 This review was initiated due to the local shortage of intermediaries which was preventing victims and witnesses from giving their best evidence and causing significant delays in relation to trials.
- 14 While the Ministry of Justice is responsible for recruitment of intermediaries it was suggested that a case could be made to have some training delivered locally in order to address the shortage.
- 15 Communication has been made with the Ministry of Justice regarding local training and now that the initial recruitment exercise is live the group continues to work with the Ministry of Justice to ensure that the successful training provider delivers training locally to the North East.

## **Victim Experience**

- 16 The group is reviewing the support and communications with victims throughout the Criminal Justice System to better identify the needs of victims and manage expectations of victims and witnesses, reduce duplication and confusion and streamline existing processes.
- 17 The overall aim of this work is to ensure that victims are fully supported through the criminal justice process and able to give their best evidence where required.
- 18 Representatives from all partner organisation met on the 8<sup>th</sup> of November to suggest improvements and provide insights into the current victim's experience. This provided a greater understanding of how the system operates as a whole and identified some key issues and potential solutions.
- 19 The key actions and issues identified during the morning were written up and have been presented in a prioritisation matrix (appendix 3). This has now been agreed by partners and work is underway to progress the work.

## **Victim Personal Statements**

- 20 The group continues to build on the work previously carried out in relation to Victim Personal Statements and attempts to address the poor quality of VPS statements across the county.
- 21 A review of compliance with recommended national standards showed no evident gaps in relation to process however, the number of Victim Personal Statement read out in court remains low across the North East.
- 22 Training opportunities to allow partners to support the writing of Victim Personal Statements are being investigated to address this. While, the group has agreed to dip sample VPS statements over the next quarter to create an evidence base for quality improvement.

## **Performance**

- 23 Work to develop a performance management framework which effectively records a victim's ability to cope and recover from their experience and satisfaction across the CJS is underway.
- 24 This will support the work of the Victims and Witness Group to enable monitoring of services, comprehensive data sharing among partners and enhanced analysis to improve performance.
- 25 A task and finish group has been established and they held their first meeting on the 23<sup>rd</sup> of November at which, a series of key performance questions were agreed. The group is now working to identify key indicators to answer those questions and have arranged to meet in the New Year to share this information. It is anticipated that a

full performance framework will be available for the next Victims and Witness Group in March 2018.

### **Restorative Justice**

- 26 The Victim and Witness Group is also working to ensure that at any stage of a victim's journey they have access to high quality Restorative Justice through supporting the work carried out in Durham and Darlington.
- 27 The Restorative Justice task and finish group has been re-established and partners are working on developing innovative ways to improve referrals and information sharing between agencies to improve access to Restorative Justice provision across the system.

### **Domestic Abuse**

- 28 The PCVC is working with partners to support achievement of County Durham and Darlington Domestic Abuse and Sexual Violence Executive Group (DASVEG) objectives i.e. reduce repeat victims and serial perpetrators of domestic abuse, early intervention through education and awareness in schools and better identification and support of 'hidden' victims. In addition, a successful bid to the Police Transformation Fund has enabled work to resume on developing a 'Whole System Approach' to addressing Domestic Abuse. Specifically:
- Ensuring all police officers are trained to recognise and respond appropriately to victims subject to coercive control;
  - Building effective partnerships across the Criminal Justice system, including the development of evidence collection and recording processes that aid prosecutions;
  - Improving information sharing and support for victims across the criminal, civil and family courts to reduce the risk of victims falling through gaps in the system;
  - Streamlining access to, and availability of, multi-agency support for victims and developing clear, innovative programmes that ensure meaningful consequences for perpetrators.

### **Sexual Violence**

- 29 The Health and Justice Partnership Board is now fully established and is in the process of defining and delivering a shared strategy and action plan for the support of victims of rape and sexual assault. The strategy will encompass children, young people and adults and be based on a 'Report to Court' seamless model of care that includes access to crisis support, Sexual Assault Referral Centre (SARC) services and appropriate follow-on support.
- 30 The strategy will also acknowledge and take account of those victims who do not necessarily need or want (or it would be inappropriate for them) to attend the SARC. In all cases, quality assured referral pathways and risk and need assessment processes will be in place to ensure victims are identified and appropriate care and support planning undertaken.

31 The strategy for commissioning, procurement and delivery of services for victims of rape and sexual assault will be underpinned by the development of:

- **Collaborative relationships across all stakeholders;**
- **A mutual understanding of definitions relating to the needs, rights and support of victims of rape and sexual assault;**
- **Jointly owned policies and protocols to connect the work between appropriate partners, ensuring clear definition of roles and responsibilities;**
- **A 'whole systems' approach in terms of the development, delivery and evaluation of support for victims**

### **Recommendation**

32 The police and crime panel is recommended to:

- a. Note the progress of the work
- b. Ask for a further report as appropriate.

**Alan Reiss**  
Chief of Staff

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## **Appendix 1: Risks and Implications**

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### **Finance**

All decisions with financial implications are made with value for money as a key consideration, and are affordable within budgets.

### **Staffing**

The budgetary implications for staffing are dealt within the OPCVC. Staff numbers are budgeted to be broadly static during 2017/18.

### **Equality and Diversity**

n/a

### **Accommodation**

n/a

### **Crime and Disorder**

The work of the Victim and Witness Group relates directly to victims and witnesses and successful prosecutions.

### **Children's Act 2004**

n/a

### **Stakeholder/Community Engagement**

Feedback in relation to victim and witness experiences includes direct feedback from partners and service users.

### **Environment**

n/a

### **Collaboration and Partnerships**

The work of the Victim and Witness Group focuses on collaboration and partnerships to ensure an effective CJ system that meets the needs of victims and witnesses.

### **Value for Money and Productivity**

n/a

### **Potential Impact on Police and Crime Plan Priorities**

The work of the Victim and Witness Group will impact directly or indirectly on the pursuit of Police and Crime Plan priorities.

### **Commissioning**

Some decisions may relate to commissioning of services.

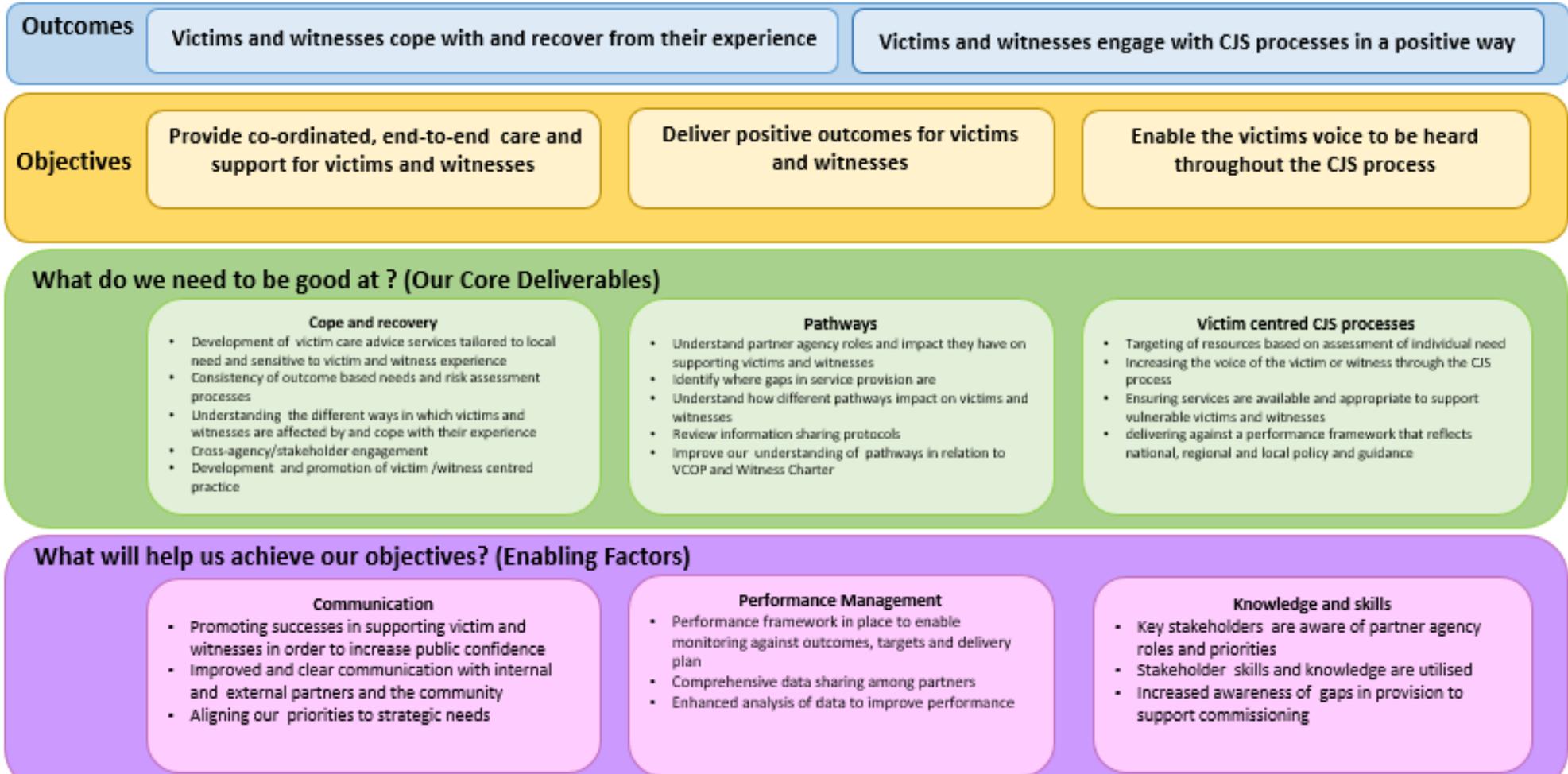
### **Other risks**

n/a

**Appendix 2: Plan on a Page**

**County Durham, Darlington and Cleveland Victim and Witnesses Strategy on a Page (2017– 2021)**

**Vision:** Victims and witnesses receive end to end, co-ordinated care and support that enables them to cope and recover from their experience and participate in Criminal Justice Processes



## Appendix 3: Prioritisation Matrix

High	<p><b>Quick Wins</b></p> <ul style="list-style-type: none"> <li>• Develop a scrutiny group that looks at specific cases with significant issues and completes a root / cause analysis on these issues.</li> <li>• Providing a resource that provides sentencing support and advice to all victims.</li> <li>• Explore soft intelligence issues as part of a VWG subgroup.</li> <li>• Increase frontline officers' knowledge of victim and witness services.</li> <li>• Ask officers to re offer victim support when re-thriving the process at the end of the investigation.</li> <li>• Increase number of referrals to the WS from the WCU.</li> </ul>	<p><b>Major Projects</b></p> <ul style="list-style-type: none"> <li>• Review opportunities for innovation nationally.</li> <li>• Establish how victims of ASB fit into the criminal justice process and how services can interact with each other to provide the best service to victims.</li> <li>• Develop and pilot new working models across the Criminal Justice System.</li> <li>• Develop a performance framework for the victims and witness group through utilising the plan on a page.</li> <li>• Improve witness facilities at court.</li> </ul>
Impact	<p><b>'Fill ins'</b></p> <ul style="list-style-type: none"> <li>• Ask officers to re offer victim support when re-thriving the process at the end of the investigation.</li> <li>• Establish frontline police officers' understanding of victim and witness services.</li> <li>• Establish how the VCAS pilot operates within the resolution without deployment team.</li> <li>• Explore the purpose and effectiveness of a supervisor ring back and what it entails exactly.</li> <li>• Gain an understanding of the referral numbers to the Witness Service in comparison with our familiar forces.</li> <li>• Stagger the times witnesses are called to give evidence.</li> </ul>	<p><b>Hard Slogs</b></p>
Low		<p>Effort</p> <p style="text-align: right;">High</p>



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**Police and Crime Panel**

**4<sup>th</sup> January 2018**



**Community Engagement and PACT**

**Report of Police, Crime and Victims' Commissioner**

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**Purpose**

1. To provide the Panel with an overview of the community engagement activity, and methods used, by Durham Constabulary.

**Introduction**

2. At the previous meeting of the Panel, members requested a report to a future meeting giving an update on PACT (Police And Communities Together) activities. PACT is the name given to local meetings at which residents can discuss issues relating to crime and community safety with Police Officers. PACT was reviewed by the Force in 2015-16 and changes made, setting PACT meetings in a wider package of engagement activities. This report therefore covers all engagement by the Force.
3. The PCVC has a separate (but linked), wide-ranging programme of community engagement, with a focus on raising awareness of community safety issues, listening to community concerns, and providing reassurance to communities. This report does not cover PCVC engagement, focusing only on engagement undertaken by the Constabulary.

