

# 2008 2011



**Durham Police Authority**

## **POLICING PLAN 2008-2011**



**Your Police, Your Say**

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## OTHER FORMATS AND LANGUAGES

(Urdu)

اگر آپ دیگر صورتوں یا مختلف زبانوں میں یہ دستاویز حاصل کرنا چاہیں تو براہ کرم ہمیں بتائیں اور ہم مدد کرنے کی کوشش کریں گے۔

(Hindi)

अगर आप अन्य प्रारूप या किसी दूसरी भाषा में यह दस्तावेज प्राप्त करना चाहें तो कृपया हमें

(Arabic)

إذا أردت استلام هذه الوثيقة في أشكال أخرى أو في لغات مختلفة، فالرجاء إخبارنا، وسوف نحاول لكى نساعدك.

(Bengali)

আপনি যদি এই দলিলপত্রটি অন্য কোন ফরম্যাটে অথবা অন্য কোন ভাষায় চান, তাহলে অনুগ্রহ করে আমাদের জানান, আমরা আপনাকে সাহায্য করতে চেষ্টা করবো।

(Punjabi)

ਜੇ ਤੁਸੀਂ ਇਹ ਦਸਤਾਵੇਜ਼ ਕਿਸੇ ਹੋਰ ਫਾਰਮੈਟ ਜਾਂ ਵੱਖ ਵੱਖ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਲੈਣਾ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਨੂੰ ਦਸੋ ਅਤੇ ਅਸੀਂ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਦੀ ਕੋਸ਼ਿਸ਼ ਕਰਾਂਗੇ।

(Cantonese)

如果您想獲得此文檔的其他格式或不同語言版本，請告知我們，我們會盡力提供幫助。

(Polish)

Jeśli chcecie Państwo otrzymać ten dokument w innym formacie lub w innych wersjach językowych, prosz nas o tym poinformować, postaramy się pomóc.

If you would like to receive a summary of this document in other formats or in different languages, please let us know and we will try to assist.

☎ 0191 3833551

# DURHAM POLICE AUTHORITY FOREWORD



As chair of the Police Authority, I am pleased to present this local policing plan for 2008 - 2011 which sets out the priority areas for policing in County Durham and Darlington for the next 12 months. We are legally required to produce a three-year strategy plan has been replaced with a duty to issue a single three-year rolling plan each year. This plan includes a statement of the objectives determined by the authority for 2008 - 2009 and the proposed arrangements for policing the area during the following two years.

Durham Police Authority is an important link between local communities and the police service in County Durham and Darlington. Police authority members and staff work closely with the Chief Constable of Durham Constabulary, who has overall responsibility for the day-to-day running of the force, to ensure the provision of an effective and efficient policing service which responds to local needs.

Whilst looking forward it is appropriate to reflect on the hard work and successes of the last year. There has been a significant reduction in recorded crime of 10%. Neighbourhood policing continues to develop and is now firmly embedded throughout the force area. However, there is no room for complacency and the Authority will be working closely with the constabulary and other partners to build on its achievements over the coming year.

In drawing up a challenging Local Policing Plan for Durham Constabulary, we must reflect the priorities of the Force and the Authority, the Government, our partners and importantly,

those of local people.

Through consultation with the people of County Durham and Darlington we have established your priorities for policing and these are an integral part of our target setting process. More detail on how we have consulted with local people is set out in the plan on page 15.

These priorities will be underpinned by our commitment to a citizen focused policing service. In simple terms this means that the needs and concerns of citizens should always be integral to the way policing is conceived, managed and delivered. This will be achieved through neighbourhood policing, effective community engagement and our Quality of Service Commitment (QOSC).

The development of our protective services capability will be a significant area of work for the forthcoming year and will be addressed through our extensive remodelling programme. This programme aims to provide an effective delivery model that can deliver against local and national threats and priorities. Over the next two years we will make a significant investment in our protective services capability. At the same time we are actively involved in a joint working group consisting of members from Durham, Cleveland, Northumbria and Cumbria forces exploring the potential for collaborative working arrangements.

The Review of Policing by Sir Ronnie Flanagan which sets out a vision for policing in the 21st century is a significant report and we will consider in detail the implications for policing in County Durham and Darlington. We welcome a standardised approach to IT systems, processes, the introduction of mobile data devices and the potential for utilising partnership data to identify priority areas and to address these through effective partnership working.



I note the reference to a ten year workforce plan for the Police Service which is both commendable and helpful in planning terms. However, any planning over this timescale will require assurances on funding and substantial commitment by members of the tripartite agreement. I am concerned that any revision of the funding formula particularly where it is linked to the provision of protective services elsewhere is likely to be harmful to Durham Police Authority, the Constabulary and the communities we serve.

I support the arrangements which are being proposed which will help to secure and achieve an even greater commitment and acceptance by all parties through a strong neighbourhood management approach and improved partnership working. Neighbourhood policing has always been a priority for us and in October 2007, Durham Constabulary's style of policing was positively appraised by Her Majesty's Inspectorate of Constabulary for being "a readily visible, accessible and responsive service, anchored in the communities it serves, informed by intelligence, working with and for local people." This can only be achieved through decisive direction of neighbourhood energy and resources. For more information on the Review of Policing see page 33.

County Durham and Darlington continues to be one of the safest places to live and work. With our force and partners, we will continue to deliver high levels of commitment and professionalism to our communities whilst facing the new challenges of the year ahead

# DURHAM POLICE AUTHORITY MISSION STATEMENT AND VISION

## Our Mission

“Working in partnership to ensure fair, effective and visible policing”

## Our vision

“To be the effective voice of our communities in securing delivery of the highest quality policing”

To deliver our vision we will:



# ABOUT DURHAM POLICE AUTHORITY

## Police Authority Roles and Responsibilities

Accountability for policing in England and Wales is delivered through a tripartite system that balances local and national interests through Police Authorities and the Home Office and their relationships with chief constables.

