

Police and Crime Plan 2015-17 Refresh

Working Document V16 – Tuesday 25th November 2014



Draft Working Document

Introduction

My Role

Our area

Priorities / Outcomes

- **Strategic priorities**
 - To improve confidence in local policing
 - To improve engagement across the Constabulary area
 - To make our policing service visible and accessible at all times
 - To reduce reoffending
 - To improve the service provided to those with poor mental health (victims and offenders)
- **Policy Priorities**
 - To reduce the incidence and impact of domestic abuse
 - To tackle the harm caused to individuals and communities by alcohol and drugs
 - To improve road safety by tackling careless and dangerous driving, speeding and other related road safety issues
 - To tackle anti-social behaviour
 - To reduce the incidence and impact of hate crime

Accountability and Performance Management

Use of Resources

- **Finance**
 - Budget
 - Government Grant
 - Precept
 - Medium Term Financial Plan
 - Collaboration
 - Value For Money
- **Assets**
- **Commissioning**

Glossary

How to contact us



Ron Hogg
Police and Crime Commissioner for Durham

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

My vision is to achieve excellence in local policing, and the highest levels of public confidence, by working alongside communities and partners to address what matters locally.

I have now been in post as your Labour Police and Crime Commissioner (PCC) for two years. When you elected me, I promised to listen to your needs, seek out the concerns of all (especially the weak and vulnerable) and tackle them. And I have worked tirelessly to achieve that. Some of my achievements as PCC are:

- Attending countless events and meetings across the Force area to listen to your views and represent you to the force;
- Setting a balanced budget for the police at the same time as protecting front line policing;
- Holding the Force to account to deliver the Police and Crime Plan.

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

People across County Durham and Darlington have told me how concerned they are that officers will be withdrawn from their communities.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

I am pleased to say that we have an excellent police force in Durham; one that puts victims first, and cuts crime by getting to the thick of the issues and solving problems. But there is always room for improvement. Over the next year, I want to see the Force consistently provide you with the outstanding service that you deserve. It is a privilege to be your elected Police and Crime Commissioner, and I will continue to put all my efforts into representing you to the best of my ability.

A handwritten signature in black ink, appearing to read 'Ron Hogg', written in a cursive style.

Ron Hogg
Police and Crime Commissioner for Durham

My Role

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

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

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

My functions, responsibilities and powers:

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

Staff

In order to carry out my functions effectively, I have a small office. I am determined to keep this as lean and as efficient as possible. I have made a number of changes in recent months to ensure that the staffing is appropriate whilst continuing to make efficiency savings. I have:

- Appointed a full time Chief of Staff in place of the previous part time Chief Executive, and reduced the equivalent annual salary;
- Reduced the number of permanent full time equivalent staff to five;
- Built capacity within the office by offering secondments and placements. I now have secondees from Durham Constabulary and the Community Rehabilitation Company, two graduate interns and two apprentices.

A copy of the staffing structure is available on my website:

<http://www.durham-pcc.gov.uk/Your-PCC/The-PCCs-Team.aspx>

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

Our Area

Our policing area covers the Local Authority areas of Darlington Borough Council and Durham County Council. The area is approximately 4,460 square kilometres with a population of 618,200 (2011 Census). Darlington lies in the south of our area and is our largest town. In the east we have Durham City and the larger and industrial towns, in contrast to the west, which is predominantly rural and sparsely populated.



Deprivation:

- 16% of people in Darlington¹ and 11.4% of people within County Durham² live within the top 10% of deprived areas in our local region (calculated in 2010).

Unemployment:

- 4.7% of the working age population receive Job Seekers Allowance in County Durham² & 4% in Darlington³ (June 2012), compared to 5.4% in the North East and 3.8% nationally².
- There has been a drop by over 10% of NEETS (young people not in education, employment or training) in County Durham², and as of the end of 2013, figures stood at 7.1% in County Durham and 6.7% in Darlington⁴.

Education:

- 63.1% (County Durham) & 64.8% (Darlington) of GCSE students achieved 5+ A*-C grades including English & Maths in 2013, higher than the average of 59.2% for England⁵.

Health & Wellbeing:

- 0.8% of the County Durham⁶ and 0.9% of the Darlington⁷ population are registered as having a mental health illness, in line with the rest of the country.

Other:

- HMIC states in England and Wales, there are 2.26 police officers per 1000 population. Durham Constabulary has 2.05. This ranks them 14th in the country out of 43 forces⁸, for the number of officers per capita, which places them in the 2nd quartile. This is positive but leaves some room for improvement.

¹ Bounds, T. (2011) *Index of Multiple Deprivation*. Tees Valley Unlimited.

² County Durham & Area Action Partnerships (2012) *Statistical Profile*. Durham County Council.

³ Tees Valley Unlimited (2014). Retrieved:

https://www.teesvalleyunlimited.gov.uk/media/238458/unemployment_update_may_2014.pdf

⁴ Department for Education (2014) *NEET data by local authority*. Retrieved: <https://www.gov.uk/government/publications/>

⁵ Department for Education (2014) *School Performance Tables*.

⁶ Durham County Council & NHS County Durham (2012) *Joint Strategic Needs Assessment*.

⁷ Darlington Borough Council & NHS County Durham and Darlington (2012) *Single Needs Assessment for Darlington 2011/12*.

⁸ HMIC (2014) *Workforce Numbers*. Retrieved: <https://www.justiceinspectorates.gov.uk/hmic/crime-and-policing-comparator/>

Priorities / Outcomes

My vision is *'to achieve excellence in local policing and the highest level of confidence by working alongside communities and partners to address what matters locally'*.

County Durham and Darlington remains one of the safest places in England and Wales to live, work and visit. Total crime remains below average. Durham Constabulary has seen year-on-year reductions in recorded crime between 2006 and 2013, which resulted in a 44% fall in offences and almost 24,000 fewer crimes recorded⁹. During 2013-14 there was an increase in recorded crime, but Durham Constabulary still has some of the lowest recorded crime rates in England and Wales.

Durham Constabulary continues to put victims first, investigating and solving crime and community problems. This is reflected in the excellent feedback the force receives from victims. 89% of victims are satisfied with the whole experience of the service provided. Similarly, 90% of victims are satisfied with the action officers take and 95% of victims are satisfied with the treatment they receive.¹⁰

This year we have seen increases in theft and stealing offences (predominantly shoplifting), where the most commonly stolen items are food, toiletries and clothes. Without excusing crime of any type, I believe the ongoing period of austerity, which sees greater financial pressures, an erosion of living standards and greater use of benefit sanctions, is resulting in more people stealing to live.

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

Moving forward over this plan period I will be closely monitoring the Constabulary's performance across a range of indicators. I will produce regular reports on performance and publish them. In particular, I will be holding the Chief Constable to account for his performance on victim based crime, confidence and victim satisfaction; but I will also track performance against my priorities, problem solving and detection rates. Increases in reported crime are often positive as it shows that people are confident to come forward and report. It is not always a reflection of a new increase in a particular crime type.

To ensure that this plan is issue based and needs led, I have developed the priorities/ outcomes within this plan by consulting a wide range of internal and external evidence bases including:

- Durham Constabulary's Strategic Assessment 2014
- SPR (Strategic Policing Requirement) Published in July 2012
- Key performance data sets from the Constabulary and the Home Office
- Partnership Assessments, Plans and Documents (Safe Durham and Darlington CSP)

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

⁹ Durham Constabulary Data April 2014.