**Background**

4. Section 34 of the Police Reform and Social Responsibility Act 2011 places a statutory requirement on Chief Officers to obtain the views of people within local communities regarding crime and disorder and must offer a process whereby local people within Neighbourhoods are provided with information about policing at a neighbourhood level. The Act specifies that such arrangements must include a series of regular and ongoing meetings between the community and the local police.

**PACT**

5. Durham Constabulary currently hosts and attends the following number of Police and Communities Together PACT meetings (PACT):

Area.	Number of PACT Meetings
Consett	8
Stanley	6
Chester le Street	10
Durham area	17

Seaham	4
Peterlee	7
Bishop Auckland	9
Crook	4
Newton Aycliffe	11
Spennymoor	2
Barnard Castle	1
Darlington	9 (including Super PACTS)

6. PACT was reviewed by the force during the latter part of 2015 and the number of events was rationalised during 2016. There are currently 88 PACT meetings occurring on a monthly or bi-monthly basis. Prior to the review of PACT there were 170. The number of PACT meetings were reduced following a review examining the number of people attending and engaged as well as the outcomes of issues raised. Some PACT meetings were very poorly attended by members of the public and also supporting partners. Meetings at which fewer than five (and sometimes zero) people were in attendance at some events were fairly common place.

7. It previously cost Durham Constabulary between £143,280 and £310,080<sup>1</sup> a year to facilitate PACT. The cost range is based upon whether a PCSO or a Police Constable attends the meetings. Indeed, where issues are significant it is commonplace for Inspectors or above to also attend. The costs now with the reduced number of events is between £100,000<sup>2</sup> and £218,000, dependent on the balance between PCSO and Constable attendance.

8. Within County Durham, PACT feeds directly into the Area Action Partnership Groups. The issues raised at all PACT meetings feed into the local process for multiagency problem solving. These LMAP (Local Multi Agency Problem) groups meet monthly and have their own budgets or access to funding to support their work.

### **Other areas of community engagement**

9. *Force internet site and use of social media.* The force currently promotes the work it does and issues it is dealing with via 'In the Know', Facebook and Twitter, and via the Force website. PACT updates are provided on 'In The Know' and the force website.

10. *Attendance at community events.* Examples of these are community gatherings, coffee mornings, and Age UK. Some more innovative approaches include the training of officers in rural farming practices followed by attendance at farmer's livestock auctions. A dedicated rural policing unit run by the Special Constabulary and supported by the PCVC seeks to offer enhanced engagement with our rural communities that can be harder to reach.

11. The force continues to attend certain key social events ranging from local community fairs (eg Wolsingham Show, Middleton in Teesdale Carnival) to cattle markets.

12. *Children and schools:* The force continues and has recently increased its community engagement with children and schools. In addition to the mini police and cadets, Durham

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1. <sup>1</sup>Calculated on 125 PACT meetings per month at 1 hour preparation, 1 hour to attend and 1 hour to deal with issues and update. In surveys, this time period was found to be even longer in many instances. This is a lost opportunity cost. The number 125 is used as some of the 175 meetings are bi-monthly.

2. <sup>2</sup>Calculated on 88 PACT meetings per month at 1 hour preparation, 1 hour to attend and 1 hour to deal with issues and update. In surveys, this time period was found to be even longer in many instances. This is a lost opportunity cost.

Constabulary are actively supporting schools in the fight against cyber-crime, bullying, grooming and sexting by working directly with Teachers, children and their parents with the schools acting as an access hub.

13. *The Digital Investigation Unit* have been hosting breakfast conferences with local businesses to improve their cyber security and business continuity. They unit also provide inputs to key workers within the 'keeping the Safe-guarders safe' strategy.

14. *Older people:* the Safeguarding Neighbourhoods Teams continue to support people within our older communities working with partners such as Age UK and Durham and Darlington Fire and Rescue with their wellbeing visits.

15. *Groups with protected characteristics:* The Joint Hate Crime Action Group was established by the PCVC to understand the nature and drivers of hate crime, and to develop and implement an Action Plan. It consists of representatives from organisations and services across County Durham & Darlington that focus on hate crime. The organisations and services include Police, Local Authorities, NHS, Independent Advisory Group panel members and local community organisations and charities representing diverse groups. Durham Constabulary utilise the group as a means to engage with people who work closely with protected communities.

16. The Independent Advisory Group has a pivotal role to play in the delivery of equality objectives, providing senior police officers with the opportunity to have open dialogue with members of diverse communities, receiving individual independent advice from members. This provides valuable insight and views on policing policies and practices and their impact within these communities.

17. The group is made up from members of protected communities and the current membership stands at eight members with some of these members currently undergoing vetting. At meetings, the Group conducts engagement and scrutiny around certain aspects of policing.

#### *Scrutiny Panels*

18. As well as the IAG process on the scrutiny of hate crime Durham Constabulary have various scrutiny panels that conduct scrutiny on hate crime, stop search and alcohol seizures. The panels consist of members from all types of communities and the Constabulary have utilised current community groups and education establishments.

Below are a list of the panels that are in place:

- Independent Advisory Group
- Durham Miners Association
- Durham Sixth Form PACT group
- Confidence In Me - Bishop Auckland Youth Group
- Durham Constabulary Cadets
- Durham University Panel (In Development)

19. *Cohesion Officer Community Engagement:* Within Durham Constabulary there are eight Cohesion Officers (CO) and one of the roles of a CO is to engage with members of the public from protected communities. Each month the COs detail their engagement and this is tracked within the

unit. Below are the figures for monthly engagement in hours that the COs have engaged including school engagement:

<u>Month</u>	<u>Total Community Engagement (Hours)</u>	<u>Total C&amp;YP Engagement (Hours)</u>
January	246	32
February	269	12
March	340	6
April	317	21
May	328	14
June	180	13
July	291	43
August	138	20
September	101	13
October	139	23
November		
December		
<b>TOTAL</b>	2350	196

20. *Drugs and alcohol:* Operation Aries seeks to engage with the local community to inform and reduce the consumption of alcohol and lower the incidents of violence, ASB and reduce calls for service across all the blue light services and NHS.

21. There are specialist officers in force who deliver drug and alcohol safety messages to all aspects of our communities. Not only are these officers very active across our school population but they also attend a wide range of other youth groups to deliver specific messages targeted at young people.

22. As well as targeted education to young people, Officers engage with a number of professional bodies and individuals to increase the community's confidence when dealing with drug and alcohol issues. This includes training doctors, nurses, prison staff and more; but also taking our message to the workplaces of County Durham and Darlington and engaging with our communities during their work place training days.

23. *Broadcast and Print Media:* The use of media is strong within Durham Constabulary and is used to good effect as a community engagement tool. Recently the force has appeared on television for a number of issues such as Police Interceptors, Police interviews of suspects and the missing person's series. All have been well received with good positive feedback demonstrating quality community engagement.

24. *BikeWise and DriveWise:* The force holds a number of public events such as 'BikeWise' and 'Drive wise' which seek to work with communities to improve social issues.

## Outcomes

25. The force takes community engagement very seriously as it is recognised that it is a key driver of community confidence, along with community satisfaction. Within the force, satisfaction

averages at around 85% and confidence has been steadily improving, with Durham now ranking 6<sup>th</sup> in the country according to the Confidence Survey for England and Wales. When asked whether the police can be relied upon when needed, Durham Constabulary ranked 1<sup>st</sup> nationally.

### **The Future**

26. Durham Constabulary continues to develop its community engagement work in support of its ambitions around community confidence.
27. The force is considering advertising for volunteers to become Parish Wardens to assist the force in increasing our community presence and to allow the public more opportunity to volunteer with the service and to support their local area. If introduced, current thinking is that this will be a uniformed role based within a very small geographic location.
28. The force is in the process of launching two further iterations of Mutual Gain, a process of community engagement and empowerment with the objective of increasing community capacity, resilience and engagement.
29. In Darlington, 'Respect Your Street' has been launched and whilst in its very early stage this initiative again seeks to develop the community volunteer approach as a third sector by combining it with state services.
30. The Special Constabulary Rural Policing Unit will be expanding its role to increase the level of engagement already undertaken.
31. The Safeguarding Neighbourhoods Command are completing the final stages of an engagement audit the results of which will be used to maximise the organisation's community engagement opportunities from next year. A review of Neighbourhood Watch co-ordinators is also underway with every co-ordinator receiving a personal visit. When completed, the up to date list will be used to maximise volunteer capacity from this group of people and in Darlington will link in with 'Respect Your Street'.