Durham Police Authority is an independent body made up of local people. By holding the chief constable to account on behalf of our local community, we are here to make sure that you have an efficient and effective local police force. Delivering policing services is the job of the chief constable. Alongside the force, the authority also works closely with partners, such as local authorities and other agencies in the criminal justice system to reduce crime and disorder throughout Durham and Darlington.

## Police Authority Members

Of the seventeen local members that make up Durham Police Authority, nine are councillors, three are magistrate members and five are independent members. This mix of people provides a wide range of backgrounds and skills which all contribute to the work of the authority.

### Ten things you need to know about Durham Police Authority:

- 1 Durham Police Authority is a group of 17 local people that hold the police to account on behalf of communities.
- 2 Durham Police Authority consults with local communities to find out what you want from your local police.
- 3 Durham Police Authority job is to make sure that the Chief Constable delivers a police service which balances both national strategic priorities and the concerns of local people.
- 4 Durham Police Authority hires and, if necessary, fires chief constables and senior police officers - and also checks on complaints against police.
- 5 Durham Police Authority publishes an annual plan, based on consultation with local people, setting out the services your police force should deliver in the year ahead, and the targets it should achieve.
- 6 Durham Police Authority has a legal duty to promote equalities and good relations between different groups of people. As part of this, it ensures people know their rights if they are stopped or searched by police.

- 7** Nationally 10% of police authority members are from minority ethnic backgrounds and around 30% are women.
- 8** Durham Police Authority holds the police budget. It consults with local people before it sets police council tax to ensure you get value for money.
- 9** Durham Police Authority sets the strategic direction of local policing to ensure that everyone benefits from a better police service.
- 10** Durham Police Authority makes sure the police service does everything it can to keep improving policing for your community.



# POLICE AUTHORITY MEMBERS 2007 - 2008

## DURHAM COUNTY COUNCILLORS



**Councillor Richard Bell**



**Councillor Jean Chaplow**



**Councillor Jim Cordon**



**Councillor Jo Fergus**



**Councillor George Porter**



**Councillor John Priestley**



**Councillor Dennis Southwell**



**Councillor Eddie Mason**

## LAY JUSTICE MEMBERS



**Mr Peter Thompson (Chair)**



**Mr David Raine**



**Mr Mac Williams**

## DARLINGTON BOROUGH COUNCILLOR



**Councillor Bill Dixon**

## SENIOR OFFICERS OF THE DURHAM POLICE AUTHORITY



**Mrs Lesley Davies**  
Chief Executive



**Mrs Siobhan Weightman**  
Deputy Chief Executive



**Mr Stuart Crowe**  
Treasurer

## INDEPENDENT MEMBERS



**Mrs Elsie Davies (Vice Chair)**



**Mr Roger Humphries**



**Ms Kathryn Larkin-Bramley**



**Mrs Marion F G Khan-Willis**



**Mr Norman Vaulks**



The members can be contacted via e-mail at:  
[durham.pa@durham.gov.uk](mailto:durham.pa@durham.gov.uk)  
or see page 61.



# ABOUT DURHAM CONSTABULARY

## Force Executive Team

The Force executive team consists of four members, each with their own designated areas of responsibility.

### **Chief Constable** Mr Jon Stoddart QPM



Mr Stoddart has overall command and responsibility for the force.

### **Deputy Chief Constable** Mr Gary Barnett



Mr Barnett is directly responsible for a number of support departments, which include:

- Professional Standards and Legal Services Department
- Corporate Development Department
- Admin of Justice Department
- Information Department

### **Assistant Chief Constable** Mr Michael Banks



Mr Banks is directly responsible for the operational policing aspects of the force, which include:

- North and South Areas
- Operational Support Department
- Criminal Investigation Department
- Communications Department

### **Assistant Chief Officer** Mr Patrick Melia



Mr Melia is responsible for a number of support departments, which include:

- Finance Department
- Business Services Function
- Estates Function
- Information Systems and Technology Department
- Personnel and Development Department

# DURHAM CONSTABULARY

## PHILOSOPHY, VISION AND VALUES

Durham Constabulary's philosophy is defined by the term 'Aiming for Excellence'. This philosophy underpins how we deliver our policing services and drives the performance of all our staff towards excellence in service delivery. The philosophy is based upon four key principles:

- leadership at all levels within the organisation;
- role clarity;
- accountability for performance; and
- open communication.

### **In relation to our staff and our communities, this means:**

- Our 'Aiming for Excellence' philosophy informs how we deliver our actions and is the driving force behind providing a better quality of service for our communities.
- We value and support our staff, and are fully committed to developing them in order to deliver our vision for policing.
- We recognise, respect and value the diversity within the organisation and our communities.
- Every member of staff plays a key role in shaping and improving the service delivered by Durham Constabulary.
- We have a clear vision for the organisation underpinned by our core values.

- Our staff understand 'what' they need to deliver and the 'standards' we expect of them.
- Our organisational culture, structure and processes empower people within the organisation to participate fully in decision-making and maximises their contribution to delivering a community focused policing service.
- We have accountability for performance at all levels of the organisation.
- Effective communication networks are in place to ensure the free flow of information across the organisation and provide people with the right information at the right time.

These principles provide the mechanisms through which Durham Constabulary delivers its vision in respect of community focused policing and describe the way in which our people are led, organised, managed, developed and consulted. Our vision for policing is set out on the following page. It identifies what we need to do in relation to the delivery and development of the service provided by Durham Constabulary. The real emphasis is upon delivering community focused policing, where our communities are at the centre of all our activities and we inspire confidence in local policing by responding to community needs.