¹⁰ Durham Constabulary, Local Victims Survey Data, 12 Months to end of September 2014

I have split my priorities into two areas: strategic and policy. The strategic priorities are those which cut across all aspects of policing, and the policy priorities are those areas of crime and community safety, which I want the Constabulary to focus on specifically.

The priorities are:

Strategic Priorities	Policy Priorities
To improve public confidence in local policing	To reduce the incidence and impact of domestic abuse
To improve engagement with communities across the Constabulary area	To tackle the harm caused to individuals and communities by alcohol and drugs
To make our policing service visible and accessible at all times	To improve road safety by tackling careless and dangerous driving, speeding and other related road safety issues
To reduce reoffending	To tackle anti-social behaviour
To improve the service provided to those with poor mental health (victims and offenders)	To reduce the incidence and impact of hate crime

The next section of the document sets out each of the priorities in more detail.

DRAFT

To improve public confidence in local policing

Why is this important?

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

Based on the Crime Survey for England and Wales 2014, 76% of the population state that 'taking everything into account I have confidence in the police', which is a 3% increase compared to the previous year. This is mirrored for Durham Constabulary, with the local survey confirming 76% of the public agree with the previous statement¹⁰. However, I want this proportion to increase. I want to ensure that the people of County Durham and Darlington are aware of the full extent of outstanding work that goes on to keep our communities safe.

It is important to break down barriers through engagement and to work with the community to address their issues and concerns. County Durham and Darlington is one of the safest places in England to live and work as it is policed by one of the best performing forces. If you are unfortunate enough to become a victim of crime, I am confident that the police are doing the best they possibly can, as they consistently achieve outstanding satisfaction rates for the services they deliver to victims.

What have we done?

The Constabulary have been focusing on increasing confidence within the community. Delivery plans have been developed and I will be taking a keen interest in their deployment. The Constabulary have been using a range of models including PACT (Police and Communities Together) meetings, Park, Walk and Talk and Opportunity Knocks [see glossary for more information] to engage actively with our communities. They have also undertaken a project called 'Mutual Gain' in two pilot areas in the Constabulary area. The project looks at bringing the community together to address local issues.

Next Steps

- I have added this to my priorities to indicate its importance.
- I will be using public confidence as a key performance measure for holding the Chief Constable to account.
- I will be using victim satisfaction as a key performance measure for holding the Chief Constable to account.
- The police will continue to develop and deliver the engagement models above.
- I will be working with the Constabulary to increase public awareness of all that they do, particularly regarding crime prevention and problem solving.

To improve my engagement with communities across the Constabulary area

Why is this important?

I am here to be the voice of the public. I can only fulfil my role and achieve my vision by engaging and listening to you, the community. I will ensure that your views and the things that matter to you are the driving force behind policing, and I will hold the police to account on your behalf. I want to make local communities and victims of crime feel empowered by:

- Listening to their feedback in the evaluation of our service delivery;
- Defining services that match the needs of our communities;
- The police listening to their concerns, and acting upon them.

All of the above are underpinned by my personal commitment to listen to, and work for and with, our communities.

What we have done?

I use a range of engagement mechanisms to obtain views and encourage two way conversations with the community. These include formal consultations on specific issues and 'meet and greet' engagement to gauge opinion and satisfaction. I undertake these activities in person at formal public meetings, walkabouts, door knocks and by hosting street based surgeries. I also use social media and host meetings in an online environment. I attend existing meetings and established events to avoid duplication. These include MP surgeries, Town and Parish meetings, Area Action Partnerships, resident forums, and, when appropriate, PACT (Police and Communities Together) meetings.

I have established seven Community Panels across the constabulary area. Six are coterminous with the MP constituency areas in County Durham. The seventh is coterminous with Darlington Borough Council. The Panels are a vital link with the community and I encourage a two way dialogue with the members about policing in their area. It is a space for them to share any concerns they may have, but also to let me know of any positive action being taken or outcomes they feel others could learn from. Moving forward I am going to refresh the panels and seek additional membership.

I have also established a network of meetings with the Voluntary and Community Sector (VCS). The VCS provide excellent and essential services that benefit our community and I look forward to working with this sector in the future.

Next Steps

- I am updating my engagement strategy to ensure that I maximise my time effectively and efficiently and that it meets the needs of the community.
- I am seeking business representatives and those from minority groups to become members of my Community Panels to ensure that all of our communities are equally represented.
- Moving forward I will further utilise social media. [<https://www.facebook.com/PCC.Durham> <http://twitter.com/DurhamPCC>]
- However, I will always continue to deliver face to face engagement as I am aware that not everyone has access to, or is comfortable with, the online environment.
- I am continually strengthening links with young people and I am in the process of developing a Young People's Community Panel, which will formally launch in 2015
- To maximise and plan my engagement activity effectively, I am plotting and recording all of my activity on a large map of the area, which I intend to publish periodically.

To make our policing service visible and accessible at all times.

Why is this important?

My role is to secure a policing service which is efficient and effective. Ensuring our police service is visible and accessible is key. I want to ensure that our communities know how to access policing services and what levels of service can be expected. I remain committed to protecting neighbourhood policing.

Officers on patrol can reassure some of our communities but equally it can unsettle others. They need a balanced approach, through effective and efficient use of resources, which are tailored to the needs of our individual communities.

Visibility is not just about a physical presence. To achieve a balance, I feel that it is important for the Constabulary to have a presence in the growing online environment. It can be one of the best methods of engagement and communication as it is instant, responsive and gives the opportunity for two way dialog.

What have we done?

I have continued to protect the existence of neighbourhood policing, which included supporting a campaign that successfully recruited a further 29 Special Constables. Currently the Constabulary is approaching 100 Specials Constables, all of which all play a vital role. They enable us to maximise the number of visible officers we have in our neighbourhoods.

I am encouraged by the increasing number of volunteers across the constabulary area, ranging from the Special Constabulary, to those from the community and the Neighbourhood Watch Network [see glossary]. This 'extended police family' helps the constabulary to work effectively at all levels within our local communities. It enables us to tailor the service to match local needs and find long term solutions to local issues. I am keen to see this extended police family grow further.

I am a Neighbourhood Watch champion. These volunteers play a vital role within our local communities. We are very lucky to have over a third of all our households in County Durham and Darlington covered by a Neighbourhood Watch scheme. This is one of the highest coverage rates in the country. Neighbourhood Watch offers reassurance to the community by providing the police with vital information directly from the community, and provides excellent links back to the community for disseminating key messages to the public.

An exciting new volunteer police cadet scheme run by Durham Agency Against Crime (DAAC) has started across our area. The scheme launched in Darlington and has now been rolled out in County Durham. It recruits young people aged 13-17 years old to take part in an action-packed programme covering education workshops, community support and help, problem solving local issues and activities including the Duke of Edinburgh Award. This is a very promising scheme that supports my strategy to engage with young people and make our services more visible and accessible. It also recognises the tremendous contribution young people have to offer our community, as well as maybe training some future police officers.

The Constabulary has been using a range of activities to actively engage and increase awareness within our communities. These include:

- PACT meetings, which bring the police and the community together to address local issues and concerns;

- Park, Walk and Talk, which sees officers in patrol cars park up and get out of the car to speak to people in key areas at key times, rather than just sitting behind the wheel;
- Opportunity Knocks, which sees coordinated door knocking activity within communities with the overall aim of improving community engagement;
- A project called 'Mutual Gain' in two pilot areas in the Constabulary, which looks at bringing the community together with local agencies to address local issues.