### **Recommendations**

32. The Panel is asked to note the report and offer any comments.

Ron Hogg  
**Police, Crime and Victims' Commissioner**

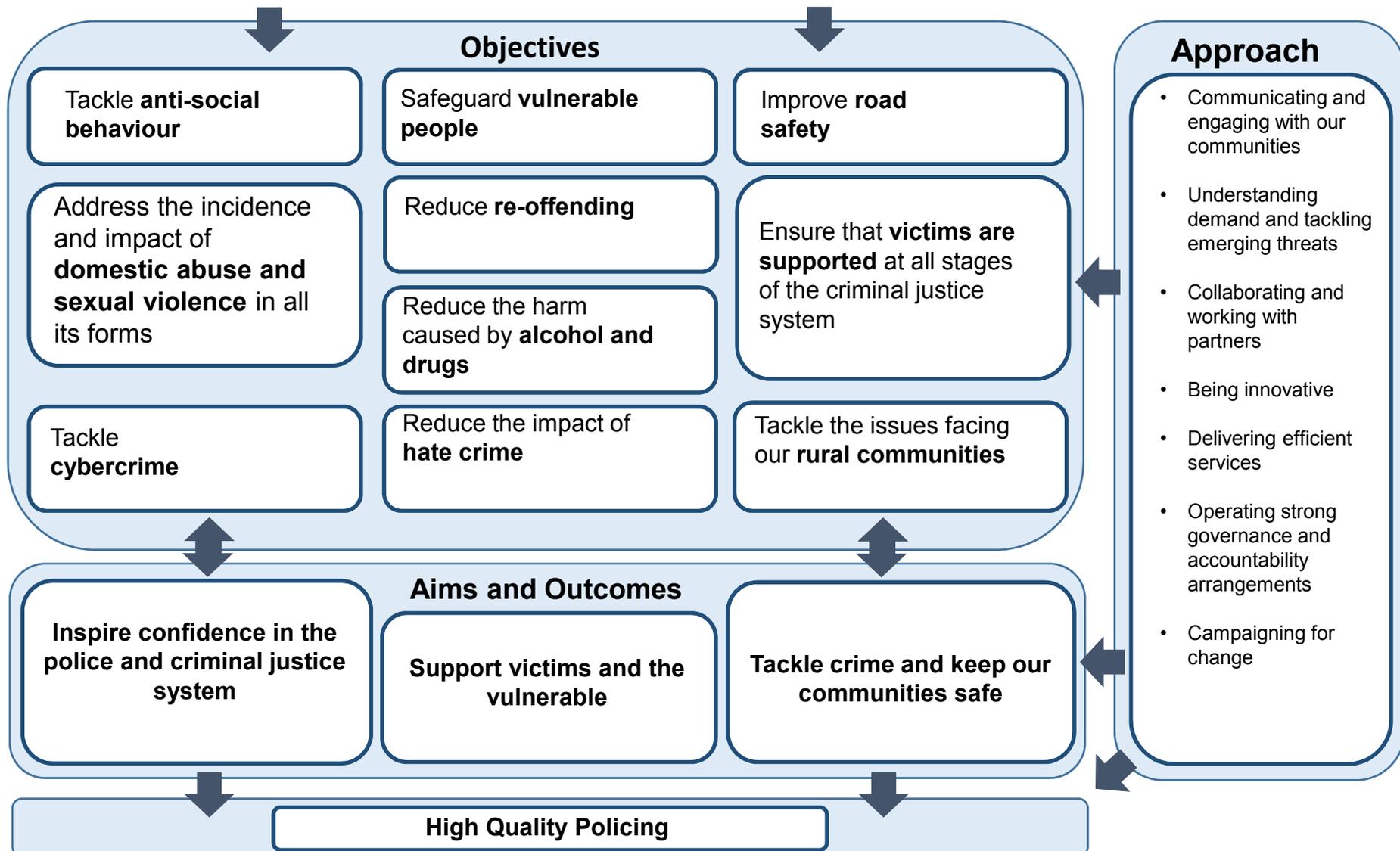
Report authors:	Ch Supt Adrian Green, Durham Constabulary Jon Carling, Head of Policy and Communications, ODPCVC
Telephone:	0191 375 2149
Email:	jon.carling@durham.pcc.pnn.gov.uk

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Quarter 2 Performance Report – June 2017 to September 2017



**My Vision: Inspire confidence in policing by ensuring efficient and effective services are delivered to support victims and keep all our communities safe**



# How we will achieve the aims and objectives

<b>Communication and engagement</b>	Playing an active part in the community in order to understand local needs, build confidence and gather intelligence
<b>Understanding demand and responding to emerging threats</b>	Forward planning to ensure effective use of resources, being prepared and subsequently address problems as they arise
<b>Collaboration and partnership</b>	Many of the challenges associated with policing require strong partnership working across a range of agencies to ensure the best service and avoid duplication
<b>Innovation</b>	Developing creative solutions to problems is important if issues are to be addressed effectively
<b>Efficiency</b>	Reductions in funding mean we must deliver the most efficient service possible
<b>Strong governance and accountability</b>	In delivering a public service, it is important that Durham Constabulary is held to account in a robust and transparent way
<b>Campaigning for change</b>	There a number of areas where changes to national and local policies could benefit local people, for example minimum unit pricing on alcohol

## Objective: Tackle anti-social behaviour

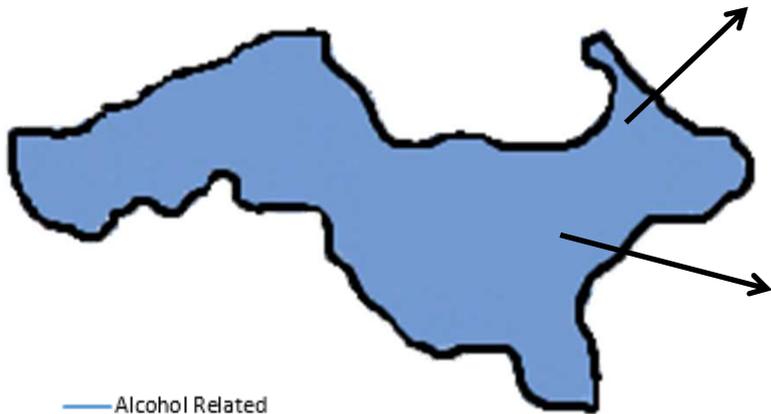
A range of behaviours are class as anti-social, including playing loud music, graffiti, street drinking and intimidation. Over the past 12 months, numbers have remained below those of the previous year and the number of reported incidents of continues to fall. However, to some extent this is a result of changes to recording practice where certain behaviour is now recorded as a crime when previously it would have been recorded as an incident. I will continue to monitor the fall in numbers and how this relates to increases in other crime types.

	12 months to end September 2016	12 months to end September 2017	Difference
Anti Social Behaviour	23, 271	20, 512	- 12%

following pages provide a breakdown of anti-social behaviour in each of our local areas.

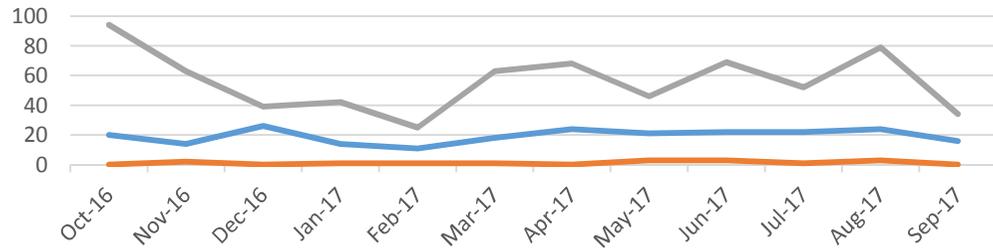
## Objective: Tackle anti-social behaviour

### Bishop Auckland

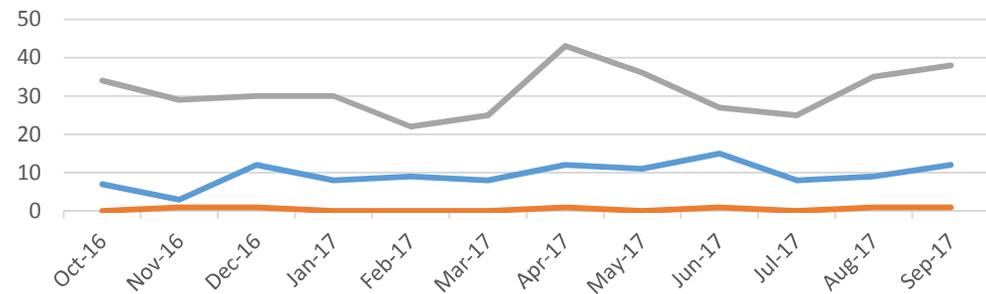
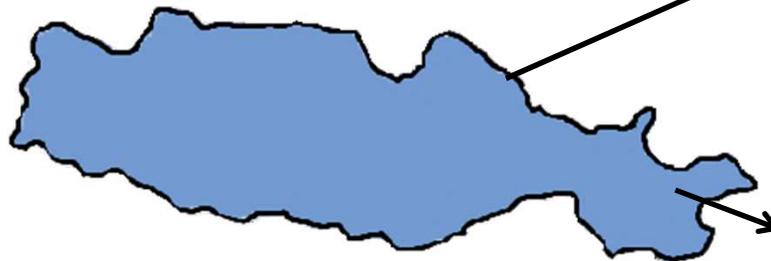


- Alcohol Related
- Drugs Related
- Youth Related

	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	2,241	1,638	-27%



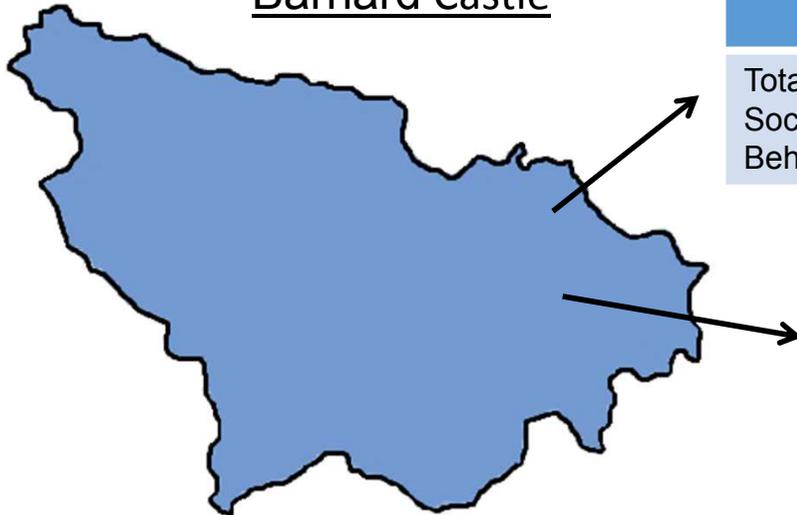
### Crook



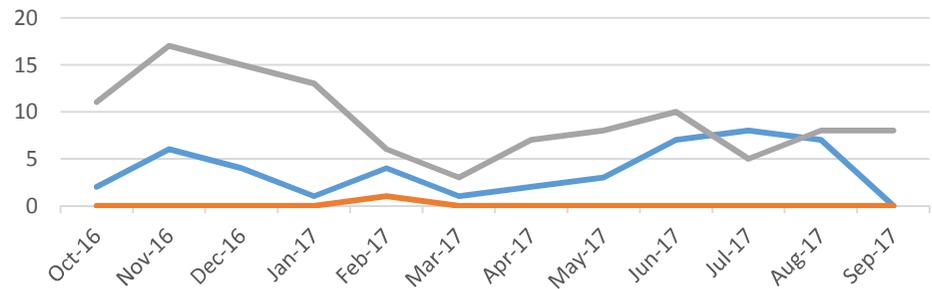
	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	1,086	870	-20%