**Our core values provide a framework of standards, or the style, through which improved quality of service will be delivered by our staff. Service to our communities comes first.**

The Durham Constabulary Corporate Plan provides an overview of how the force aims to deliver the force vision as well as being the mechanism by which the force will measure progress against delivery of the priorities across all of its business areas, therefore forming the basis of our performance management framework. The plan is centred on the force vision and values for the policing of County Durham and Darlington, which is endorsed by Durham Police Authority. The vision and values provide the direction for all activity across the force. You can view the Corporate Plan via Durham Constabulary website:

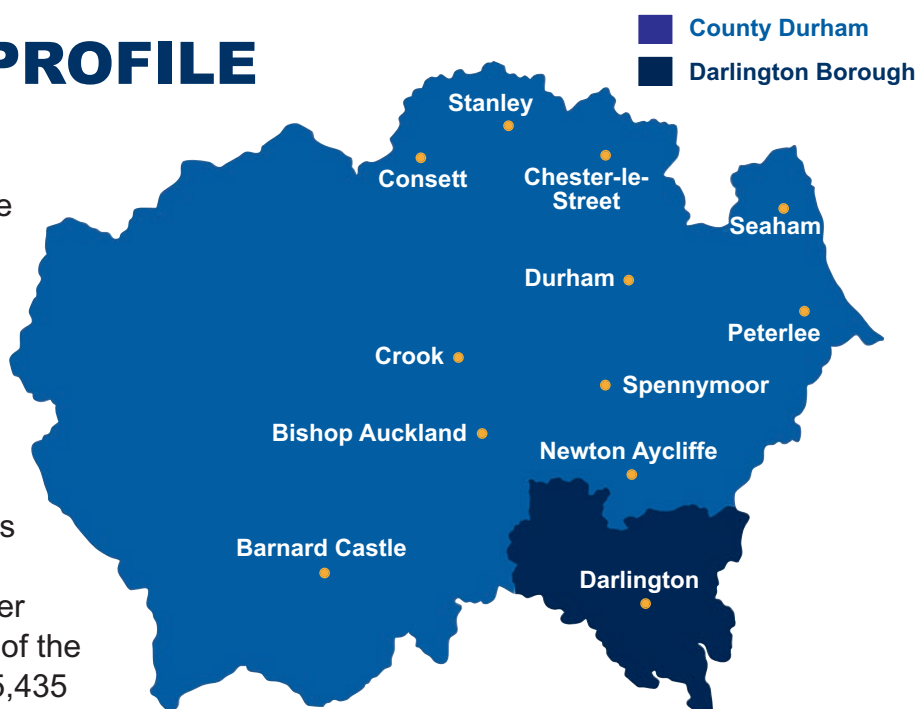
[www.durham.police.uk](http://www.durham.police.uk)



## FORCE AREA PROFILE

Durham Constabulary polices the area of County Durham and Darlington Borough, which together occupy an area of 2,429 sq. km. The area is predominantly rural, with more than half of its residents living in settlements of less than 10,000 people. There are 12 main towns and over 260 small towns and villages, many of which are former colliery villages. The population of the force area is estimated to be 585,435 (2001 Census data), of which 1.2% are from ethnic minority groups. The minority ethnic population is not evenly distributed across the force area; some wards in the south of the force area have a significantly higher proportion of residents from minority ethnic groups. Recent years have seen an outward migration of young economically active people, changing the age profile of the area significantly with the proportion of residents aged over 60 likely to increase, creating a more mature demographic profile.

Over the past 20 years a decline in large-scale industry across the area has had a major impact upon the local economy and social status. Partnership work involving a wide range of professional agencies is now enabling a new industrial base to take shape providing a local economy which has a more diverse structure built upon the manufacturing and service sectors. The decline in the industrial infrastructure has been partly offset by an increase in the number of visitors to the area. Tourism is still a thriving and developing business within the region and County



Durham is promoted to tourists as 'The Land of the Prince Bishops', a fitting reminder of its remarkable history. The area's industrial past also plays a key role in the growing tourism industry. Lead mining and other industrial heritage sites across County Durham and Darlington are now fascinating visitor attractions; reinforcing the area as a quality tourism destination.

The Index of Deprivation 2004 has highlighted the fact that the region experiences one of the highest rates of disability and long-term sickness, and educational attainment is well below the national average in some areas. Much has already been done to transform the environment and economy of the county, but the drive for further achievements remains as strong as ever. Over the last 12 months, Durham Constabulary has seen a substantial reduction in the number of recorded crimes and an increased detection rate, consolidating County Durham and Darlington as one of the safest areas to live and work in the country.



## Force Area Command Structure

The Force is policed by two area commands, North and South, which are coterminous with local authority areas. The North Area incorporates Derwentside, City of Durham, Chester-le-Street and Easington Local Authorities. South Area includes Wear Valley, Teesdale and Sedgefield Local Authorities, as well as Darlington Unitary Authority. Although this is geographically the larger of the two basic command units, it is predominantly rural and less populated than the North Area.