Next Steps

- I remain committed to ensuring that our policing service remains visible and accessible. In order to achieve this I want the constabulary to look at creative solutions for effective collaboration and efficient ways of using our resources. An existing example of this is sharing accommodation with other blue light services, such as the shared station between the police and Fire Service at Newton Aycliffe.
- I am asking the police to prioritise neighbourhood policing, as it is crucial that the police continue to engage with communities.
- I want the Constabulary to maintain appropriate staffing numbers through the suitable recruitment of Special Constables, PCSO's and regular Police Constables to deliver neighbourhood policing.
- I am keen to see the ongoing engagement projects such as PACT meetings, Opportunity Knocks, Mutual Gain, and Park, Walk and Talk continue, as well as new innovative activities.
- Moving forward I will be strengthening my accountability framework to ensure that the community are aware of the performance of the Constabulary.
- Where possible and if appropriate, I will undertake joint engagement activities with the Constabulary.

To reduce reoffending

Why is this important?

Reducing reoffending is vital to reducing crime. It reduces the number of victims and helps offenders to break their cycle and make a positive contribution to society. The last data produced by the Ministry of Justice in 2014 (2012 data as always 2 years behind) shows Durham's proven reoffending rate was 25.6% and Darlington's was 32% against a national average of 26.0%.¹¹

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

The integrated approach to offender management has shown a significant impact on offending patterns. Through working in partnership with a range of organisations, the Constabulary has introduced processes and pathways to form an integrated approach to reduce reoffending. It targets those offenders who continually commit offences, irrespective of sentences given. Once identified, this group of offenders are offered intense support to avoid future offending; but should they reoffend they will be caught and convicted. Data collected by Safe Durham Partnership shows focused work with this group has had a significant impact of up to a 65% reduction in their reoffending patterns in 2013-14.¹²

What have we done?

The Transforming Rehabilitation agenda requires the mandatory supervision of all offenders serving custodial sentences of less than 12 months. The Ministry of Justice identifies that this group had a higher reoffending rate when matched against those who were subject to a community sentence or supervision order¹³. I welcome these changes and will be working with our local Community Rehabilitation Company to ensure that this provision is delivered appropriately in conjunction with our local prisons and partnership agencies.

I am committed to extending Restorative Justice across all parts of the criminal justice system. I am working very closely with partners, both statutory and voluntary, to ensure that relevant pathways are in place. This view is shared with the Chief Constable, who is driving Restorative Approaches throughout the Constabulary.

The Constabulary and partners have delivered a successful pilot in relation to diverting female offenders away from the courts. Moving forward I am working with the Constabulary and other organisations to extend these principles to a greater number of offenders.

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

¹¹ Ministry of Justice (2014) *Proven Reoffending Tables: January 2012 to December 2012*.

¹² Safe Durham Partnership (2014) *Safe Durham Partnership Plan 2014 – 2017*.

¹³ Ministry of Justice (2012) *2012 Compendium of reoffending statistics and analysis*.

Next Steps:

- I am appointing Restorative Justice Coordinators in County Durham and Darlington. The coordinators will ensure that the process is victim led. They will ensure that the process is consistent and available across the area, regardless of which agency the referral is received from. They will enable conferences or other Restorative Approaches to be facilitated at any point in criminal justice journey, from arrest through sentencing.
- I am keen to see the Constabulary and partners learn from the Integrated Offender Management Unit and successful diversion schemes, such as that for female offenders, to develop new approaches to tackling reoffending.
- I am working with the Constabulary and partners to implement the 'Checkpoint Programme'. The programme aims to get to the heart of the reasons behind someone's offending behaviour. It steers them along the most effective route to ensure desistance from further offending. If suitable, they will be offered an individualised rehabilitative and/or retributive programme, such as a drug and/ or alcohol programme or reparation to the victim. The offender will receive direct support from a 'navigator', who will supervise the offender's compliance with the programme.
- I am asking the Constabulary to continue to embed the use of problem solving techniques throughout the workforce.

Why is this important

Moving forward I am having a stronger focus on how we deal with people who have poor mental health. Evidence suggests that we need to have a clearer understanding and awareness of the impact that mental health issues have on our services, and how our services can best support people suffering with these problems. The Home Secretary stated 20% of police time is spent dealing with incidents arising from mental health concerns¹⁴. I will continue to look into how we can mitigate these impacts and how we can work with our partners to address these issues over the plan period.

What have we done?

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

I have commissioned Victim Support to focus on mental health issues and concerns. Firstly, a conference was organised, drawing on the national research report 'At risk, yet dismissed', which examined the experiences victims with mental health problems have had with the criminal justice system. Published in 2013, it revealed some gaps in the services and set out a number of recommendations. Following this, I have commissioned them to produce an equivalent report concentrating on our local area, which will then provide a better picture of where we stand and how to move forward most efficiently.

A local mental health crisis agreement known as the 'Mental Health Concordat' has been agreed across County Durham and Darlington. The agreement is between the Police, Mental Health Trust and paramedic services. The agreement will drive up standards of care that people experiencing crisis will receive and will help to reduce the number of people in crisis who end up detained.

Next steps

Moving forward I want to encourage great partnership working to raise awareness of the issue, to improve services, to remove stigma, and remove sensitivities around this important subject.

My key priority areas will be:

- Improving current working practices and processes between the police, mental health, Accident and Emergency and ambulance services. This includes improving places of safety for children and adults, and ambulance response times.
- Developing proposals and reviewing protocols for people presenting with mental health problems and intoxication from alcohol or drugs. This includes designation of places of safety in appropriate settings and will also be an opportunity to look at models of care and support within the community and voluntary sector.
- Reviewing and agreeing data sharing proposals between health organisations and the police to enable effective planning and operational delivery.
- Considering and reviewing demand within County Durham and Darlington in terms of police time spent in street situations and in people's homes or public places, when responding and dealing with people in a mental health crisis.

¹⁴ May, T. (2014) [speech] *Home Secretary at the Policing and Mental Health Summit*. Retrieved: <https://www.gov.uk/government/speeches/home-secretary-at-the-policing-and-mental-health-summit>

To reduce the impact of domestic abuse

Why is this important?

One in four women will experience domestic abuse at some point in their lifetime. Data shows that in 2013-14 25,656¹⁵ female victims complained to the police about domestic violence across County Durham and Darlington, Cleveland and Northumbria. However, this figure is likely to be much lower than the reality of the issue, due to under-reporting. This is not to say that domestic abuse only affects women. Men can also be victims and it can affect people in same sex relationships as well as heterosexual relationships. In total, there were 15,192 incidents of domestic abuse notified to Durham Constabulary in the 12 months to the end of October 2014, of which over 30% were alcohol related¹⁶.

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

What have we done?

Along with my counterparts in Northumbria and Cleveland, I have demonstrated my continued commitment to this subject. In 2013, we worked collaboratively to develop the country's first regional Violence Against Women and Girls Strategy (VAWG).

In 2013, I provided some funding for the campaign 'Love is many things...', which is aimed at raising awareness of abuse in LGBT (Lesbian, Gay, Bisexual, Transgender) relationships and to support the Soroptimist International of Darlington and District Group, who launched a campaign called 'Loves Me, Loves Me Not' list to draw attention to ways of recognising the signs of unacceptable behaviour in a relationship.