## Objective: Tackle anti-social behaviour

### Barnard Castle

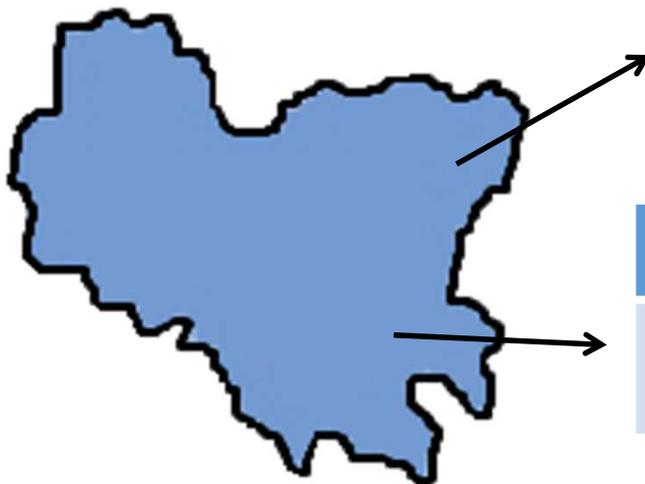


	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	311	226	-27%

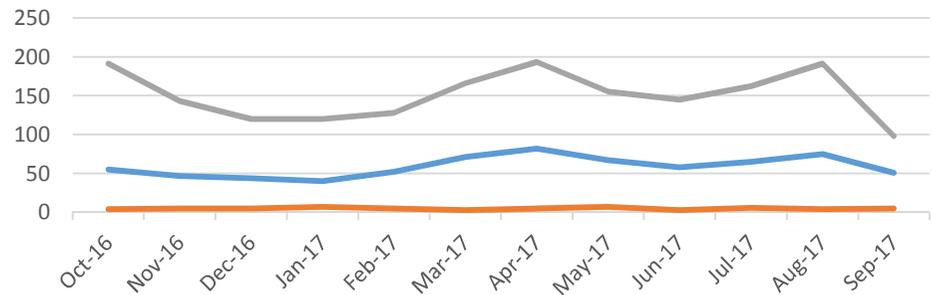


- Alcohol Related
- Drugs Related
- Youth Related

### Darlington



	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	4,552	4,436	-2%

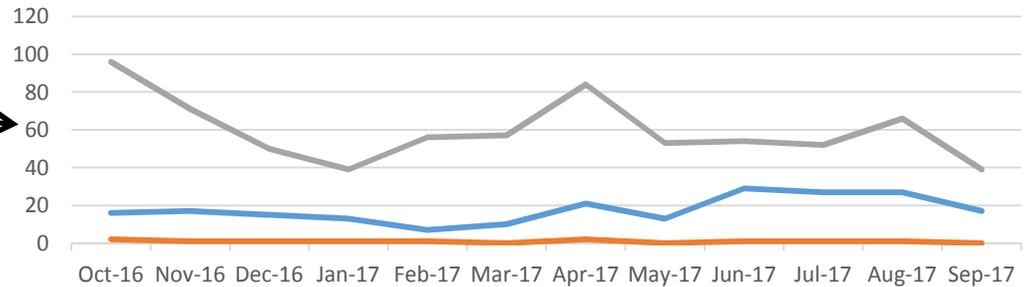


# Objective: Tackle anti-social behaviour

## Newton Aycliffe

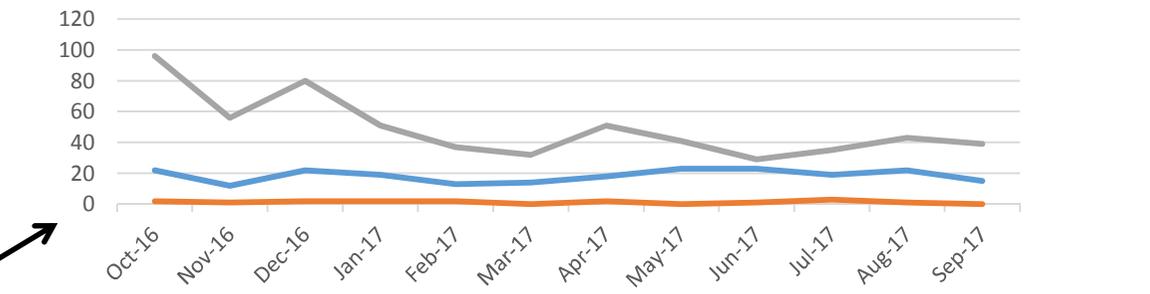
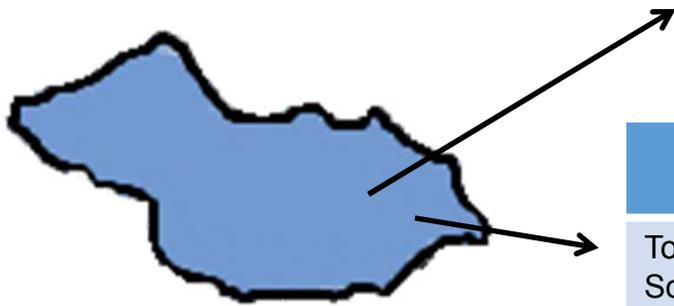


	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	1,849	1,754	-5%



- Alcohol Related
- Drugs Related
- Youth Related

## Spennymoor



	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	1,647	1,321	-19%

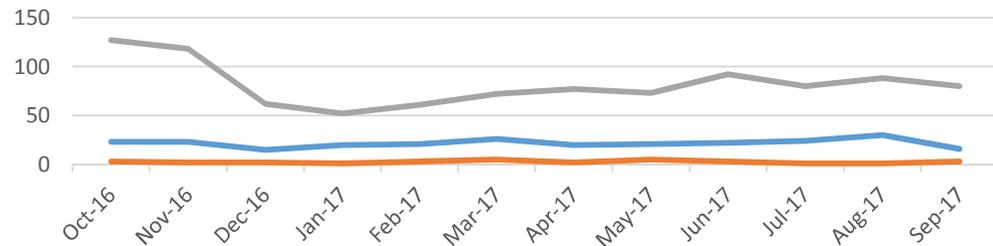
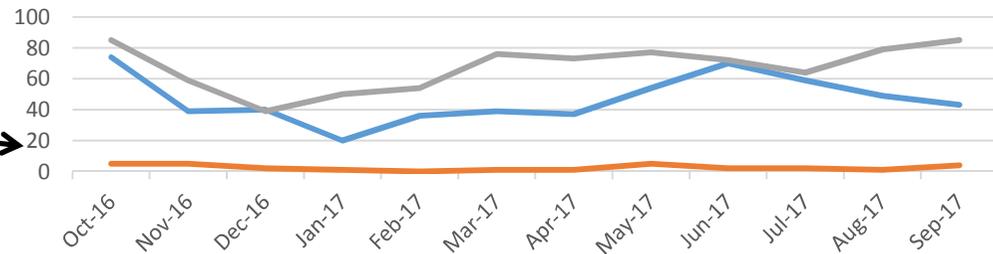
## Objective: Tackle anti-social behaviour

### Durham

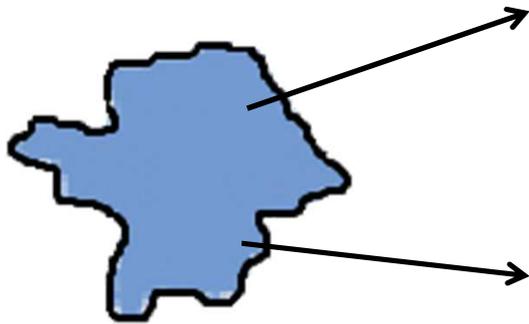


- Alcohol Related
- Drugs Related
- Youth Related

	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	2,684	2,428	-8%



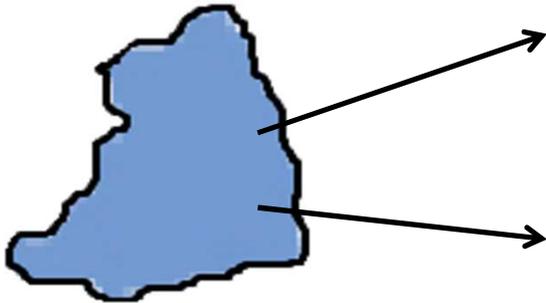
### Peterlee



	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	2,490	2,484	-0.2%

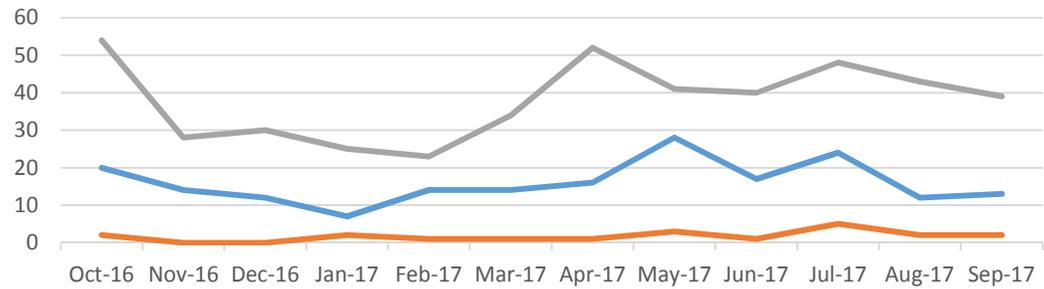
# Objective: Tackle anti-social behaviour

## Seaham

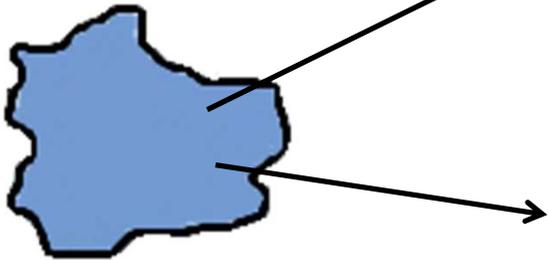


- Alcohol Related
- Drugs Related
- Youth Related

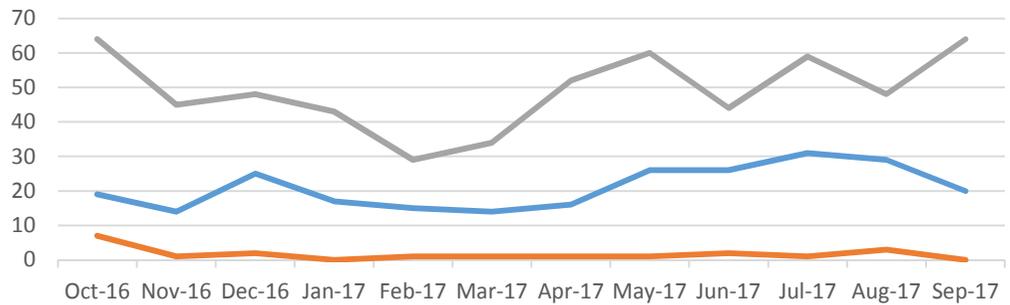
	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	1,665	1,298	-22%



