

Police and Crime Plan 2015-17 Refresh



Final Draft

19 February 2015

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Foreword

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

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

Among my achievements as PCC, I have:

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



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

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

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

A handwritten signature in black ink, appearing to read 'Ron Hogg'. The signature is written in a cursive, slightly stylized font.

Ron Hogg, Durham Police and Crime Commissioner

Introduction – My Objectives

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

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

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

The objectives and associated key areas of focus are:

Inspire confidence

Key areas of focus:

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

Support victims

Key areas of focus:

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

Keep all our communities safe

Key areas of focus:

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

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

Deliver an efficient policing service.

Key areas of focus:

- Value for Money
- Robust Accountability and Performance Management

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

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

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

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

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

Delivering the plan

Working with the Chief Constable and the Constabulary

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

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

Working with partners

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

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

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

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

Policing Our Area



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

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

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

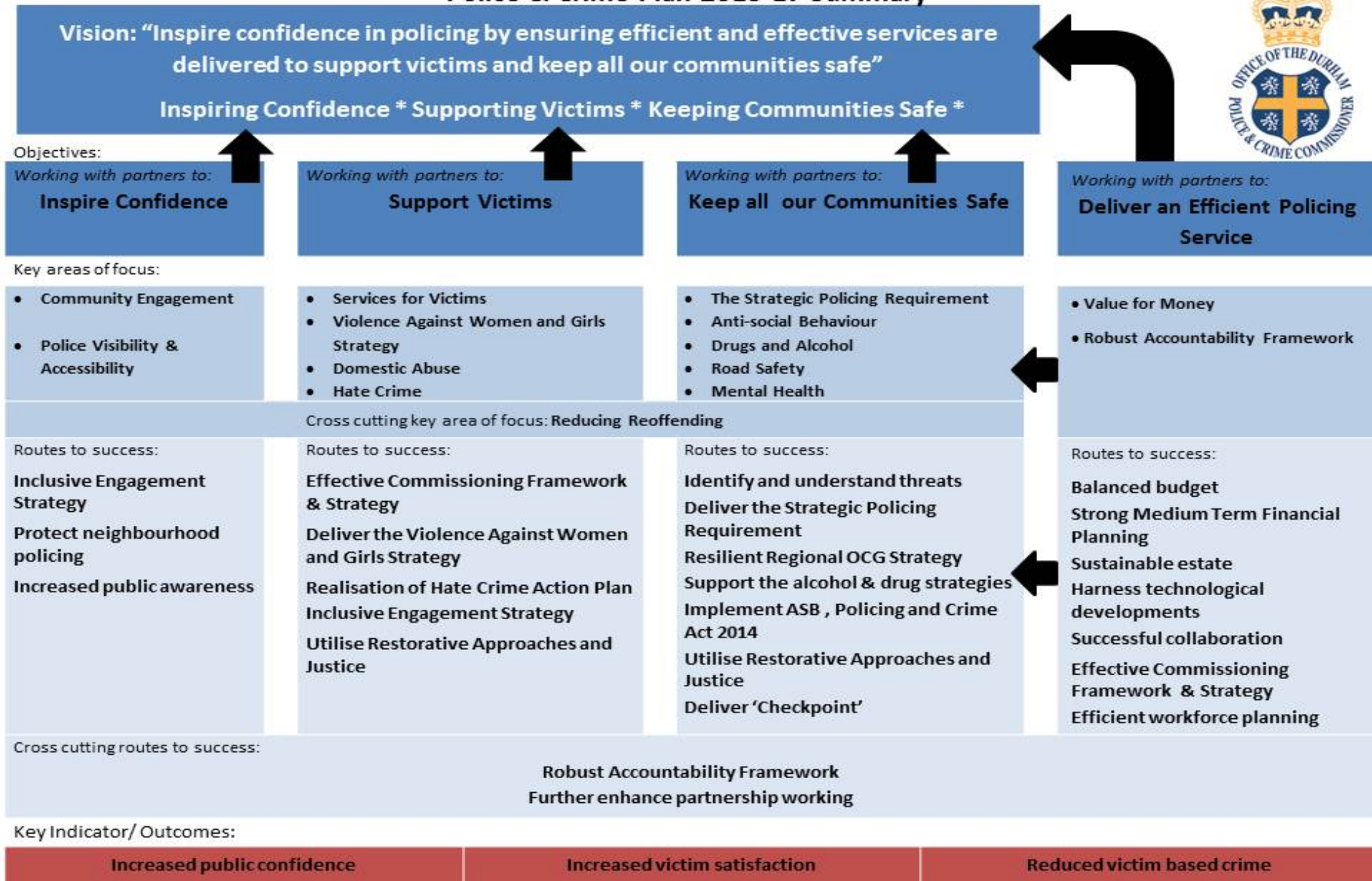
The area remains one of the safest in England and Wales to live, work and visit. Total crime remains below the national average. We have had year-on-year reductions in recorded crime between 2006 and 2013, which resulted in a 44% fall in offences and almost 24,000 fewer crimes recorded¹. During 2013-14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