The Constabulary has ran a series of successful media campaigns on this subject, including a poster campaign using football players from local teams (not premier ship) with the caption 'I'm the kind of bloke who doesn't force a girl into doing something that she doesn't want to do. Are you?'.

The Constabulary are leading on a project called 'Domestic abuse is everyone's business', which looks to raise awareness of this subject with the business community and how employers can support their staff. So far both local authorities, NHS services and some of our largest employers have signed up to receive training and be part of the scheme.

Next Steps

- I ask the Constabulary to further improve their data collection and quality in relation to domestic abuse. This is to ensure that crimes and incidents continue to be coded correctly, therefore achieving better outcomes for victims of domestic abuse.

¹⁵ North East Region PCC's (2013) *Violence Against Women and Girls Strategy*.

¹⁶ Durham Constabulary Data, 1st November 2013 to 31st October 2014.

- I will continue to monitor the Constabulary's progress towards achieving the recommendations in the HMIC report.
- I will continue to monitor the progress of the VAWG strategy with my regional counterparts. We will continue to work in partnership to deliver the strategy and to work with our partner agencies to take on the challenge of making a positive difference to the lives of those who suffer domestic abuse.
- I have provided funding towards the implementation of a bespoke Knowledge Transfer Partnership between Durham Constabulary and Durham University. They are developing a drama-based police training programme, informed by the real views and experiences of victims of domestic abuse. It will then be delivered to all frontline officers to improve initial responses to reported domestic abuse incidents.
- I will examine the provision of refuges and services for victims of Domestic Abuse, and work with partners to improve availability and accessibility.

DRAFT

To tackle the harm caused to individuals and communities by alcohol and drugs.

The harm caused by alcohol and drugs remains a priority within our communities. Whilst the issues are often linked, they are also very complex and need different approaches. Therefore, the reasoning behind each element of this priority is split below.

1. To tackle the harm caused to individuals and communities by alcohol.

Why is this important?

Alcohol cuts across the whole spectrum of policing from anti-social behaviour to violent crime. Dealing with those under the influence of alcohol is resource intensive on the Constabulary. Alcohol related incidents can divert officers from other issues, as additional care is needed when dealing with an intoxicated person within a custody suite, yet resources across all public sectors are reducing.

Alcohol is related to other crime types, from traffic incidents to violent crime, including domestic abuse. However, this is likely to be an underestimation because only a third of those assault victims report to Accident and Emergency Departments. Based on the Constabulary's local survey, 37% of people think that drinking and causing a nuisance in public spaces is a problem¹⁷.

There is not just one thing responsible for drinking habits. It is a combination of a number of factors. With the exception of those who are addicted to alcohol, there is personal responsibility in choosing what, where and how much we drink. Those individuals who are dependent on alcohol need understanding and treatment as they are addicted to a drug. A dependent drinker is not a dependent drinker by choice; but it is a personal choice to go out and get drunk on Friday and Saturday nights.

The alcohol industry and the retailers have a responsibility in how they market and promote their products, especially where young people are concerned. They also need to challenge and refuse the sale of alcohol to someone who has clearly had too much. The Government needs to have effective policy and powers to reduce the harm of alcohol, be that in relation to enforcement agencies or to address the health concerns.

I am not saying that we need prohibition, as alcohol is something that can be enjoyed, but it is something to be respected and consumed responsibly. We all need to raise awareness of the risks and consequences and take away the mystique and myth for young people.

What have we done?

I am in full support of Balance North East in their quest for Minimum Unit Pricing. It is estimated that after ten years, a minimum unit price of 50p will save 3393 lives, reduce hospital admissions by 97,900, cut crimes by 45,800, cut unemployment by 27,100 and save 296,900 working days through absenteeism every year in England alone, as well as reducing the amount that younger and heavier drinkers consume.¹⁸

¹⁷ Durham Constabulary, Local Survey, Rolling 6 months to September 2014

¹⁸ Brennan et al (2008) *Independent review of the effects of alcohol pricing and promotion: part b – modelling the potential impacts of pricing and promotion for alcohol in England: results from the Sheffield alcohol policy model version 2008 (1-1)*. University of Sheffield

I have supported operation 'ARIES' which looks to tackle the harm caused by underage drinking. The operation is based on the principles of engagement and information gathering, education and early intervention, enforcement and public perception. It aims to change attitudes to drinking by:

- Helping communities to tackle alcohol-related issues linked to young people
- Informing and advising young people about the impact of drinking alcohol and that not drinking alcohol is an option
- Increasing awareness of parents and families of the risk posed by young people consuming alcohol
- Supporting retailers to reduce sales and supply of alcohol to young people
- Promoting alternative activities.

I provided some funding to the Constabulary and partners through my Community Safety Fund to the Mortal – Not Immortal Project. The project title is a play on words and uses the north east term of 'mortal' meaning extremely drunk. The project focused around:

- Raising awareness of how alcohol affects decision making
- Reducing road traffic collisions involving intoxicated drivers
- Highlighting the vulnerability of intoxicated pedestrians to themselves and motorists
- Encourage responsible drinking and planning of social activities

For the 12 months to the end of October 2014, there was a 4.6% reduction in alcohol related incidents in County Durham and Darlington compared to the same period the previous year¹⁹.

Next Steps:

- I will continue to support the call for minimum unit pricing.
- I will continue to back campaigns to raise awareness of the harm caused alcohol and encourage responsible consumption.
- I call for changes to the Licencing Act.
 - To introduce health as a fifth objective, as despite Local Authorities being Responsible Authorities for Public Health, they are not able to tackle health related harms through the Licencing Act.
 - To challenge the existing Act as it presumes that new applications will be granted unless objections are raised.
 - Secure improved recording and information sharing and enable the community voice. The existing Act means that licences can only be refused or revoked if links can be made with a specific location or retailer to crime, public nuisance, public safety risks or harm to children.
- I will continue to encourage the Constabulary's Alcohol Harm Reduction Unit to participate in a varied programme of activities to tackle related harm across County Durham and Darlington.

¹⁹ Durham Constabulary Data, November 2014.

2. To tackle the harm caused to individuals and communities by drugs.

Why is this important?

Across County Durham and Darlington we have excellent outcome rates in relation to drugs offences, with a rate of 96.9% for the 12 months to the end of October 2014. For the rolling 12 months to the end of October 2014 there has been an increase to 219 recorded drug offences, which is due to the excellent targeted operations undertaken by the Constabulary¹⁸. However, public perceptions of drugs suggest there is still a concern which needs to be addressed:

- From the local survey, 37% of people think that drug dealing and abuse is a problem¹⁷, compared with 23% nationally (CSEW – See Glossary);
- During 2012/13, Durham Constabulary recorded 2,050 drug related incidents. This equates to 1.4% of all incidents recorded within that time period²⁰;
- Per 1000 people, County Durham and Darlington has an estimated 7.3 (2,941) opiate users, compared to the national average of 7.6, only marginally less²¹.

What we have done?

I have started to open the debate about reforming UK drugs policy. I support a change in the way we tackle the harm caused by drugs and the criminal markets that supply them. I believe that for too long we have been prevented from taking a sensible, evidence-based approach to drugs, because of the unhelpful one-dimensional rhetoric that insists that drug addicts are criminals who need to be locked up. I am in favour of de-criminalising addiction and supporting health-based recovery for drug addicts. Drugs should not be legalised, but drug addiction should be treated like the illness it is. I feel that we need a new approach; one that treats addicts as patients in need of treatment, rather than criminals who need locking up. By getting addicts off drugs, we would:

- Cut crime because fewer people will take illegal drugs
- Cut crime associated with drug addiction – people stealing in order to feed their habits
- Enable recovering addicts to make a more positive contribution to society
- Disable organised crime groups by cutting off the market from where they make their income.