Both North and South Areas are further

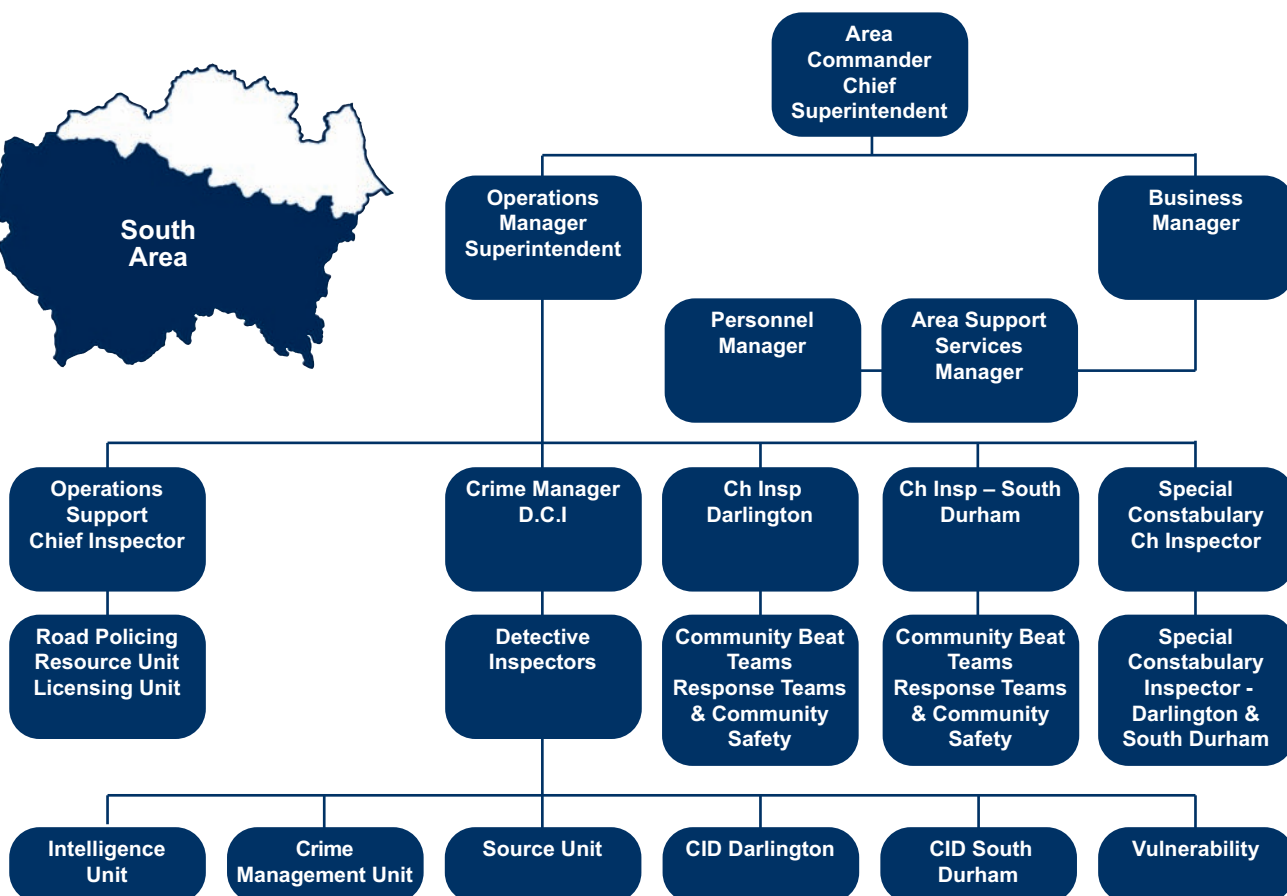
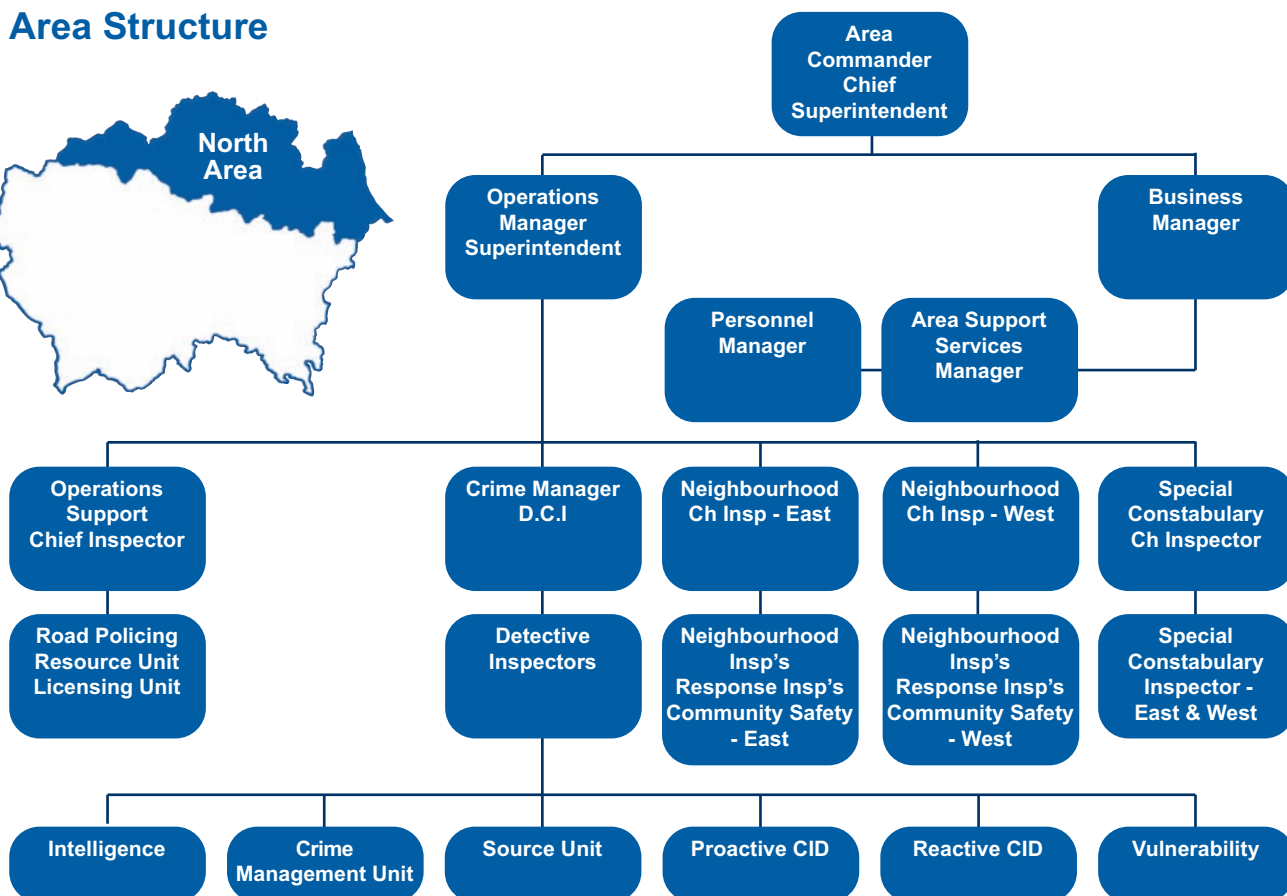
broken down into six police sectors with each having their own Neighbourhood Policing Team led by an Inspector who is responsible for identifying and addressing, at a local level, crime and disorder and the range of 'quality of life issues' that have a negative impact on our communities. The neighbourhood inspectors are supported by designated beat officers, police community support officers, special constables and partners in their endeavour to find solutions to such issues.