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

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



Police & Crime Plan 2015-17 Summary



Inspiring Confidence * Supporting Victims * Keeping Communities Safe

PCC Objectives and their link to key partner objectives




Durham Police and Crime Commissioner Objectives

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

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

Objective: Inspire Confidence



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

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

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

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

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

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

Why is this important?

I am here to be the voice of the community.

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

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

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

Why is this important?



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

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

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

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

Routes to success: Activities to achieve the objective of “Inspire Confidence”

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

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

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

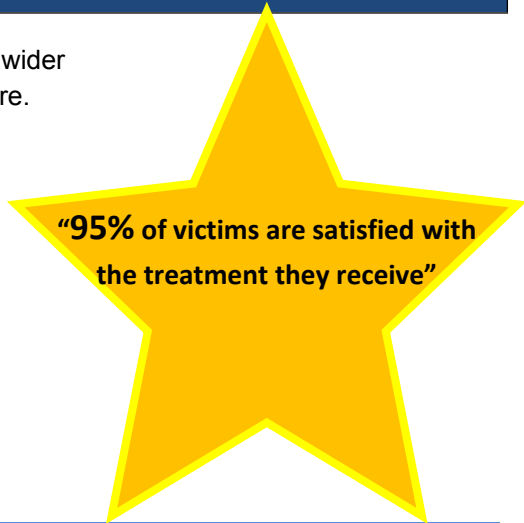
Key Outcome: For Durham Constabulary to be one of the top performing forces in relation to public confidence.

Objective: Support Victims

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

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

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



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

Why is this important?

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

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

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

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

Why is this important?

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

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

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

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

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

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

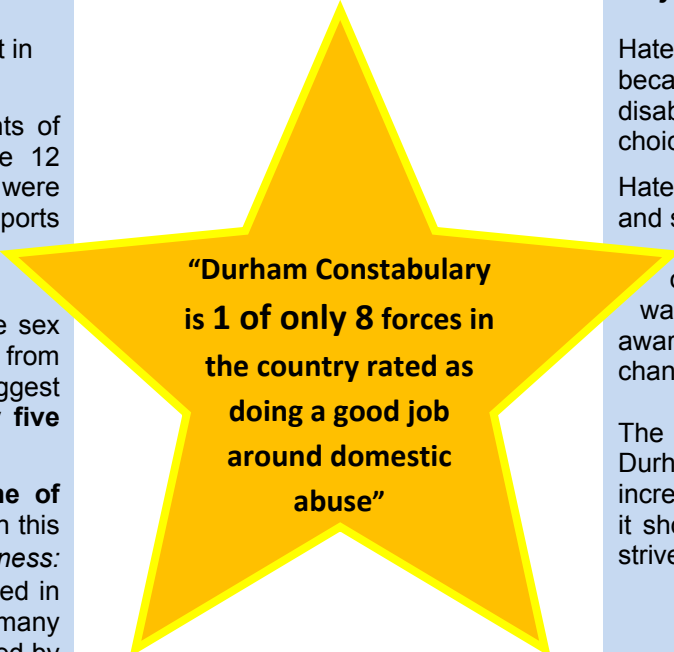
Why is this important?

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

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

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

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



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

Reduce the impact of **hate crime**



Why is this important?



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

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

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

Routes to success: Activities to achieve the objective of “Support Victims”

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

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

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

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

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

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

Objective: “Keep all our Communities Safe”

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

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

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

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

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

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



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

Why is this important?

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

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

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

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

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

Why is this important?

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

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

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

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

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

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

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

Why is this important?

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

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

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

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

Tackle anti-social behaviour

Why is this important?

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

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

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

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

HMIC praised the Constabulary for:

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

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

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

Why is this important?

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

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

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

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

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

Why is this important?

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



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



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



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

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

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

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

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

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

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

Key Measure: Police recorded victim based crime.

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

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

Cross cutting key area of focus: Reducing reoffending

Why is this important?