## Chester le Street

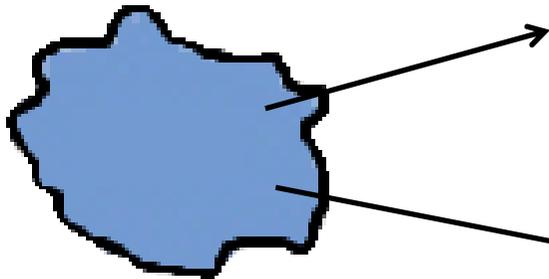


	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	1,856	1,514	-18%

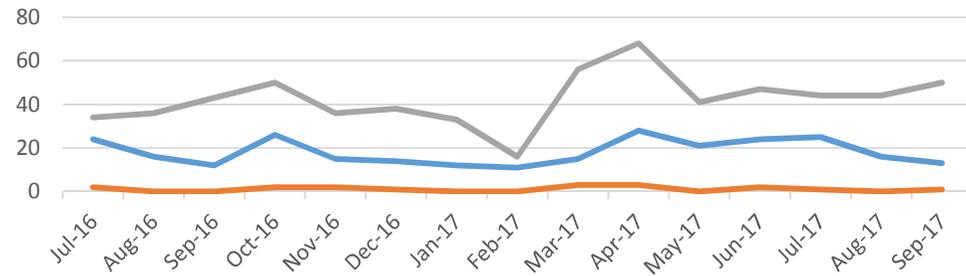


## Objective: Tackle anti-social behaviour

### Stanley

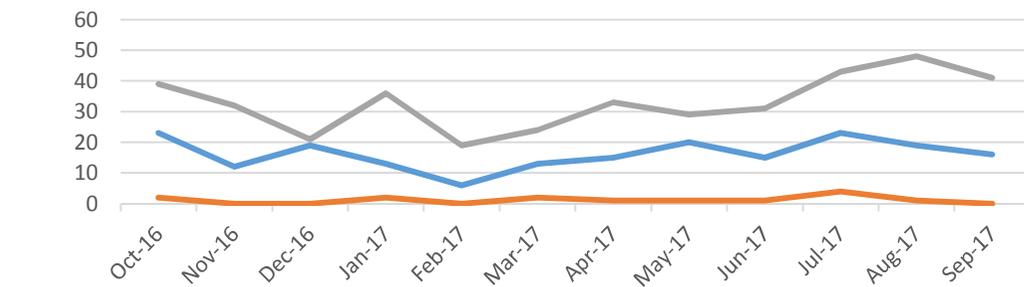
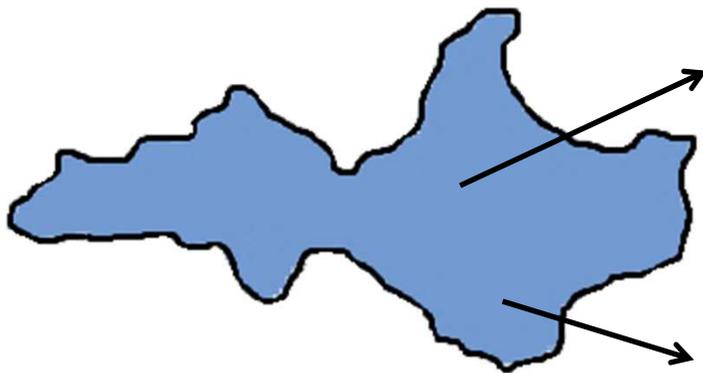


	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	1,405	1,259	-10%



- Alcohol Related
- Drugs Related
- Youth Related

### Consett



	12 months to end September 2016	12 months to end September 2017	% Difference
Total Anti-Social Behaviour	1,485	1,218	-18%

## Objective: Address the impact and incidence of domestic abuse and sexual violence in all its forms

	12 months to end September 2016	12 months to end September 17	% Difference
Domestic Abuse	14, 940	16, 820	<b>+12.5%</b>

Research tells us that families live with Domestic Abuse, on average, for two and half years before seeking help. Domestic Abuse is a complex, wide reaching and largely hidden issue that affects around 2.1 million people across England and Wales. Almost two thirds of victims reporting domestic abuse over the past two years had experienced 3 or more incidents in a 12 month period.

Domestic Abuse is not in itself a criminal offence by law and the numbers above are incidents that have been identified as being linked to Domestic Abuse. Approximately 60% of incidents become crimes. Each incident or crime is assessed to establish risk with just over 5% assessed as high risk, approximately 59% medium and just over 35% as standard.

Although it is disappointing to see an increase in the numbers, it is important that we continue to encourage victims to come forward and have the confidence to report their experience. Equally, working to reduce the number of repeat victims, whether of the same perpetrator or different, is extremely important and requires strong partnership working across a range of agencies.

	12 months to end September 2016	12 months to end September 17	% Difference
Sexual Offences	1,185	1,749	<b>+47.5%</b>

The number of recorded sexual offences continues to rise and this reflects a considerable increase in the number of crimes recorded compared with the same period last year. The ongoing work to ensure recording of sexual offences is compliant with National Crime Recording Standards has significantly contributed to this increase. A more detailed analysis is planned to identify and address any additional factors contributing to the increase.

## Objective: Tackle cybercrime

Cybercrime is not a single offence. Instead it is any crime that involves using a form of digital technology to commit the offence. This is separated into 'cyber-enabled' and 'cyber-dependent' crimes. For example, seeing on social media that someone is on holiday and then burgling their home would be cyber-enabled, but committing online fraud of a bank account would be cyber-dependant.

This is a relatively new threat, but it is growing rapidly as technology develops. However, there continues to be a lack of understanding and public awareness. This means offences are under-reported or often are not recorded as having the 'cyber qualifier' when a crime is recorded.

The Constabulary continue to build on the work of the 'Digital Investigation and Intelligence Unit' to raise awareness, offer advice and support to those who are particularly vulnerable to fraud and cyber crime, reduce repeat victimisation, prevent fraud and cyber crime happening and prosecuting those who commit the offence.

## Objective: Safeguard vulnerable people

The Constabulary has been tasked with reducing the use of Section 136 of the Mental Health Act. This means reducing the number of people who are detained in police custody as a 'place of safety' during a mental health crisis. Current numbers are as follows:

	12 months to end September 2016	12 months to end September 2017	Difference
Under 18s	0	1	+1
Over 18s	16	11	-5

A large amount of police time is spent dealing with very complex incidents relating to mental health rather than crime and the number of callouts related to this continues to rise. However it is pleasing to note that the number of suicides has fallen and I will continue to invest in 'If U Care Share' to provide support.

	12 months to end September 2016	12 months to end September 2017	% Difference
Mental Health Related Incidents	9,754	14,117	+44%
Suicides	50	46	-8%

## Objective: Reduce re-offending

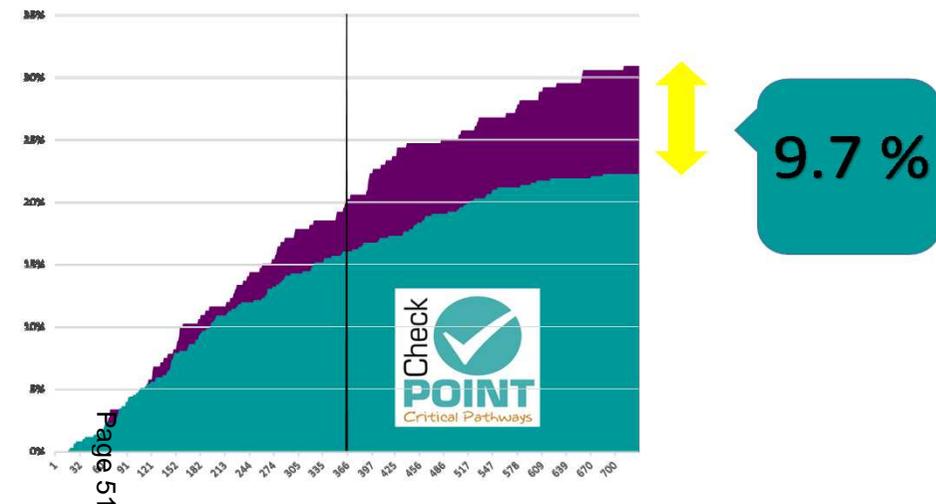
Reducing reoffending is key to cutting crime and reducing the number of victims. Interventions often help perpetrators of crime to break their cycle of offending and make a positive contribution to society instead. However, this requires a partnership approach and there are a number of initiatives and projects taking place across County Durham and Darlington that involve organisations working together to help reduce reoffending.

**Integrated Offender Management** brings together agencies to manage the most persistent offenders.

In addition, **'Checkpoint'** was introduced in April 2015 and is a multi-agency initiative that takes a problem solving approach to exploring why someone has offended and what can be done to stop them by tackling that root cause. Offenders who are eligible and agree to comply are placed on a four month contract tailored to suit their individual case, for example a drug or alcohol intervention, voluntary work and wearing a GPS tag. Should they successfully complete the contract then they will not have to progress through the criminal justice system, but if they fail to complete the contract, including reoffending of any kind, they will be prosecuted.

Checkpoint is only available to certain offenders who meet strict eligibility criteria and to date has shown positive results that have already sparked interest from a number of other organisations and it recently won a Howard League for Penal Reform award.

### Checkpoint Re-offending Rate



Further information and examples of some success stories can be found here:

[www.durham.police.uk](http://www.durham.police.uk)



## Objective: Reduce the harm caused by alcohol and drugs

	12 months to end September 2016	12 months to end September 2017	% Difference
Alcohol related incidents (% of all incidents)	12%	13%	+1%

The number of alcohol related incidents has increased slightly, which is a concern given that alcohol can fuel many different crimes types. Work is ongoing within the Constabulary to align staffing patterns with changes in drinking patterns (increase in daytime drinking). In addition, the majority of newly recruited officers will join frontline neighbourhood teams. Focused interventions in particularly high incident areas are also being used to address this increase. Alcohol seizures continue to be carried out by officers across the area but this is an issue that requires a great deal of partnership work.

	12 months to end September 2016	12 months to end September 2017	% Difference
Drug offences	1,115	1057	- 5%

While it is pleasing to see the continued reduction in drug offences as a result of targeted work undertaken by the constabulary, recent figures from the Office of National Statistics reveal that the number of drug related deaths in the North East has risen by 13% since 2015 to 77.4 deaths per million population compared to 42.9 deaths per million population across England.

If we are to stop people taking drugs, and stop people committing crime in order to fund their habit, I am clear that the current emphasis on enforcement and punishment for those caught using them needs to be combined with efforts to reduce the harm they cause. Successfully achieving this will require innovation and effective partnerships.

## Objective: Reduce the impact of hate crime

Quarter 2 2016/17	Quarter 2 2017/18	% Difference
<b>Incidents</b>	<b>Incidents</b>	
136	127	<b>-6.6%</b>
<b>Crimes</b>	<b>Crimes</b>	
106	129	<b>+21.6%</b>

Encouraging victims to come forward to report hate crime and incidents is a key priority for me and these figures will be monitored closely over the next 12 months to help us better understand where resources need to be deployed.

Hate crimes and incidents are those perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a personal characteristic such as race, religion, disability, sexual orientation, gender, gender reassignment, age or any other particular characteristic. They are harmful not only to individual victims but can also affect families and entire communities.

Giving victims of hate crime the confidence to report what has happened to them is vitally important, not just to ensure that they get justice and the support they deserve, but also to develop a better understanding of where the problems are, their scale and their severity. The Constabulary Community Cohesion Officers spend a great deal of time engaging with communities to build confidence and better understand and respond to their concerns.

The Constabulary also works closely with the Victim Care and Support Service (VCAS) who now receive referrals for all recorded Hate Crimes in order to ensure victims get appropriate support. In addition, clear referral pathways are being developed into the recently introduced Hate Crime Advocacy service to enable victims to engage with the often complex criminal justice processes.

However, we are aware that addressing this particularly harmful issue can only be achieved by partners joining forces to protect victims and bring offenders to justice and the Joint Hate Crime Action Group is a key element of this approach.