Contact details of your Neighbourhood Inspector and local teams are available via Durham Constabulary website [www.durham.police.uk](http://www.durham.police.uk)





## Area Structure



# NATIONAL COMMUNITY SAFETY PLAN AND STRATEGIC POLICING PRIORITIES 2008-2009

In July 2007, the Government published Cutting Crime: A New Partnership 2008 - 2011 (the Crime Strategy), which sets the overarching strategic framework for crime and community safety for the three years 2008 - 2011. This was followed by the publication of a new set of Public Service Agreements (PSAs) also covering the period 2008 - 2011. The PSAs set out the Government's high level objectives for public service delivery. The new National Community Safety Plan also reflects the period 2008 - 2011 and has been revised to ensure that it is clearly in line with the new strategy and PSAs. The plan sets out the government's priorities for community

safety for the years 2008 - 2011. There is a single PSA for improving community safety: PSA 23 Make communities safer. The plan is not limited to the work of the police service. The government has made clear its expectations of all partners who share responsibility for creating safer communities.

Further information regarding the National Community Safety Plan 2008 - 2011 is available via the Home Office website, [www.homeoffice.gov.uk](http://www.homeoffice.gov.uk)

The Government's six priorities for the police service for 2008 - 2009 are:

**SPP Priority 1:** Reduce crime in line with the national PSAs (23 and 25), including focusing on more serious violence (particularly involving the use of firearms and other weapons), serious acquisitive crime (particularly prolific and other priority offenders and drug-misusing offenders), alcohol-related crime and disorder, and anti-social behaviour.

**SPP Priority 2:** Increase public confidence in and satisfaction with the police through an emphasis on the quality of service provided to the public.

**SPP Priority 3:** In line with PSA 24, work in partnership to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public.

**SPP Priority 4:** Work jointly to ensure that adequate capability and capacity exists across England and Wales to deliver effective policing to tackle serious and organised crime and to provide other protective services.

**SPP Priority 5:** In respect of counter-terrorism and violent extremism in line with CONTEST and the counter-terrorism PSA, work with and through local communities as appropriate to disrupt terrorists and their operations; protect key sites and people going about their daily lives; deter those who facilitate terrorism; stop people from becoming or supporting terrorists or violent extremists; and be prepared to respond to a terrorist attack and its consequences.

**SPP Priority 6:** The tougher financial settlement for the Comprehensive Spending Review period requires both police authorities and forces to make the best use of resources, with a continuing commitment to achieving significant cashable improvements in efficiency and productivity. The Police Service should see resource management as a core responsibility of delivering sustainable improvement.

# CONSULTATION PROCESS AND PRIORITY SETTING

## Our Policing Plan 2008-2011

The policing plan is a requirement of the Police Act 1996, however the introduction of the Police and Justice Act 2006 resulted in amendments to some of those requirements. From April 2008 police authorities must produce a three year rolling plan. The plan must set out the policing requirements for their force area in terms of financial and human resources for that three year period as well as the local policing priorities for 2008 - 2009.

In addition the plan will demonstrate how the strategic policing priorities (as determined by the Home Secretary) will be effected by the work of the authority and the force and how these will link to the local policing priorities. The plan will set out how performance of the force will be measured and judged both at a national and local level.

## How did we determine our priorities?

Durham Police Authority and Durham Constabulary regularly obtain the views of local people about policing and community safety. We have always valued the opportunity to consult with the people who live and work within County Durham and Darlington, as well as those of our key stakeholders. The Police Authority holds police community consultative groups (PCCGs) throughout the year, at different venues across the force area, to engage directly with the public (see page 57 for meeting dates). We also have a strong

citizen's panel consisting of 1,200 volunteers who participate in surveys carried out by the force and authority. This is an extremely valuable source of information on local experience of policing. We also receive information from a variety of other sources including ethnic minority groups, community groups, young people, councillors, businesses and voluntary organisations.

## Priority setting process 2008 - 2009

In November each year the force produces a strategic assessment. This assessment is the product of the National Intelligence Model which all forces must adhere to. This process provides an accurate picture of the issues affecting the force, taking into account national, regional, force, area and Crime and Disorder Reduction Partnership (CDRP) objectives.

The force takes a whole business approach to the strategic assessment and includes the issues arising from the business planning processes and identified strategic risks. This ensures that we identify the business requirements to support the priority areas for policing activity.

The issues arising from the strategic assessment were considered by the Police Authority in conjunction with feedback from public consultation forums held throughout the year. Together these were mapped against the strategic policing priorities as determined by the Home Secretary. This process identified a list of seven priority areas for the authority to consult upon:

- Improve the efficiency of the force by making better use of available resources.
- Make our communities safer through effective neighbourhood policing and tackling anti-social behaviour, working in partnership with other agencies.
- Protect our communities from the threat of terrorism.
- Protect vulnerable people from serious harm e.g. abuse, assault or injury.
- Provide an effective citizen focused approach to our service delivery which is responsive to the needs of the individual, ensuring that we engage with the diverse communities within County Durham and Darlington.
- Reduce the harm caused to our communities by organised crime groups.
- Reduce the harm to our communities caused by the effect of alcohol and drug abuse.

## Consultation Process

We consulted upon the above list by engaging with our communities and a wide range of groups across the force area. Three specific consultation events were held in January, to consider the list of seven possible priorities. These were the Annual Police Community Consultative Group meeting, a stakeholder event which included a wide range of partners and minority groups, and a youth event attended by over 40 young people from across the force area. A postal survey was also undertaken with the members of the citizens panel.