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

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



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

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

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

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

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

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

Objective: Deliver an efficient policing service

I am responsible for:

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

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

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

- Value for Money
- Robust Accountability and Performance Management

Value for Money

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

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

This section of the document sets out details of:

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

- Commissioning
- Collaboration

Medium Term Financial Plan (MTFP)

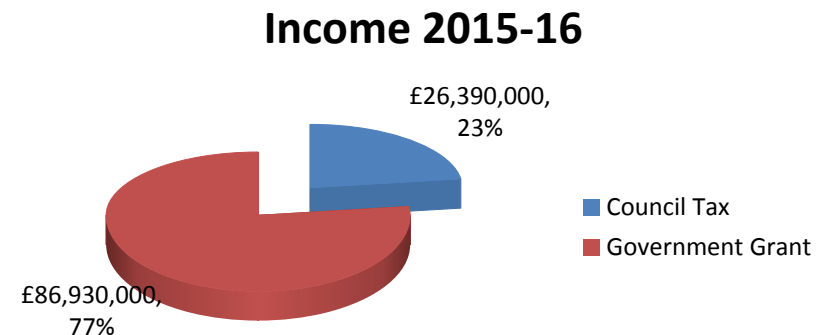
I have worked with the Constabulary to update our MTFP which projects our financial position over a four year period. The projections in the plan will require some difficult decisions. However, the past practice of trying to 'keep ahead of the curve' in terms of delivering savings puts our budget in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

Constabulary Budget

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

Income

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



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

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

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

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

Expenditure

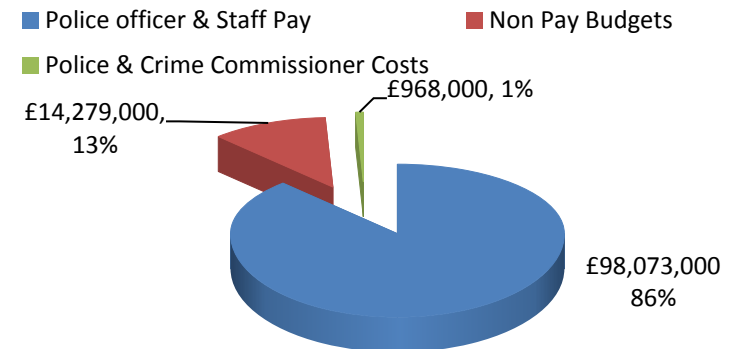
I recognise that the greatest asset and resource that the Constabulary has is its staff. The staff, their knowledge, passion and attitude are the driving force behind what makes Durham unique and successful. As with any service organisation our greatest expenditure is spent on our staff wages. Between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

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

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

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

Expenditure 2015-16



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

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

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

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

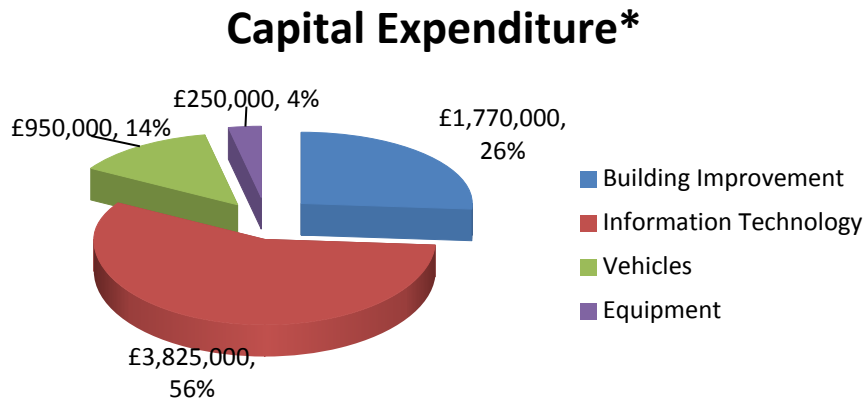
- Reduced the number of permanent full time equivalent staff to five;
- Built capacity within the office by offering secondments and placements. I now have secondees from Durham Constabulary and the Community Rehabilitation Company, two graduate interns and two apprentices. This brings the number of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

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

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

Capital Spending

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



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

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

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

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

Volunteers

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

Commissioning

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

My plans for commissioning include the following:

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

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

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

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

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

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

- **Community Safety Grant** - Since coming into office I have continued to support the work of both of the Community Safety partnerships within the force area. The funding is used by the partnerships to fund activities and initiatives that support our shared objectives (see table on page 7). I have reduced the allocations to the partnerships from the previous year in line with reductions to the Police Budget, and am agreeing with both Partnerships how the money shall be spent.