The evidence of fresh approaches abroad and at home offers clear support to my views²². But, above all, I want a sensible debate about the issues.

Decriminalising drug addiction will allow us to support health-based recovery treatment for drug addicts before a crime is committed. But we will continue to deal robustly with criminal offences committed by drug users and we will continue to target organised crime groups – the real criminals who are making money out of others' misery.

Criminals promote drug use in order to make huge profits from the illicit drugs market. If we are to destroy organised crime groups we need to reduce the demand for illicit drugs. The only answer is to get addicts into treatment and reduce the consumption and demand for drugs. Consequently this should reduce crimes committed by drug users to feed their drug addiction.

²⁰ Public Health England. (2014). *County Durham Drug Strategy 2014-2017*.

²¹ Public Health England. (2013). *Drug Treatment and Crime: Summary data for Police and Crime Commissioners*. Public Health England.

²² Home Office. (2014). *Drugs: International Comparators*

In County Durham and Darlington, between 2012-2013, the estimated crimes prevented by people being in effective treatment and having recovered from their dependency in previous years was 75,974²³.

A conservative estimate is that drug-related crime costs would fall by 75% from £13.9 billion to £3.475 billion if we were to adopt a regulatory approach rather than a policy of prohibition²⁴.

Tackling drugs in this way is also the most effective for the public purse as spending on treatment and not criminal justice saves money for the taxpayer in the longer term. On average the cost of keeping someone in custody is £34,766 per year based on Ministry of Justice figures from 2013. This cost does not include the costs encountered by the Police and the criminal justice system for prosecution.

Alternatively, it is estimated a stay in a residential rehabilitation unit would equate to £33,644 for one person for a year²⁵ (but it is unexpected someone would need to stay for the duration). A drug treatment programme is calculated to cost around £144pppw for the first 3-5 months, and then drop to £67pppw²⁶. This is a significant saving to the cost of accommodating someone in prison.

To commence the debate I hosted a national symposium titled 'The Future of Drug Policy' in November 2014. The symposium brought together XXX and over XXX people attended. A letter was then sent to all political party leaders, bearing the signatures of XXX, urging the national drug policy to be reformed. I subsequently attended Parliament..... [to be completed once symposium has taken place]

Next Steps:

- I will continue to move the debate on the current drugs policy forward.
- The Constabulary will continue to tackle drug dealing and dismantle Organised Crime Groups.
- The Constabulary will continue to work with partners to support addicts into recovery programmes.
- Drug treatment and recovery programmes will be used as part of Integrated Offender Management.

²³ Public Health England. (2013). *Drug Treatment and Crime: Summary data for Police and Crime Commissioners*. Public Health England.

²⁴ Transform Drug Policy Foundation. (2009). *A Comparison of the cost-effectiveness of prohibition and regulation of drugs*.

²⁵ Curtis, L. (2011). *Unit costs of health and social care 2011*. PSSRU: University of Kent

²⁶ Davies et al (2009). *The drug treatment outcomes research study (DTORS): Cost-effectiveness analysis*. Home Office

To improve road safety by tackling careless and dangerous driving, speeding and other related road safety issues

Why is this important?

Road safety remains a priority as almost half the people across County Durham and Darlington think that speeding is a problem (45%), and half think that dangerous driving is an issue (50%) and parking is a problem (49%)²⁷. Only 15.7% of all road collisions involved someone being killed or seriously injured in the 12 months to the end of September 2014, which is a reduction on the previous 12 months²⁸.

What have we done?

To tackle these perceptions, I have participated in several Community Speedwatch initiatives to help educate people on their speed. Durham Constabulary is the only policing area which does not have any fixed speed cameras, as it is felt that they are blunt instruments that diminish confidence in policing. However, to help tackle speeding hotspots and to provide community reassurance, I have provided funding so that each of the neighbourhood policing teams can now access speed laser guns.

Building on an initiative in Newton Aycliffe, I have backed the development of a countywide road safety campaign involving education around safe driving and parking near to schools. This campaign involved the school children themselves, to increase road safety awareness both in and out of the school environment.

I have participated in several walkabouts to raise awareness of inappropriate parking. More work needs to be done to address this, as it is a particular problem for those in our community who are disabled. To further my understanding of this, I have participated in a walkabout with the RNIB (Royal National Institute of Blind People) to raise the issue of blocked paths and inappropriate parking.

Next steps

- I am keen to see 20mph speed limits extended across all of County Durham and Darlington near to schools and within certain urban areas. There is growing evidence that 20mph pilots that have been introduced around the country are showing marked reductions in deaths and casualties; I believe that would be a hugely effective and relatively cheap method of reducing road casualties. In my engagement work with communities I have encountered a massive amount of public support for such a proposal.
- I will continue to support national, regional and local campaigns in relation to road safety, such as Road Safety Week.
- I encourage the Constabulary and partners to develop further the countywide road safety campaign as launched in Newton Aycliffe. The campaign will utilise partnership working between schools and the community to educate the pupils and road users on safe driving and safe parking near to schools.
- I will be continuing to encourage the use of speed laser guns across the area.

²⁷ Durham Constabulary, Local Survey, Rolling 6 months to September 2014

²⁸ Durham Constabulary Data, November 2014

To tackle anti-social behaviour

Why is this important?

Anti-social behaviour (ASB) has continually reduced over recent years, with a 4.9% reduction in the 12 months to October 2014 compared to the previous year. Alcohol related anti-social behaviour is also reducing with a 12.5% reduction in the 12 months to October 2014 compared to the previous year²⁸.

However, despite levels reducing, perceptions of anti-social behaviour remain high. 65% of people agreed that the Police and local council are dealing with anti-social behaviour and crime issues that matter in their community²⁷. This remains a priority as anti-social behaviour can massively impact upon a person's quality of life, and, despite ASB rates declining, false perceptions as to the severity can affect public confidence in the police.

What have we done?

As part of the Crime Inspection 2014, HMIC judged Durham Constabulary as Outstanding in relation to how they prevent and tackle anti-social behaviour; in particular the way victims are treated. They looked at the quality and consistency of victim contact across the Constabulary and whether victims of anti-social behaviour were dealt with in a comparable way to victims of other crimes. HMIC praised the Constabulary for:

- Successfully tackling anti-social behaviour through community engagement and understanding the causes of offending;
- Improving satisfaction levels for anti-social behaviour victims;
- Using Restorative Justice effectively to tackle anti-social behaviour and prevent crime;
- Partnership working for tackling ASB is embedded and effective. The force works well with local authority partners to understand local ASB concerns and find solutions.

I provided funding to the Community Safety Partnership in Darlington and have developed a very successful Neighbourhood Resolution programme. The programme enables the community to help to solve problems together and utilises Restorative Approaches.

I have implemented the Community Remedy as introduced by the Anti-Social Behaviour, Crime and Policing Act 2014. Community Remedy is intended to give victims more say in the punishment of offenders out of court. It is a list of actions from which the victim may choose for the perpetrator to undertake as a consequence of their behaviour or offending. It will be used as part of the existing process for delivering community resolutions and it will give victims of low level crime and anti-social behaviour a say in the punishment of offenders out of court.