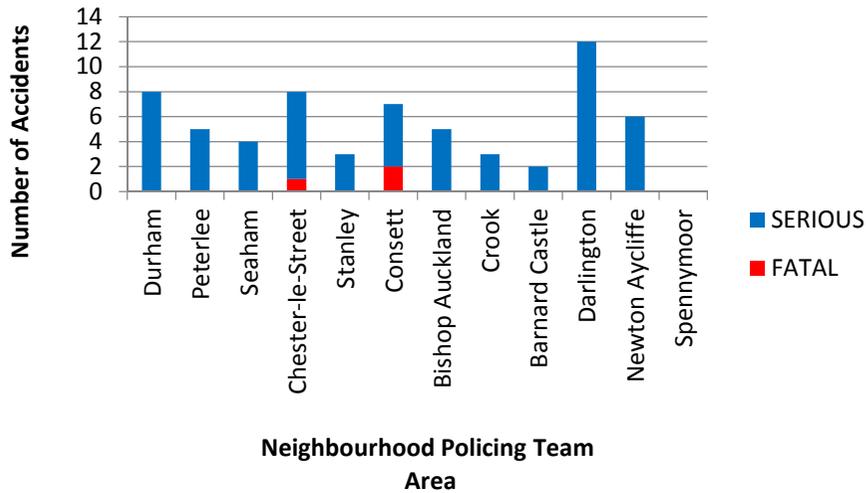
# Objective: Improve road safety

The need to ensure that everything, as far as is practical, to make Durham and Darlington the safest possible place to live, work and visit extends to reducing casualties on our roads.

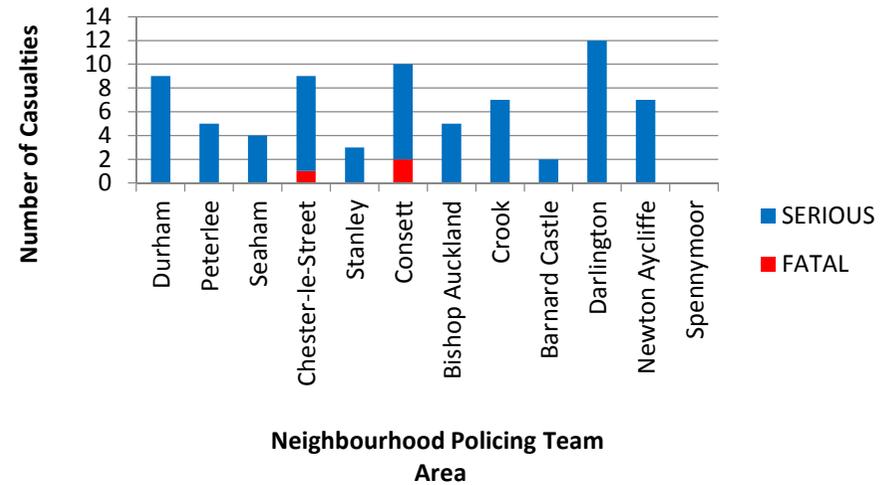
During the period June to September 2017 the Cleveland and Durham Special Operations Unit (CDSOU) responded to a total of 63 serious road traffic incidents in the County Durham and Darlington area compared to 62 in the first quarter of 2017/18. These involved three fatalities and 63 serious injuries.

The CDSOU continues to work in partnership to put in place various interventions through the use of education, engineering and enforcement. Activity is particularly focused on the main causes of accidents recognised nationally as well as locally - speed, seat belts, mobile phones and alcohol. In an attempt to raise awareness and prevent escalation of these, schemes such as driver improvement and speed awareness courses along with young driver programmes are undertaken regularly. During this quarter, a total of 215 Community Speed Watch activities were undertaken.

**Fatal/Serious Accidents 2nd Quarter**  
**2017/2018**



**Fatal/Serious Casualties 2nd Quarter**  
**2017/2018**



## Objective: Ensure victims are supported at all stages of the criminal justice system

### Victim Satisfaction

The Constabulary carries out regular victim satisfaction surveys to understand any areas that victims are dissatisfied with. Satisfaction with follow-up and actions taken has dropped considerably and work is being undertaken to identify and address the reasons for this.

Victim Satisfaction	2016/17					2017/18					% Diff
	Q1	Q2	Q3	Q4	Year end average	Q1	Q2	Q3	Q4	Year end average	
Whole Experience	90%	87%	84%	88%	<b>87.25%</b>	85%	83%			<b>84%</b>	<b>-3.25%</b>
Ease of Contact	97%	97%	98%	97%	<b>97.25%</b>	96 %	94 %			<b>95%</b>	<b>-2.25%</b>
Arrival Time	91%	85%	85%	86%	<b>86.75%</b>	85%	83%			<b>84%</b>	<b>-2.75%</b>
Actions Taken	87%	84%	84%	83%	<b>84.5%</b>	83%	77%			<b>80%</b>	<b>-4.5%</b>
Follow Up	84%	76%	80%	78%	<b>79.5%</b>	71%	71%			<b>71%</b>	<b>-8.5%</b>
Treatment	96	93	96	95	<b>95%</b>	95%	92%			<b>92%</b>	<b>-3%</b>

### Support for Victims

The Victim Care and Advice Service (VCAS) was jointly commissioned by myself and the Police and Crime Commissioner in Cleveland to provide advice and support to victims of crime;

In the second quarter of 2017/18, VCAS contacted 1,251 victims;

While there has been an overall increase in recorded crime, this has not resulted in an increase in demand for VCAS support;

Action Fraud is the national body that receives reports from victims of fraudulent activities and although referrals to VCAS remain constant, the take up rate for support continues to be very low. VCAS consider the most likely cause of this to be the length of time between the victim reporting the crime and the date that the information is sent to VCAS. It is expected that this will improve when new IT systems are put in place by Action Fraud and VCAS receive referrals much earlier.



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

Maintaining public confidence is important to ensure people feel safe, able to report offences, share intelligence and help support investigations. The Crime Survey for England and Wales measures public confidence in their local Police Force. Results are produced quarterly (although there is always a delay of one quarter in publication of the results). I am pleased to report that the most recent survey results place Durham Constabulary **first** in the country for being relied on when needed, treating people with respect and understanding local concerns. **Third** in the country for overall confidence in the police and **fourth** for dealing with local concerns.

### Public Confidence - Crime Survey England and Wales\* (CSEW)

	12 months to end June 2016	12 months to end June 2017	% Difference
of people who think the police do a good job (Nationally)	62.4 %	62.7%	+0.3%
of people who think the police do a good job (Durham)	<b>64.7 %</b>	<b>71.2%</b>	<b>+6.5%</b>
aking everything into account I have confidence in the police' (Nationally)	78.1 %	79%	+0.9%
aking everything into account I have confidence in the police' (Durham)	<b>81.7 %</b>	<b>84.6%</b>	<b>+2.9%</b>

## Tackle Crime and keep Communities Safe

Crime Type	12 months to end September 2016	12 months to end September 2017	% Difference
All Crime	41, 733	56, 375	+35%
Victim based crime	37, 590	48, 994	+30%
Violence Against the Person	12, 378	18, 883	+52%
Burglary	4482	4807	+7%
Vehicle Crime	2837	3358	+18%
Shoplifting	3698	4185	+13%
Criminal Damage	7536	9020	+19%
Arson	403	672	+66%

Much of the increase in recorded crime is a direct result of:

- Force compliance with new rules relating to the recording of crime
- Increased public confidence to report and increases in reporting of historic crime
- Real increases in certain crimes e.g. theft and robbery type offences

Although there has been an increase in **'all crime'** and **'violence against the person'** compared with last year, it is important to emphasise that, by using the Cambridge Crime harm Index, we have established that harm to our communities has not increased.

**Reducing reoffending** is a cross cutting key area of focus in my Police and Crime Plan, as it links to all the objectives and is a key element to reducing crime, thereby making County Durham and Darlington a safer place to live and work.

## Conclusions

- Recorded victim-based crime continues to increase, partly as a result of implementing changes in recording practices for violent offences and harassment. However, there is evidence that the numbers of reported crimes such as vehicle crime, arson, burglary, criminal damage are increasing. These changes have affected crime statistics across the country not just in Durham and Darlington.
- Even though recorded crime such as shoplifting, criminal damage and vehicle crime (theft of and from a vehicle) has increased, by using the Cambridge Crime Harm Index we are able to establish that overall, harm caused to our communities has not increased.
- The experience of victims with the police is a key priority for me. Current victim satisfaction figures remain slightly below those achieved in 2015/16 and this will be closely monitored throughout 2017/18 to understand the reasons for this and to ensure improvements are achieved.
- Persistent anti-social behaviour can seriously affect the quality of a victim's life. Equally, some of these incidents can develop into crimes. Despite increases in some types of crime, anti-social behaviour across the whole of the force area continues to reduce. The exception to this is environmental anti-social behaviour and work is on-going to identify and address the underlying causes for this.

## Glossary

**Anti-Social Behaviour**

A wide range of behaviours, which cause alarm, distress or harassment to at least one person. They are separated into 3 categories: Personal (targeted at a specific individual or group), Nuisance (causing annoyance to the wider community) and Environmental - (incidents aimed at the physical environment).  
The force add flags highlighting alcohol, youth and drug related incidents. In some cases one incident can have more than one flag (e.g. both alcohol and youth related), which means it will be included in the figures on the local graphs twice (once in the alcohol and a once in the youth). But, this is not the case in the overall figures.

**Cambridge Crime Harm Index**

This is an academic tool used to calculate the amount of harm caused to a community through crime. The principle is that all crimes types are not equal and instead provides a weighting using sentencing guidelines for each crime type.

**CSEW**

The Crime Survey England and Wales is a national survey about experiences of crime from members of the public across the Country.

**Crime Statistics**

All crime statistics in this document are from the Durham Constabulary recorded crime and incident database.

**HMICFRS**

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services independently assess the effectiveness of the Country's police forces and fire and rescue services.

**Local Survey**

Local survey conducted by Durham Constabulary.

**Victim Based Crime**

These are crimes against a victim, and are split into 5 categories: violence against the person, sexual offences, robbery, theft offences, criminal damage and arson offences

## Police and Crime Panel

4<sup>th</sup> January 2018

## PCVC Decision Records

## Report of Chief of Staff

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### Purpose

1. To update Panel Members on the Police, Crime and Victims' Commissioner's decision register since the last meeting, and forward plan.

### Background

#### Decision Making Process

2. Key decisions are made at an Executive Board comprising the PCVC, the PCVC's Chief of Staff, the Chief Constable and the Joint Chief Finance Officer. Other officers of the PCVC or the Chief Constable will attend as and when required. On occasion it is necessary to take decisions outside of this process for reasons of expediency, but all relevant parties are consulted and informed.
3. All key decisions are supported by a report setting out the decision required, all relevant factors to be considered, the outcome of any consultation undertaken and the risks and implications of the course of action being recommended.
4. An online record is maintained of all key decisions taken by the OPCVC. This includes a link to any documents which are disclosable under FOI. This record includes decisions taken by the PCC or any person to whom delegated powers have been granted.
5. The PCVC will consider holding public meetings when this will provide a means of consultation on decisions (i.e. precept consultation) where there is a clear interest in actively seeking views of the community.
6. The PCVC may choose to delegate powers to any deputy appointed, his statutory officers or a senior member of police staff.
7. A record is kept of all decisions made under delegated powers detailing the factors taken into consideration, including any consultation carried out.

8. Decisions to be made by the PCVC will relate in the main to his statutory functions and financial responsibilities. A Forward Plan for key decisions to be taken over a 3 month period will be published on the PCVC's website.