- **PCC Community Safety Fund** - Since coming into office I have used this fund to support a wide range of community projects and initiatives. Moving forward into 2015-16 I am looking to continue this fund with the help of an independent grant administrator that can help to secure matched funding. This process will enable me to fund more projects and initiatives, which will help to achieve my objectives.

Collaboration

I have agreed with the Chief Constable that collaboration with one or more partners within clusters, other than for local policing, will be considered in all areas of business as part of a range of options to address the threats identified across County Durham and Darlington.

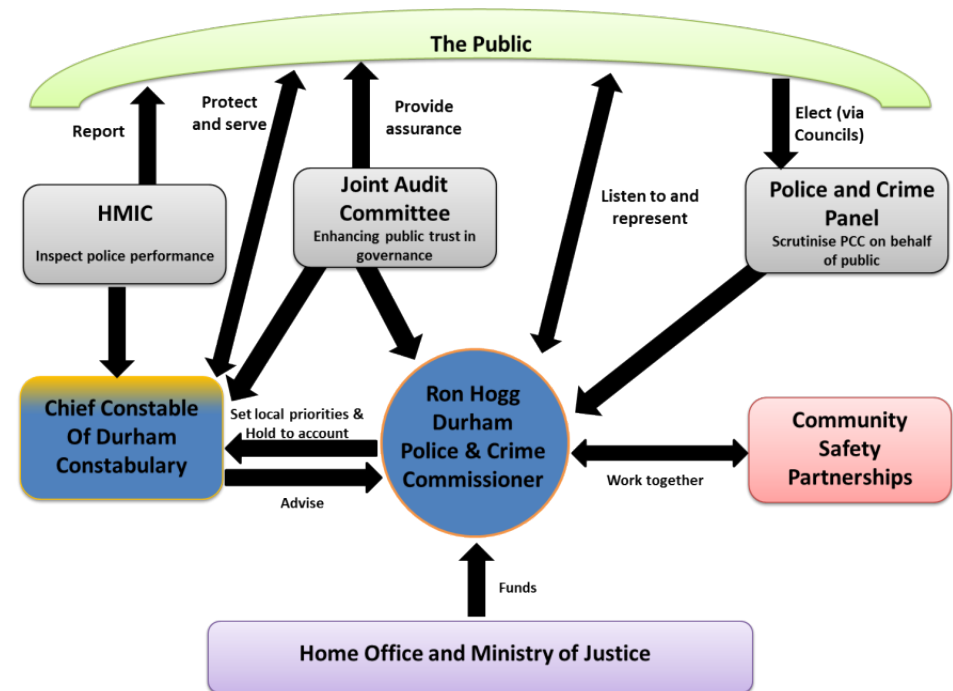
The Constabulary currently has more than 80 separate initiatives for collaborative partnership working. These initiatives range from legally binding contracts to ad-hoc arrangements between managers on a regional or local level on functions such as intelligence, firearms and roads policing and serious and organised crime. There are also a number of national collaborative initiatives where the Constabulary is an active partner, the most notable being Operation Tornado, which is the national response to the issue of metal theft. Currently around 9% of our overall expenditure is spent in connection with collaborative initiatives and we are working with more than 40 strategic partners.

Accountability and performance management

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

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

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



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

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

Holding the Chief Constable to Account

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

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

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

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

Measuring Performance

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

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

The indicators are:

Objective: Inspire Confidence

Key Measure	Key Outcome
<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 local survey</i> 'Taking everything into account I have confidence in the police in this area.'</p> <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 local survey</i> 'The police are dealing with the anti-social behaviour and crime issues that matter in this area.'</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 'agree or strongly agree' when asked the following in the local survey</i> 'the police in this area are doing a good job'.</p>	<p>For Durham Constabulary to be one of the top performing forces in relation to these indicators.</p>

Objective: Support Victims

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

Objective: Keep Communities Safe

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

Joint Audit Committee

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

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

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

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

Additional Scrutiny

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

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

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

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

- **Home Office**

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

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

- **Independent Custody Visitors**

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

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

- **Rape Scrutiny Panels**

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

Conclusion and Publication

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

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

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

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

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

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

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

Annex Two: Our Area

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



Deprivation:

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

Unemployment:

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

Education:

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

Health & Wellbeing:

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

Other:

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

Annex Three: Roles and Responsibilities

My Role

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

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

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

My functions, responsibilities and powers:

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

My Role Regionally

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

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

My Role Nationally

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

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

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

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

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

The role of the Chief Constable

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

The role of Police and Crime Panel

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

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

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

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

The role of Community Safety Partnerships (CSPs)

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

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

The Act gives PCCs the power to:

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

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