I am supportive of the introduction of the Community Trigger (in force from 20 October 2014) which has been introduced by the same act. The Community Trigger process is intended as a mechanism for victims of persistent anti-social behaviour to request that relevant bodies undertake a case review. It is not a mechanism for making a complaint. I am involved in the trigger by auditing case reviews, providing a route for victims to query the decision on whether the threshold was met or the way in which the trigger was carried out. I will monitor the Community Trigger to identify any learning and best practice.

Next steps:

- I will monitor the success of the Community Remedy and Community Trigger.
- I will continue to evaluate Restorative Justice and Approaches.
- I will continue to hold the Chief Constable to account for ASB prevalence and responses.

To reduce the impact of hate crime

Why is this important?

Hate crime is when someone becomes a victim of crime because of whom they are. This can be because of their disability, gender, sexual orientation, race, religion, or lifestyle choice, and includes bullying. Hate crime can massively affect the quality of life of the victim and sadly often goes unreported due to the victim's fear of repercussions from the perpetrator, the fear that no one will take them seriously, or that they will just be wasting police time. This is largely due to lack of awareness on the subject and this is why I am striving for change.

What have we done?

The number of hate crime incidents recorded across County Durham and Darlington during 2012-13 was 288, and this increased to 454 in 2013-14²⁸. This is a positive outcome, as it shows improved levels of reporting, and I will continue to strive to empower victims to report hate crime. Of those victims who do come into contact the Constabulary in relation to hate crime, they have some of the best satisfaction rates in the country in relation to their experience with the police.

In 2013, with my endorsement, Durham Constabulary became one of the first police forces to record 'alternative lifestyle' as a category for hate crime in addition to the other 9 protected characteristics, demonstrating our commitment to stamping out hate crime.

I am confident that we are starting to address this issue and I have hosted two very successful conferences on hate crime. We now have a joint hate crime group across County Durham and Darlington. The group is delivering a 'safe place to be' project, which enables victims to go to a place of safety where they can receive help and advice.

I am fully supportive and encouraged by the creation of organisations such as Community Hands, which strives to help victims of hate crime. The organisation provides support and aims to facilitate reporting by providing the victim with reassurance and confidence.

Next Steps

- I will continue to develop and deliver the joint hate crime action plan in collaboration with the Constabulary and the joint hate crime group.
- I will continue to support the work of the Constabulary with our diverse communities to build trust, confidence and to actively encourage reporting of these crimes.
- Through my accountability frame work I will monitor the data collection surrounding the protected characteristics.
- I will be taking a keen interest in the development and monitoring of the safe places project.
- I will continue to seek the views and actively engage with our diverse communities.

And Everything Else

The Constabulary will focus on these priorities within their overarching responsibility to reduce crime and keep the community safe. Their overall aim is to ensure that they deliver excellent policing to inspire confidence in victims and our communities by protecting neighbourhoods, tackling criminals, and solving problems around the clock.

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

The Home Secretary has engaged closely with policing and other partners to develop the SPR. It sets out her view of the national threats that the police must address and the appropriate national policing capabilities that are required to counter those threats. These threats are terrorism, organised crime, public disorder, civil emergencies and cyber threats. They stretch from the local to the national (often incredibly quickly and dynamically) and require a response that is rooted in local policing, with local forces, like us, playing their part on the local, regional and national stage.

The Violence Against Women and Girls Strategy is wider than domestic abuse and moving forward we are looking to address the wider issues such as human trafficking and sex work.

The force will also continue to increase their focus on Child Sexual Exploitation (CSE). As highlighted by the Rotherham case, CSE is one of the biggest child protection issues of our time. As with domestic abuse, if the signs are spotted early practical steps can be taken to intervene and protect the victims. Working collaboratively in multiagency settings, we are starting to develop and understand our profile. Action plans are being developed to address this issue should it arise.

National Presence

I am a member of the Association of Police and Crime Commissioners (APCC). The APCC is the national body for all PCCs. The National body helps us to focus our ability to influence at a national level, and deliver on our manifesto promises.

As a PCC I have an important contribution to make to how national policing services are governed, such as the National Crime Agency and the Police Professional Body. The APCC supports me in providing this leadership at a national level.

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

- **Victims Regional Reference Group.** The group has three key responsibilities: a) to maximise PCC influence around decisions on national services that the Ministry of Justice is commissioning; b) to support the devolution of increasing regional and local PCC oversight and responsibility for the victims' services in their region/area, and c) support information sharing and examples of good practice amongst PCCs to support all PCCS in achieving their aims.
- **Workforce and Equality Diversity and Human Rights (EDHR) Group.** The aim of the group is to ensure PCCs and other Local Policing Bodies are able to; a) Play a key role in

the setting and negotiation of pay and conditions for the police workforce and have strong employment relations with the workforce; b) Play a more prominent role in EDHR issues in the police service particularly in relation to the workforce; c) Ensure PCCs have a high level of engagement and influence with volunteers.

- **Mental Health Working Group.** The group to address the issue and deliver desired outcomes by facilitating effective partnership working across a range of sectors including local authorities and voluntary sector.
- **Criminal Justice Services Group.** The group covers the following policy areas: transforming rehabilitation, restorative justice, legal aid, courts, and CJS performance.

National Campaigns

I am involved in shaping national policy on several issues, including:

- The future of Drug Policy [see tackling harm caused to individuals and communities by drugs section]
- The call for minimum unit pricing [see tackling harm caused to individuals and communities by alcohol section]
- The call for a review of the Licencing Act [see tackling harm caused to individuals and communities by alcohol section]

And I will speak up on the national stage as issues arise. For instance, along with my counterparts in Northumbria and Cleveland, I recently reported Judge Moorhouse for his unduly lenient sentencing of perpetrators of domestic abuse.

Introduction

I am responsible for maintaining an efficient and effective police service for County Durham and Darlington. This involves making sure the constabulary is doing its job effectively, by monitoring and scrutinizing the performance of the Chief Constable for the delivery of the priorities and outcomes as set out in this plan.

In order to do this, I have developed a robust accountability framework. It sets out the mechanisms I will use to hold the Chief Constable to account.

Performance Data

I have set three primary measures (indicators) which I will use to account for the achievement of the priorities/ outcomes in this plan.

Indicator	Measure	Desired Outcome
Crime	Victim based Police recorded crime	Fewer victims of crime
Public Confidence	<p>The percentage of the public who believe that the police are dealing with issues that matter. <i>This is measured by the percentage of respondents who state they 'agree' or 'strongly agree' with the following statement in the CSEW* 'The police and local council are dealing with the anti-social behaviour and crime issues that matter in this area.'</i></p> <p>The percentage of people who think the police do a good job. <i>This is measured by the percentage of respondents who say 'good' or 'excellent' when asked the following in the CSEW* 'Taking everything into account, how good a job do you think the police in this area are doing?'</i></p> <p>The percentage of the public who have overall confidence in the police. <i>This is measured by the percentage of respondents who state they 'agree' or 'strongly agree' with the following statement in the CSEW* 'Taking everything into account I have confidence in the police in this area.'</i></p>	Improved percentage of people who agree with these statements
Victim Satisfaction	Victim Satisfaction. <i>This is measured by the number of victims who state that they were satisfied with the 'whole experience' (local survey)</i>	Increased Levels of victim satisfaction.