Members of all of the groups were asked to identify the issues from the list which were the most important to them and their communities by voting upon their 1st, 2nd and 3rd most preferred choices.





## CONSULTATION RESULTS

The consultation process and subsequent discussion between the force and authority identified four key priority areas to be concentrated upon during 2008 - 2009.

### These are:

- Make our communities safer through effective neighbourhood policing and tackling anti-social behaviour, working in partnership with other agencies.
- Reduce the harm caused to our communities by organised crime groups.
- Protect vulnerable people from serious harm e.g. abuse, assault or injury.
- Reduce the harm to our communities caused by the effect of alcohol and drug abuse.

These priorities will be underpinned by our commitment to providing a **citizen focused** approach to our service delivery which is responsive to the needs of the individual, ensuring that we engage with the diverse communities within County Durham and Darlington.

Extensive consultation has taken place between the authority and force to develop a performance matrix to measure against the four local priorities. In identifying specific targets for improvement two indicators have been identified against which specific targets have been set.

### Indicator 1

Percentage of victims satisfied with updates/feedback/follow up.

### Indicator 2

Percentage of domestic abuse incidents resulting in sanction detections.



## LOCAL PRIORITIES 2008 - 2009

### **Make our communities safer through effective neighbourhood policing and tackling anti-social behaviour (ASB), working in partnership with other agencies**

The aim of neighbourhood policing is to ensure the right people are in the right place, in the right numbers, at the right time in order to create neighbourhoods where residents are safe and feel safe.

Durham Constabulary will have neighbourhood policing (NHP) fully embedded throughout the force area by April 2008. This builds on many years of experience, founded upon the force's 'Aiming For Excellence' philosophy, in delivering community focused policing.

NHP is provided by teams of police officers and police community support officers (PCSOs), often together with special constables, local authority wardens, volunteers and partners. The force has 13 NHP teams, each led by a dedicated neighbourhood inspector. Each team polices a number of neighbourhoods. Neighbourhoods are sized and resourced according to community wishes, urban/rural factors and crime and disorder patterns. This structure provides a clearly identifiable and accountable team of people who deal with those issues that matter most at a local level.

We recognise that neighbourhood policing is key to improving how we engage with the diverse communities that we serve. Engagement will drive our services and help us to prevent crime and bring offenders to justice. We have established 150 neighbourhood beats with either a

dedicated police officer or PCSO to work with the local community on the crime and quality of life issues that matter most to them in the beat areas. Public forums have been established which provide an opportunity for local residents to speak to their local officer and provide vital community intelligence in confidence if necessary.

The force has introduced a NHP Abstraction Policy, which ensures that neighbourhoods have a permanent presence and that there is continuous focus on the quality of life issues that really matter to people.



Key Individual Networks (KINs) are now established throughout the force area and act as an information conduit between police and the local community. Key individuals are surveyed on a quarterly basis and provide invaluable information as to the consequences of police actions and decision making in local communities.



Neighbourhood profiling forms the basis of policing in each neighbourhood area. We have now completed comprehensive profiling throughout the force and over the next 12 months the introduction of sophisticated IT mapping packages will greatly enhance our profiling and local problem solving capabilities.

Anti-social behaviour includes a variety of behaviours covering a whole complex of selfish and unacceptable activity that can blight the quality of community life. We are committed to tackling this problem through a range of initiatives and activities.

Streetsafe, the force reassurance strategy remains at the heart of our style of policing. Streetsafe is delivered on the themes of:

- Presence in the community
- Environmental and physical factors
- Effective response
- Community and public



Policing the night-time economy is a priority for us and we are introducing a range of initiatives in both area commands. Nightsafe in Durham City is a partnership initiative which aims to

maintain a safe environment for all ages visiting the city centre. This initiative is looking at a wide range of issues including licensing, CCTV, littering, taxi provision and late night shopping.

The force has clear Anti-Social Behaviour Order, Criminal Anti-Social Behaviour Order and Acceptable Behaviour Contract protocols including a publicity protocol that has been agreed with partners. Applications for ASBOs (powers for the courts to prevent an individual engaging in specific forms of anti-social behaviour), CRASBOs (a criminal anti-social behaviour order made upon conviction for a relevant criminal offence) and ABCs, (voluntary contracts made between the individual and the local agency (often the police, local authority or youth offending team), stopping problems and keeping people out of the courts) are agreed in consultation with partners who produce evidence to support any police applications.

We are introducing a community engagement strategy which is a joint three year strategy between Durham Police Authority and Durham Constabulary and is owned jointly by the Chair of Durham Police Authority and the Chief Constable of Durham Constabulary.

These work streams enhance our work in support of the Quality of Service Commitment (QOSC): ensuring ease of access, prompt attention and continuous feedback and support to victims, witnesses and communities. Dedicated witness care units throughout the force area support QOSC-based service delivery.

## Reduce the harm caused to our communities by the effect of alcohol and drug abuse.

Alcohol and drug abuse can have far reaching effects on our communities. It is well documented that alcohol misuse is a significant factor in violent crime and disorder on the streets. Drug abuse is a key driver of crime, particularly acquisitive crime.

Durham Constabulary is committed to working in partnership with all partners within both Darlington and County Durham Drug and Alcohol Action Teams (DAATs), and with Crime and Disorder Reduction Partnerships (CDRPs), in implementing national, regional and local drug and alcohol strategies.

The Deputy Chief Constable represents the force at board level on each DAAT, and senior officers take the lead in relation to the Reducing Supply agenda. The force also take a strong and active involvement in the process for the commissioning of treatment services, the planning of multi-agency approaches to alcohol and the harm reduction/drug related deaths agendas.

The force has developed a revised crime, drug and alcohol strategy which takes cognisance of emerging issues within the criminal justice system, the police reform programme and national, regional, local and ACPO agendas. The strategy will consolidate our statutory approaches to tackling drug and alcohol misuse in conjunction with CDRPs, local drug action teams, drug intervention programmes (DIP) and links with other partners annual planning.