Generally Key decisions are likely to include:

- The preparation, drafting and issuing of the Police and Crime Plan
- Issuing the precept
- Adopting a Medium Term Financial Plan
- Commissioning of Services
- Preparation and issue of the Annual Report
- Any decision which is considered to be of significant public interest or impact either generally or on a particular locality
- Any decision which will incur revenue expenditure in excess of £100,000
- Any decision which will incur capital expenditure in excess of £100,000
- The approval of or adoption of strategies/policies
- Key procurement decisions
- Significant changes to the police estate
- Allocation of grants

9. Details of the Police Crime and Victims' Commissioner's Decision Register 2017 can be found in Appendix 2.

## **Recommendation**

That Panel Members note the contents of the report and ask any questions.

**Alan Reiss**

Chief of Staff

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## Appendix 1: Risks and Implications

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### Finance

All decisions with financial implications are made with value for money as a key consideration, and are affordable within budgets.

### 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

Consultation with key stakeholders is carried out as appropriate to each decision.

### Environment

n/a

### Collaboration and Partnerships

Consultation with key partners is carried out as appropriate to each decision.

### Value for Money and Productivity

n/a

### Potential Impact on Police and Crime Plan Priorities

Decisions will impact directly or indirectly on the pursuit of Police and Crime Plan priorities.

### Commissioning

Several decisions relate to commissioning of services.

### Other risks

n/a

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**Key Decisions**

(Links to more detailed reports are available on the website)

Decision Number	Decision Taker	Subject
031/2017	PCVC	The PCVC has confirmed the provisionally agreed terms with Durham Agency Against Crime (DAAC) regarding a lease of, and temporary Licence to Occupy, the former Magistrates' Court in Chester le Street.
032/2017	PCVC	The PCVC has approved to the provisionally agreed terms for surrender of the ground lease of Trimdon Radio Mast to Northumbrian Water.
033/2017	3 PCCS Durham, Cleveland Northumbria	Recommendation to the PCCs for Cleveland, Durham and Northumbria to purchase a building to act as new premises for the North East Regional Special Operations Unit (NERSOU) and the National Crime Agency (NCA), with the potential to co-locate other related officers in the future.
034/2017	2 PCCS Durham Cleveland	PCCs to approve an extension of the current Victim Care and Advice Service (VCAS) contract for a further two years until the 31st March 2020 and consider potential changes to the contract that would develop the service.
035/2017	PCVC	The PCVC has agreed to contribute £1,000 toward the High Sheriff Youth Awards Scheme 2018.

Upcoming key decisions

- January 2018 - Consultation on Precept 2017-18
- January – March 2018 - Budget allocations 2018-19

## Police and Crime Panel

4<sup>th</sup> January 2018

## Commissioning in 2017-18

## Report of Head of Governance & Commissioning

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### Purpose

1. To update the Panel on funding and commissioning activities for the financial year 2017/18.

### Background

2. Under Section 143 of the Anti-Social Behaviour, Crime and Policing Act 2014, the Police, Crime and Victims' Commissioner can "provide or arrange for the provision of:
  - a. Services to secure crime and disorder reduction;
  - b. Services to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour;
  - c. Services specified by the Secretary of State".
3. In order to do so, he has identified funding from two sources:
  - Ring-fenced funding allocated by the Ministry of Justice to support victims of crime;
  - Additional funding from the Policing Grant and precept, which includes money which used to be allocated directly to Community Safety Partnerships prior to the advent of PCCs.
4. The PCVC is keen to use the funding from the Ministry of Justice innovatively and with a particular focus on the development of services for victims of crime: where services do not exist; the current service provision is limited in its impact; and existing service provision is not meeting the needs of victims. There is a requirement to report how the victims' monies have been applied by the end of April (each year) to the Ministry of Justice.
5. The PCVC is keen to continue to provide funding that can support activities in pursuit of the shared objectives of the Community Safety Partnerships – such as reduced reoffending - and to make additional funding available so that smaller community groups have opportunities to access monies too.

## Office of the Police Crime & Victims' Commissioner (OPCVC) Budget Realignment

6. For 2017/18, the OPCVC has a discretionary budget of just over £2million, including grants which were previously allocated by Durham Constabulary. Previously these budgets have been largely based on where the money has come from (e.g. Ministry of Justice Victims' Services Grant, Community Safety Legacy Grant). Much of the money has been allocated based on history ("it's always been that way") or bidding processes.
7. The OPCVC has carried out a piece of work in-year to align our spending to the three core priorities of:
  - a. Victims services (£0.8m);
  - b. Community safety and prevention (£0.5m); and
  - c. Reducing reoffending (£0.7m).
8. This exercise has enabled us to have a better understanding of how much we are spending on these strategic areas, and provides the foundation for us to commission services based on strategic priorities rather than allocating funding largely based on either bidding processes or legacy allocations.
9. In order to enable a smooth transition from the previous bidding approach we are maintaining contributions to Durham County Council and Darlington Borough Council for the community safety partnership projects supported in 2017/18 and will continue this approach in 2018/19.
10. For 2019/20, the OPCVC will move to the new commissioning model and invite the views of partners to the planned commissioning of services from the much larger funding pot than previously attributed to the community safety fund. In order to support this, all activities falling within the three priority areas will be subject to a service and funding review by the ODPCVC, which aims to be completed by July 2018.

## Ministry of Justice Funding 2017/18

11. The PCVC has received victims' monies from the Ministry of Justice in 2017/18 of £732,737.
12. All of the victims' monies have been allocated and the total of £767,277 exceeds the Ministry of Justice funds to the PCVC.
13. The table below provides a summary of victims' monies allocations for 2017/18.

Recipient of Funding	Purpose of Funding	Funding Awarded
Darlington MBC	Domestic Abuse Services	£21,000
Darlington MBC	Restorative Justice Training & Development Post	£39,100
Durham County Council	Restorative Justice Coordinators Post & Support Costs	£43,100
Durham OPCVC	Contribution to Multi Agency Risk Assessment Conference (MARAC)	£45,000
Durham OPCVC	Contribution to Sexual Assault Referral Centre (SARC)	£45,183
DAD / SRtRC / Querkey	Hate Crime Advocacy for Victims of Crime	£45,000

**NOT PROTECTIVELY MARKED**

<b>Recipient of Funding</b>	<b>Purpose of Funding</b>	<b>Funding Awarded</b>
HALO	Forced Marriage, Honour Based Violence/Female Genital Mutilation Specialist Support	£14,400
Harbour	Independent Domestic Violence Advisor (IDVA) Remand Court and Sexual Violence and Domestic Violence (SVDV) Court	£29,890
Just for Women	Thread Project	£8,000
Restorative Solutions	Restorative Justice Practitioners	£110,374
RSACC	Independent Sexual Violence Adviser	£21,600
Safe in Tees Valley	Community Peer Mentors Project	£51,205
Safe in Tees Valley	Victim Needs Assessment & Referral Service	£293,425
<b>Grand Total</b>		<b>£767,277</b>

### **Community Safety and Prevention Funding 2017/18**

14. The PCVC has applied £0.5million to community safety and prevention activities.
15. The table below provides a summary of monies allocated to community safety and prevention activities for 2017/18.

<b>Recipient of Funding</b>	<b>Purpose of Funding</b>	<b>Funding Awarded</b>
Age UK Darlington	Good Friends Project	£15,000
Age UK Darlington	Unit 34 Darlington - PCVC Contributions	£2,000
CDCF	PCVC Community Safety Fund	£116,500
CDCF	Young PCVC Community Safety Fund	£12,000
Darlington MBC	Darlington Adults Safeguarding Board	£12,605
Darlington MBC	Darlington Children's Safeguarding Board	£15,320
Darlington MBC	Darlington Partnership Contributions	£15,000
Darlington MBC	Other Projects (tbd)	£21,700
Durham Agency Against Crime	Donation from PCVC	£17,500
Durham Agency Against Crime	Mini Police Project	£4,560
Durham Community Action	VCS Infrastructure Support	£10,000
Durham County Council	Anti-Social Behaviour Officers	£125,289
Durham County Council	Durham Adults Safeguarding Board	£23,780
Durham County Council	Durham Children's Safeguarding Board	£29,285
Durham County Council	Horden Initiative	£5,000
Durham County Council	Junior Road Safety Officer Scheme	£1,100
Durham County Council	Road Safety Partnership	£31,000
Durham OPCVC	Community Peer Mentors Project	£27,000
Durham Pride Grant	Sponsorship for Durham Pride in 2017	£1,000
Show Racism the Red Card	Anti-Racism Education in Schools	£17,849
<b>Grand Total</b>		<b>£503,488</b>

## Reducing Reoffending Funding 2017/18

16. The PCVC has applied £0.7million to reducing reoffending activities.
17. The table below provides a summary of monies allocated to reducing reoffending activities for 2017/18.

Recipient of Funding	Purpose of Funding	Funding Awarded
Darlington MBC	Contribution to YOS	£70,900
Darlington MBC	RJ Hub Practitioner & Admin Support	£34,900
Darlington MBC	Victim Liaison Officer (Young People)	£24,000
Darlington MBC	YOS Restorative Justice Programme	£27,400
Durham County Council	Adult IOM Mentor	£24,000
Durham County Council	CDYOS Specialist Children's Nurse	£20,000
Durham County Council	CDYOS Victim Liaison Officer (Young People)	£24,200
Durham County Council	Contribution to YOS	£121,600
Durham County Council	Positive Futures (YOS)	£52,250
Durham County Council	Victim Liaison Officer (Young People)	£19,000
Durham County Council	With Youth in Mind (YOS)	£5,000
Durham County Council	YOS Pre-Court System (OOCB)	£100,578
Durham OPCVC	Check Point Project	£121,000
NECA	Check Point Project	£31,600
<b>Grand Total</b>		<b>£676,428</b>

## Recommendation

18. To consider the report and provide any questions.

Charles Oakley  
Head of Governance & Commissioning

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## Appendix 1: Risks and Implications

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### Finance

All funding is included within the 2017/18 budget.

### Staffing

n/a

### Equality and Diversity

n/a

### Accommodation

n/a

### Crime and Disorder

Many of the projects are aimed at reducing crime and disorder.

### Children's Act 2004

n/a

### Stakeholder/Community Engagement

Information about the PCVC's funding streams is set out in the Police, Crime and Victims' Plan.

### Environment

n/a

### Collaboration and Partnerships

n/a

### Value for Money and Productivity

Value for Money is a key consideration in the allocation of all funding.

### Potential Impact on Police and Crime Plan Priorities

All funding is expected to have a positive impact on priorities

### Commissioning

As per the report.

### Other risks

n/a

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## Police and Crime Panel

4 January 2018

### HMIC inspection reports into Police efficiency and Police legitimacy

#### Report of Police, Crime and Victims' Commissioner

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#### Purpose of report

1. To brief the Police and Crime Panel on the findings of the recent assessment by HM Inspectorate of Constabulary into Police efficiency.

#### Summary

2. HMIC undertakes a programme of four inspections with each Force, each year, covering
  - Efficiency
  - Legitimacy
  - Leadership
  - Effectiveness
3. The results of inspections (except for Leadership) are categorised as follows:
  - Outstanding
  - Good
  - Requires Improvement
  - Inadequate
4. On 9 November, the results of the *efficiency* inspection were released, and Durham Constabulary was rated as 'outstanding'. On 12 December, the results of the *legitimacy* inspection were released and Durham Constabulary was rated as 'good'.