Note: CSEW* is the Crime Survey for England and Wales [see glossary].

I am not setting targets, once again, as I want the force to concentrate on improving services, not chasing specific numbers and responding to perverse incentives. I will also publish a quarterly performance report across my priorities, so that the public can see how the police are doing and how I am holding them to account.

Other scrutiny

Rape Scrutiny Panels

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

Independent Custody Visitors

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

Further details of the scheme can be found on my website at:

<http://www.durham-pcc.gov.uk/Get-Involved/Independent-Custody-Visitors.aspx>

The Chief Constable – Executive Board

I meet with the Chief Constable and our respective statutory officers on a monthly basis at our Executive Board meetings. It is at these meetings where I make key decisions relating to the police service. At the meetings we discuss a range of things including performance information and budget and financial monitoring information.

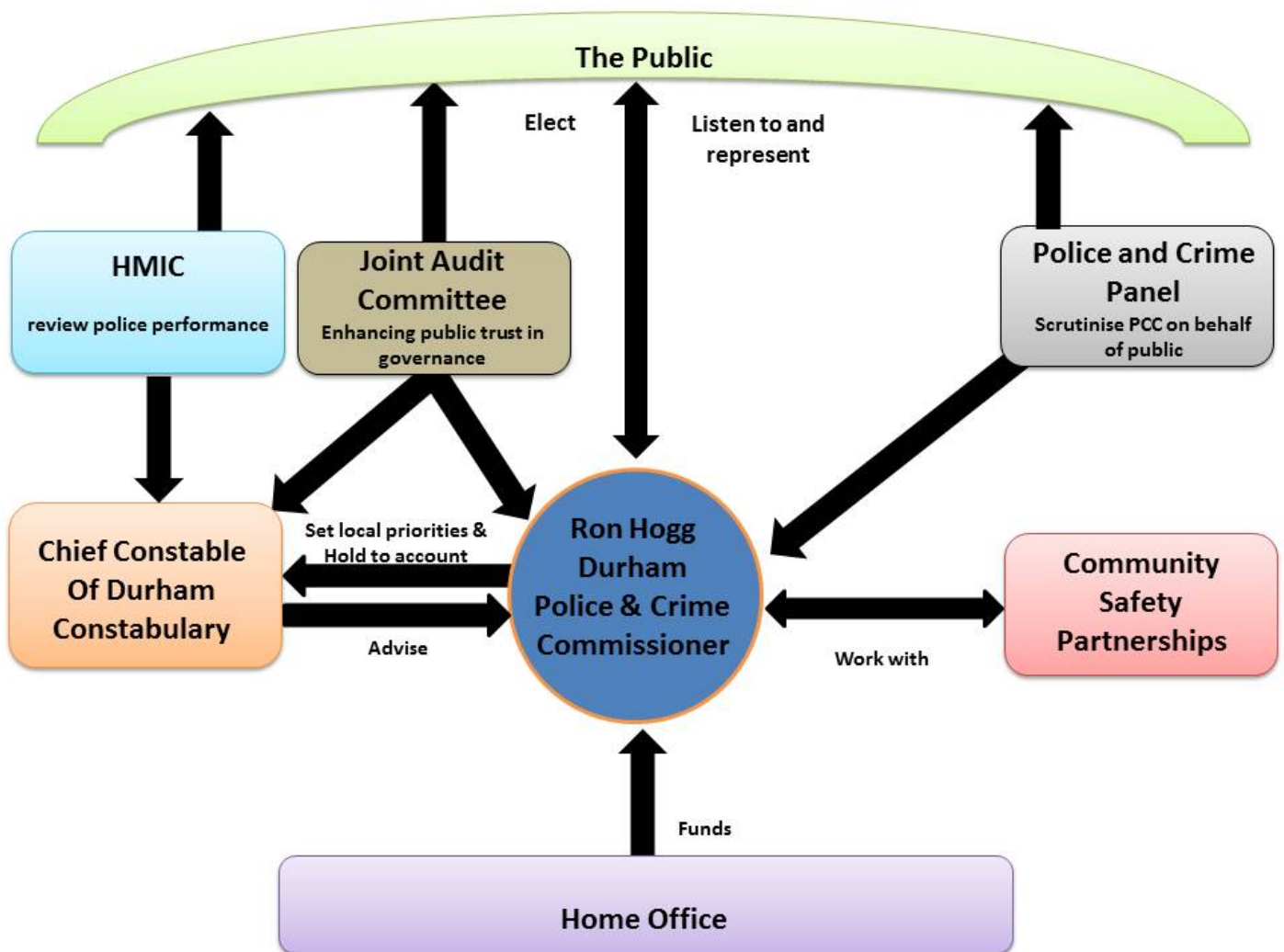
Any key decisions I make are published on the decision register. It is available on my website at:

<http://www.durham-pcc.gov.uk/Transparency/How-We-Make-Decisions.aspx>

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

Wider Accountability Framework

The diagram overleaf sets out the accountability framework, which I am utilising to ensure that we maintain an effective and efficient policing service for County Durham and Darlington:



This diagram sets out the framework, and the section below explains how each element works.

The Public

In order to be open and transparent to you, I will publish an annual report that will detail the progress towards the achievement of my priorities.

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

The 'public' includes everyone, from individual citizens and families, to businesses, the voluntary and community sector, residents associations, and Town and Parish Councils. I feel that it is important to have a mutual understanding of the impact that our work has on one another and how we can effectively work together to address issues.

Joint Audit Committee

The Joint Audit Committee is responsible for enhancing public trust and confidence in the governance of my office and Durham Constabulary. It comprises 6 members who are independent of my office and Durham Constabulary and the Police and Crime Panel. The Committee meets at least 4 times per year.

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

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

Further information about the Joint Audit Committee is available on my website at:

<http://www.durham-pcc.gov.uk/Transparency/Joint-Audit-Committee.aspx>

Police and Crime Panel

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

- reviewing the draft police and crime plan;
- publicly scrutinising my annual report;
- reviewing and scrutinise decisions and actions by the PCC;
- reviewing and vetoing my proposed precept levels;
- reviewing my conduct;
- reviewing and confirming the appointments I propose for Chief Constable, Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner (if appropriate);
- administering complaints in relation to the handling and determination of complaints against me and / or my Deputy.

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

Community Safety Partnerships (CSPs)

The community safety duty in the Police Reform and Social Responsibility Act 2011 specifies that a PCC and the responsible authorities (Police, Local Authority, Fire & Rescue Authority, Health,

Probation and Community Rehabilitation Company) of a CSP must co-operate and take account of one another's priorities. Across County Durham and Darlington we have similar priorities and joint working groups have been established to tackle many of the issues.

The Act gives PCCs the power to:

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

HMIC

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and the whole spectrum of policing– in the public interest. In preparing their reports, they ask the questions citizens would ask, and publish the answers in an accessible form, using their expertise to interpret the evidence. They provide authoritative information to allow the public to compare the performance of their force against others, and their evidence is used to drive improvements in the service to the public. HMIC is independent of the government and the police.

Home Office

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

- working on the problems caused by illegal drug use;
- shaping the alcohol strategy, policy and licensing conditions;
- keeping the United Kingdom safe from the threat of terrorism;
- reducing and preventing crime, and ensuring people feel safe in their homes and communities;
- securing the UK border and controlling immigration;
- considering applications to enter and stay in the UK;
- issuing passports and visas;
- supporting visible, responsible and accountable policing by empowering the public and freeing up the police to fight crime.