At a tactical level the force continues to support the County Durham Drug Intervention Programme, and the Darlington Drug Intervention Programme, to offer a referral pathway into treatment for problematic drug users who come into police custody.



These programmes are supported by a dedicated coordinator employed by the force, who also supports work such as the needle replacement program in custody suites, arrest referral scheme for all adult detainees, structured day care events and risk based protocols that inform all partners of potential drug related hazards and drug related deaths.

The force also works in partnership with Durham Agency Against Crime (DAAC), in supporting the 'Insight' programme of drug education for parents, carers and the wider community.

The Engage, Divert and Develop Young people (EDDY People) scheme, uses the well established peer led education approach (Smartzone), to educate and influence young people away from drug and alcohol misuse. The scheme offers a personal development programme to disadvantaged young people who are at risk of becoming offenders to divert them away from crime, anti-social behaviour and drug and alcohol misuse. Further support is also provided through the intervention work of the Youth Engagement Service (YES) in County Durham and the Youth Offending Service (YOS) in Darlington.



In relation to enforcement, Durham Constabulary is committed to operating the National Intelligence Model to identify and coordinate actionable intelligence to combat illegal drug activity. Analysis of drug related crime has a regional, national and international focus. Durham Constabulary will respond to this threat by targeting criminals and organised crime groups who are involved in the supply of drugs into County Durham and Darlington.

Trained passive drugs dogs are deployed throughout the force area and are used by neighbouring forces to deter and detect those people carrying drugs.



Dedicated licensing units are situated in both of the area commands and undertake a range of initiatives. They conduct multi-agency visits to licensed premises ensuring compliance with the Licensing Act. Joint test purchasing operations are undertaken at off licences to target those premises selling alcohol to children. In the South Area a 'bottlewatch' scheme has been introduced which allows any bottles of alcohol seized from children to be traced back to the premises where they were bought. These premises can then be prosecuted. Polycarbonate glasses are being trialled in pubs throughout the force area to reduce the risk of severe injury and improve safety. In the North Area a 'Best Bar None' scheme is being introduced to award licensed premises which provide a safe environment for all customers.

**Nightsafe, a multi-agency initiative targeting the night time economy in Durham City aims to improve the voluntary pub watch scheme, recruit more women door supervisors and improve the availability of transport out of the city late at night.**



## **Protect vulnerable people from serious harm e.g. sexual abuse, assault or injury.**

The police have a key role in protecting those most vulnerable in our communities. However no single agency has the capacity to provide public protection alone and success depends on sustained and proactive partnership working.

The force has produced a revised Crime, Drug and Alcohol Strategy, an intrinsic strand of which directs action towards improvements for protecting vulnerable people.

The strategy recognises that there are individuals and/or sections of society who may be more vulnerable than others by virtue of ethnicity or sex, or by their vulnerability within a domestic, institutional or peer led relationship, which is prone to violent behaviour. We are required to provide an operational and intelligence response to identify the most vulnerable, protect them through partnership working and investigate those offences or incidents.

The force strategic assessment is used as a mechanism to prioritise areas of high risk and identifies vulnerable sections of the community.

Significant investment has been outlined as part of our protective services plan. This will see additional posts created in vulnerability and public protection which will strengthen resilience and supervision. Vulnerability units are located within each area command and deal predominantly with child protection, domestic abuse and adult protection. We will undertake annual reviews of the training requirements of all vulnerability staff to ensure that all staff are appropriately trained.

## **Domestic Abuse**

Durham Constabulary will play a key role in the roll out of Multi-Agency Risk Assessment Conferences (MARAC). Agencies undertake information exchange then construct a management plan to provide appropriate services for, and responses to all those involved in high risk domestic abuse relationships including the victim, children and perpetrator. The role of MARAC is to facilitate, monitor and evaluate effective information sharing to enable appropriate actions to be taken to increase public safety. In the North Area a MARAC has been established in the Easington area. Easington is also covered by a Specialist Domestic Violence Court and this arrangement is recognised nationally as good practice.

The intention is to further roll out MARAC incrementally across the force area with Darlington anticipated to commence in 2008.

The force employs a Strategic Domestic Violence Co-ordinator who delivers training throughout the force and contributes to national work. Partnership reviews are undertaken after every homicide in a domestic relationship to examine whether it could have been prevented and any lessons learned.

## Hate Crime

Being a victim of this kind of crime can be a particularly frightening experience as you have been victimised because of who you are, or who or what your attacker thinks you are. Durham Constabulary and Durham Police Authority will not tolerate any form of hate crime.

A number of initiatives have been introduced including the establishment of a diversity unit, hate crime officers based in both area commands and the establishment of a Black and Minority Ethnic Independent Advisory Group and Young Persons Independent Advisory Group. These advisory groups are engaged with all partners of the Local Criminal Justice Board.



In the year ahead we intend to expand the third party reporting scheme from 18 centres at present to 50 centres throughout the force area. We will build on the established links with the eastern european community working in partnership with Durham County Council

Community Development Team and the Primary Care Trusts. We will establish Disability and Lesbian Gay Bisexual and Transgender Independent Advisory Groups.

Preventing and investigating bogus official crime remains a focus and affects those most vulnerable in our communities. The average age of the victim of this type of distraction burglary is 79 years old and can have a disproportionately severe effect on victims. Operation Bombay is a regional operation in collaboration with Northumbria and Cleveland forces targeting this type of crime.

The force has undertaken a 'healthcheck' of the investigation and prosecution of rape offences. This internal 'healthcheck' was completed alongside the recommendations of HMIC and HMCSI's, Without Consent. A number of recommendations have been included within departmental business plans to be progressed in the forthcoming year including guidance for first response officers, a review of case file management, improved levels of supervision in all rape cases and improved forensic processes.