#### Findings of the Efficiency Inspection

5. The overall assessment for Durham in this inspection is 'Outstanding'. There are three components to the assessment:

#### How well does the Force understand demand? Outstanding

##### *The assessment highlights:*

6. Durham Constabulary is excellent at understanding the demand it faces and the problems the future may bring. Its demand profiles are comprehensive and its analysis of current and future demand is very impressive. The work it has conducted to identify hidden demand is equally impressive, supported as it is by bespoke profiles in major risk areas such as violence against the person and child sexual exploitation.

7. The constabulary has an outstanding structure in place to manage its change agenda, and within that structure there are excellent governance and evaluation arrangements. The level of independent evaluation is excellent, enabling the constabulary to benefit from outside feedback so it can ensure its change programmes are actually making a difference and adding value.
8. The constabulary has a culture of inclusivity and constantly looks to its workforce to generate new ideas. There were numerous examples (over 140 within the '100 little things' project alone) where the workforce have submitted ideas that have been acted on. HMICFRS found that the constabulary has an outstanding approach to seeking new ideas from its workforce, and the workforce informed us that they believed the organisation was committed to this.

**How well does the force use its resources? Outstanding**

*The assessment highlights:*

9. Durham Constabulary uses its resources effectively to meet its current challenges and plan how it will meet its future demands. The constabulary has a detailed understanding of the skills and capabilities of both the workforce as a whole and its leaders. This is facilitated by a recent review of all role profiles and an annual audit of skills and capabilities across the organisation. The constabulary has identified the skills required of its leaders and has mapped these across the College of Policing leadership qualities.
10. Durham Constabulary seeks to collaborate with other organisations wherever possible. The governance structures in place to monitor all collaboration activity and ensure that benefits are realised are very thorough and detailed, and as a result they and the evaluation processes are very effective. The financial plans supporting the governance structures are solid and have been subject to independent challenge to ensure they are realistic.
11. Durham Constabulary constantly looks to innovate and implement new ideas to improve its efficiency. We found the workforce felt empowered and confident to put ideas forward and any member of the workforce may attend any meeting or work for a day with a member of the chief officer team, which breaks down barriers and creates a culture of openness where ideas can be put forward. The '100 little things' initiative is testament to how comfortable the workforce feel about doing this.

**How well is the force planning for the future? Outstanding**

*The assessment highlights:*

12. Durham Constabulary has assessed its current demand profile in detail and has an excellent understanding of the issues affecting demand, what the component parts of its demand are, and what elements of that demand pose the greatest risk to the constabulary and the communities of Durham. It recognises the threats and opportunities posed by the changing technological landscape, and is investing

heavily in information technology improvements and improving the skills of its workforce to ensure they are all digitally aware and digitally competent.

13. Durham Constabulary has recently appointed a new permanent deputy chief constable, who has been recruited from outside. This, with the other external appointments being made to a wide variety of positions across the organisation, shows that the constabulary is looking to ensure that it constantly brings new perspectives, approaches and ideas into it to ensure that it remains relevant to current circumstances and up to date in its thinking and approaches. The constabulary invests a great deal in leadership development but it could improve how this is provided to and accessed by its workforce, as there is little structure or transparency in how postings to some important roles are made. The constabulary needs to improve the use of the personal development process because the completion rate is not high at the moment; it should be used as a structured process for offering development opportunities.
14. The constabulary's financial plans are based on sound planning assumptions that have undergone very detailed and extensive scenario planning to test their validity.

**HMIC's overall assessment states:**

15. Durham Constabulary has an up-to-date and comprehensive demand assessment which provides an exceptional level of understanding of demand in its widest context, including in respect of issues that go beyond purely police activity. It has outstanding governance and evaluation processes in place to manage its change and improvement agendas. Evaluation is often conducted with an independent focus and is very detailed, so that the constabulary can assess what actually works in policing and can make improvements to service delivery and ensure its change programmes add real value to what it does. The chief officer team is very accessible and its members regularly go on patrol with officers; this breaks down barriers of rank and provides an opportunity for open dialogue.
16. Opportunities to shadow the chief officer team for a day are often taken up by members of the workforce, and it is also possible for them to attend any meeting they want, regardless of its seniority; this, again, offers opportunity for members of the workforce at every level of the organisation to contribute to all areas of police work.
17. Durham Constabulary has carried out detailed skills analyses of its workforce and its leadership capability. This process is refreshed annually, and the strategic workforce plan links seamlessly with other strategic plans so that the organisation can plan for training and development requirements taking into account its changing demand profile and budget constraints. The constabulary could nonetheless look to improve its talent management arrangements, and how it makes postings, to ensure that members of the workforce have confidence in the fairness and legitimacy of these processes. The constabulary has extensive arrangements for collaborative working across many areas of policing, and constantly looks to work with partners (providing always that there are real benefits to the public).

18. The constabulary's financial plans are detailed, and it has extensive and creative plans for the future to meet a wide range of possible situations, depending on what demands the future brings. The plans have been tested extensively, and examined independently, to ensure that they are fit for purpose.

***Comment on effectiveness inspection***

19. Durham is one of only two forces to achieve 'outstanding' and the only one to be 'outstanding' in all three areas of the inspection. This is a very satisfying outcome, but there is no room for complacency and the PCVC will continue to hold the Constabulary to account, aiming for further 'outstanding' outcomes in the future.

**Findings of the Legitimacy Inspection**

20. The overall assessment for Durham in this inspection is 'Good'. There are three components to the assessment:

**To what extent does the force treat all of the people it serves with fairness and respect?**

21. Durham Constabulary is good at treating all the people it serves with fairness and respect. Fairness and respect are fundamental to the constabulary's values, which are well established within all its training and communications work. Senior leaders articulate the importance of procedural justice; officers and staff understand this, and are aware of their responsibilities. Unconscious bias training has been given to all frontline officers and staff, and members of the workforce with whom we spoke understand the concept and how to apply it when carrying out their duties. We found extremely positive evidence of training and understanding of effective communication skills across the workforce.
22. The constabulary has clear internal processes in place to monitor the legal and proportionate use of stop and search and use of force. However, the constabulary could monitor a more comprehensive set of data to ensure stop and search is being carried out fairly and effectively, particularly as our review of stop and search forms found that some officers and staff still do not understand what constitutes reasonable grounds for a stop and search.
23. The constabulary has a range of good arrangements for external scrutiny of its policing activities. However, there is still scope for improvement in its scrutiny of stop and search and use of force, particularly in terms of ensuring it is representative of local communities affected by the use of these powers – especially young people. Additionally, there is scope for improvement in the provision of training and guidance to ensure the external scrutiny group can provide effective challenge.

**Areas for improvement**

- The constabulary needs to improve its process for external scrutiny of the use of stop and search and the use of force to make it more representative of local communities and better able to provide effective challenge.

- The constabulary should ensure that it monitors a comprehensive set of data in respect of stop and search to enhance its understanding of fair and effective use of the power.
- The constabulary should ensure that relevant officers and supervisors understand what constitutes reasonable grounds for a stop and search and that such grounds are recorded accurately.

### **How well does the force ensure that its workforce behaves ethically and lawfully?**

24. Durham Constabulary is good at ensuring its workforce behaves fairly and ethically. Leaders role model ethical behaviours and create an environment in which consideration of the ethical implications of decisions is encouraged. The constabulary has well-established ethics boards to promote and support ethical decision making in a non-punitive way. Overall, the workforce understands and values the constabulary's commitment to ethical leadership.
25. The constabulary makes it easy for most members of the public to make a complaint, although it could do more to raise awareness of, and accessibility to, the process for those who may have less trust and confidence in the police. The constabulary supports members of the public who require additional assistance with making a complaint, and consistently provides informative updates to complainants in line with IPCC guidance. Members of the workforce have an excellent understanding of discrimination, and there are good systems in place for them to report such incidents. Complaints and allegations of discriminatory behaviour are quickly identified, properly recorded and thoroughly investigated by well-trained investigative staff.

### **Area for improvement**

- The constabulary should raise awareness of the complaints process and make it easier for communities with less confidence in the police to access, including those for whom English is not a first language.

### **To what extent does the force treat its workforce with fairness and respect?**

26. Durham Constabulary is good at ensuring it treats its workforce with fairness and respect. The constabulary goes to great lengths to encourage challenge and feedback from its workforce through a range of methods. Officers and staff at all levels feel engaged with the chief officer team and comfortable about providing direct feedback and challenge. The constabulary is good at identifying and resolving workforce concerns, and is taking some action to improve the diversity of the workforce.
27. Workforce wellbeing is a clear priority for the constabulary; the services it provides to officers and staff are extensive and sometimes innovative, particularly regarding its provision for mental health. Officers and staff have effective training on how to identify wellbeing concerns in colleagues, as well as the skills to intervene at an early stage.

28. The constabulary's PDR process is not used consistently for managing and developing individual performance, although regular conversations do take place between officers and staff and their supervisors. The constabulary provides development opportunities for its workforce, but it needs to do more to improve the openness of processes for promotion and identifying and selecting talent, to ensure they are fair and perceived to be so.

#### **Areas for improvement**

- The constabulary needs to use the performance development review process more effectively for the development of individuals, including special constables, and to improve the management of unsatisfactory performance.
- The constabulary needs to ensure it has clear and fair processes for identifying, selecting and developing potential senior leaders.

#### **HMIC's overall assessment states:**

29. Durham Constabulary has been assessed as good in respect of the legitimacy with which it keeps people safe and reduces crime. The leadership has a strong culture of treating its people fairly and with respect. Officers and staff in Durham Constabulary have a clear understanding of how to treat people with fairness and respect, including acting without bias and communicating effectively, although some officers and supervisors still do not understand what constitutes reasonable grounds for a stop and search. The constabulary has good processes in place for monitoring and reviewing the legal and proportionate use of stop and search, although external scrutiny of stop and search could be improved to involve a broader range of the community, including young people. The constabulary has work in progress to address this.
30. Durham Constabulary's senior leaders act as ethical role models and promote a culture in which the ethical implications of policies and day-to-day decisions are considered in an open and non-punitive way. The constabulary has a clear and accessible complaints process that is easy for the public to use, although it needs to do more to raise awareness of the complaints process for those groups who have less trust and confidence in the police. Complainants receive a consistently good service; the constabulary identifies and responds to discrimination appropriately, and investigations into allegations of discrimination are carried out to a high standard.
31. Durham Constabulary is good at treating its workforce with fairness and respect. Senior leaders actively encourage feedback and challenge from the workforce, and take action to identify and respond to workforce members' concerns. The constabulary prioritises the wellbeing of its workforce and has excellent wellbeing provision that is valued by members of the workforce. Although supervisors have regular conversations with their officers and staff, individual performance is not always managed consistently across the organisation, and the constabulary needs to do more to ensure its processes for identifying and selecting talent are fair and are perceived to be fair.

### Comment on legitimacy inspection

32. Only one force, Kent, was rated as 'outstanding' for legitimacy. 35 were rated 'good', including Durham. Looking at the individual categories, Durham has improved from 'requires improvement' to 'good' for 'How well does the force ensure that its workforce behaves ethically and lawfully?', but declined from 'Outstanding' to 'good' for 'To what extent does the force treat its workforce with fairness and respect?'
33. Whilst 'good' is a respectable and satisfying outcome, there is a need for the force to address the areas for improvement identified by HMIC. The Constabulary is currently identifying how these can be tackled and I will be working with the Chief Constable to monitor progress.

### Recommendation

34. That the Panel notes the content of the inspection report

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