The Home Secretary, through the Home Office, issues the Strategic Policing Requirement. [The Everything Else section and glossary provide more information.]

Finance

Budget

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

[Further Information in final version]

Further details about the budget can be found on my website at: <http://www.durham-pcc.gov.uk/Finance/Finance.aspx>

Government Grant

[Further Information in final version]

Precept (Council Tax)

[Further Information in final version – I will be consulting on the precept in January 2015]

Medium Term Financial Plan (MTFP)

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

Value for Money (VFM)

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

Governance arrangements exist with the Constabulary to ensure that VFM is monitored and delivered across the breadth of the Constabulary's services.

Volunteers

Across County Durham and Darlington there are over 200 police volunteers (in addition to the Special Constables), who help to deliver our services. They offer unique and specialist skills and

knowledge. They are involved in activities across the service, from helping to call victims of crime, to providing specialist advice relating to their own specific community.

Collaboration

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

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

I have agreed with the Chief Constable that collaboration with one or more partners within clusters, other than for local policing, will be considered in all areas of business as part of a range of options to address the threats identified across County Durham and Darlington. This is to ensure that we deliver excellent policing to inspire confidence in victims and our communities by protecting neighbourhoods, tackling criminals, and solving problems around the clock.

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

Partnerships and Cooperation

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

My aim is to continue to encourage and assist partners to work more closely together and to bridge gaps in service delivery throughout County Durham and Darlington. I expect this work to continue throughout 2015-16 to maximise opportunities and develop outcomes.

Assets

In 2013 I approved the Estates Capital Programme for the Constabulary area. This is now being successfully delivered and included the development of the new police headquarters on the Aykley Heads site in Durham. The development has been completed and during the summer of 2014 the Constabulary moved into the site. This new building is estimated to save over £750,000 per year in running costs, as it has a much smaller footprint and will be more efficient.

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

Commissioning

I am responsible for commissioning a range of community safety services utilising funding streams, which were previously directed to local authorities and other agencies.

I have developed a commissioning framework for onward investment and distribution of Community Safety Grants.

For 2014-15 I decided to award a proportion of the funding to the Community Safety Partnerships, Youth Offending Teams and the Drug and Alcohol Action Teams. I have awarded the funding on the condition that these partnerships ensure that the funding is used towards the achievement of my priorities. This national funding has been reduced by 25% compared to the funding I allocated to these partners last year, however I do expect these partners to challenge themselves and achieve or even exceed current performance and identify areas where savings could be made next year.

After allocating a proportion of the funding to the partners, the remaining proportion of the fund will be used to create a 'Community Safety Fund. Organisations, including those in the voluntary and community sector, can bid for funding from this pot for areas where they think that they can give added value and help to achieve my priorities.

Victims

From April 2014, I am in receipt of funding to commission victim and witness services. I have established a mechanism to ensure that this funding is spent in line with government guidelines. From October 2014 onwards, the PCC will be responsible for the distribution of budgets transferred from the Ministry of Justice to commission services for victims and witnesses previously provided through Ministry of Justice arrangements. The monies transferred from the Ministry of Justice will be used to commission services for the financial year commencing 1st April 2015.

I am currently working with my counterparts in Northumbria and Cleveland to consider how best to allocate this funding in 2015-16, to secure the best possible service and maximise value for money.

Glossary

Word/Phrase	Meaning
Area Action Partnerships	Local partnerships to identify priorities and take action to improve communities. There are 14 in County Durham
ARIES	Operation to reduce anti-social behaviour fuelled by underage drinking
Association of Police and Crime Commissioners	National body to support and represent all PCCs
Austerity	Difficult economic time by Government reducing public expenditure
Checkpoint Project	Looking at reasons for behaviour and taking most suitable action, not just prison
Commissioning	Providing funding in return for a particular task or service
Community Panels	Members of the public who can voice concerns in their area at regular meetings
Community Rehabilitation Company	Service that supervises and supports medium-low risk offenders when released
Community Remedy	List of actions a victim may choose for an offender of some crime and ASB
Community Safety Grants	Funding to be allocated to protect the community
Community Safety Partnerships	Group of responsible partners working together to protect the community
Community Speedwatch	Public monitor speeding and refer to police to educate drivers
Community Trigger	Way a victim of constant anti-social behaviour can request a case review
Crime Survey England & Wales	Survey about experiences of crime from around 38500 members of the public, 2014
Crown Prosecution Service	Responsible for prosecuting criminal cases investigated by the police in England and Wales.
Deprivation	Lacking of any material benefits that constitute basic needs, not just financial.
Durham Agency Against Crime	Charity creating safety initiatives to reduce crime and fear of crime in locality
Front Line Policing	Those officers and staff directly in contact with the public
HMIC	(Her Majesty's Inspectorate of Constabulary) Inspects our police forces
Independent Custody Visitors	Volunteers who check on the treatment of those detained in police custody
Joint Audit Committee	Study both internal and external audit reports for PCC and Chief Constable
Key Performance Measure	Way in which achievement of an aim can be measured
Local Criminal Justice Board (LCJB)	Heads of all the local criminal justice agencies. They are committed to bringing more offenders to justice and to increase public confidence in our Criminal Justice Services
Local Survey	Local surveys undertaken by the Constabulary
Minimum Unit Pricing	A minimum price per unit of alcohol in a drink
Ministry of Justice	A department of UK Government to provide justice and civil liberties
National Crime Agency	Agency which provides a national response to serious and organised crime.
National Probation Service	Service that supervises and supports high risk offenders when released
Neighbourhood Policing	A small team localised to each area within the force
Neighbourhood Watch	Community safety agencies and public coming together to protect community
Opportunity Knocks	Coordinated door knocking activity within communities with the overall aim of improving community engagement.
PACT	(Police and Communities Together) Meetings to share concerns and thoughts
Park, Walk and Talk	Police officers park their patrol cars and walk to speak to people in key areas
Partners	Organisations, agencies, charities who we work with
PCSO's	(Police Community Support Officers) Uniformed member of police support staff
Police and Crime Panel	Panel of councillors and independent members who scrutinise and support my work
Police Professional Body	The College of Policing, who maintain the policing standards through education and training.
Police Authority	Localised panels maintaining efficient police force before PCCs
Rehabilitative	To be able to reintegrate the offender back into society safely
Restorative Justice/Approach	Focusing on needs of victim and offender together in serving justice
Retributive	Punishment proportionate to the crime
Special Constabulary	Part-time volunteer police officers
Strategic Assessment	Snapshot of the current threats and risks to the constabulary
Strategic Policing Requirement	Document by Home Office for compulsory national policing priorities
Surgeries	A regular period of time in which a member of public can visit to ask advice
VAWG Strategy	Strategy to reduce all the different aspects of Violence Against Women and Girls
Victim-based Crime	Crimes directly against an individual victim or victims
Victim Support	A charity providing support and information to victims of crime

Contact Information

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

Telephone: 03000 264631

Fax number: 0191 3834206

Email: enquiries@durham-pcc.gov.uk

Website: www.durham-pcc.gov.uk

Social Media

Business:



<http://twitter.com/DurhamPCC>



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



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



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



<https://audioboo.fm/DurhamPCC>

Personal:



<https://twitter.com/RonaldHogg1>



www.facebook.com/ronald.hogg.9