Both victims and witnesses can find themselves in a situation of uncertainty and vulnerability whilst an investigation progresses and the criminal justice process commences. We will ensure force compliance and performance with the victims code of practice and the witness charter to provide information and reassurance to victims and witnesses. This will be delivered in conjunction with a number of partner agencies.

## Reduce the harm caused to our communities by organised crime groups

It is widely recognised that serious and organised crime has a significant negative influence in the stability of society. It reinforces the commission of volume crime and impacts upon public reassurance. A key action for the police service is to implement a robust programme for strengthening the capacity and capability to tackle this problem. Durham Constabulary is committed to co-ordinating area command, force and regional activity in the identification, analysis and targeting of prolific criminals and their organisations.

Serious and organised crime is increasingly complex. Organised crime groups do not focus on a single crime type but are involved in numerous criminal activities. These activities can seriously harm communities and individuals alike.

Proactively developing intelligence and accurately identifying organised crime groups to assess the risk created by serious and organised crime will clearly inform the intelligence requirement and preventative and enforcement activity. Information sharing agreements are in place with a number of our partners including the Serious and Organised Crime Agency (SOCA), Borders and Immigration, Revenue and Customs and Trading Standards.

Durham Constabulary supported by Durham Police Authority will strengthen capability and capacity in the provision of protective services over the next 12 months through a range of initiatives.

We are continuing to make investments dedicated to intelligence gathering and analysis and managing our resources in relation to strategic roads policing and the investigation of economic crime.

The Force is represented at the Regional Intelligence Unit in collaboration with Northumbria and Cleveland Forces. This collaborative unit facilitates regional information sharing and informs the national intelligence picture.

Improvements to the force intelligence data system will provide dynamic, timely briefings which will improve the tasking process of both teams and individual officers identifying specific intelligence requirements.

Collaborative opportunities will be explored with Northumbria, Cleveland and Cumbria Forces to deliver specialist assets. This will be progressed by a dedicated team reporting directly to the four Deputy Chief Constables.



We remain committed to recovering criminal assets and will build on successes already achieved in recent years. We will continue to assess force performance on asset recovery against the force financial investigation strategy.

Durham Constabulary is fully committed to exploiting the full potential of Automatic Number Plate Recognition (ANPR) and fully endorses the strategic intent of the ANPR strategy for the police service to 'deny criminals the use of the roads'.



## CITIZEN FOCUS

Our consultation results highlighted the importance of providing a citizen focus approach to our service delivery which is responsive to the needs of the individual, ensuring that we engage with the diverse communities within County Durham and Darlington. Citizen focused policing is being highlighted by the Home Office and is subject to increased scrutiny.

The vision statement nationally is:-  
“A policing service that secures and maintains high levels of satisfaction and confidence through consistent delivery of a first class policing service that people value.”

Historically Durham Constabulary has successfully policed in a ‘community’ style which enabled the smooth transition to the implementation of neighbourhood policing across the force area. This provides us with firm foundations upon which we can enhance and focus our ability to provide effective policing services to individuals as well as the community.

HMIC are conducting an inspection of all forces during 2008 to measure compliance with the specific grading criteria which the Government has developed for citizen focused policing services.

There are many elements of this which we are already doing but it is important to review ourselves as an organisation to ensure that we are fit for purpose in the ever changing environment of policing requirements and services. The force has already undergone a scoping exercise to identify any shortfalls and recommended actions for improving service delivery.

It is our intention to introduce a programme of work to bring about improvements. The Home Office is telling us that citizen focused policing has to be integral to the way that policing is conceived, managed and delivered. It is not a bolt on to existing ways of doing business, but something that requires a cultural and operational change. It applies not only to the public facing parts of the organisation, but to everyone at all levels and whatever their function. They define the five key principles of citizen focus policing as:-

- Improving the experience of those who have contact with the police.
- Rolling out a neighbourhood policing approach across all forces by 2008.
- Effective community engagement - which includes consultation, marketing and communications, and public involvement.
- Public understanding and local accountability of policing.
- Organisational and cultural change to bring about increasingly responsive services where feedback from frontline staff and the public is used to continuously improve them.

These principles provided us the basis upon which we undertook our scoping exercise. We are presently considering the most effective way in which we can implement necessary change during 2008 and into the future.

## LINKS TO NATIONAL POLICING PRIORITIES

All Police Authorities and Forces are required to demonstrate within their policing plans how they will assist with delivery of the strategic policing priorities, which are determined by the Home Secretary.

The National Community Safety Plan (NCSP) details the strategic policing priorities along with key actions for police forces to undertake during 2008 - 2009. Durham Constabulary is already undertaking work in relation to many of the key actions for police as detailed within the NCSP both through delivery of our force strategies and also via the range of major change programmes underway as part of our programme management structure.

The table below demonstrates how we are assisting in the delivery of the strategic policing priorities:

Home Secretary's National Priorities	Links to the Local Priorities for Durham and Darlington
<b>SPP 1</b> Reduce crime in line with the national PSAs (23 and 25), including focusing on more serious violence (particularly involving the use of firearms and other weapons), serious acquisitive crime (particularly prolific and other priority offenders and drug-misusing offenders), alcohol-related crime and disorder, and anti-social behaviour.	All four of our local priorities will assist towards successful delivery of the key actions detailed for this national priority.
<b>SPP 2</b> Increase public confidence in and satisfaction with the police through an emphasis on the quality of service provided to the public.	The key actions outlined for this national priority area are aimed at reducing anti-social behaviour, working with partners to integrate neighbourhood policing and improve community engagement. Our local priority which outlines our commitment to making our communities safer through neighbourhood policing and tackling anti-social behaviour, working in partnership with other agencies will address this.

## Home Secretary's National Priorities

## Links to the Local Priorities for Durham and Darlington

### SPP 3

In line with PSA 24, work in partnership to deliver a more effective, transparent and responsive CJS for victims and the public.

This priority requires partnership working to bring more offences to justice, increase the levels of public confidence and satisfaction, ensure that any race dis-proportionality is identified and explained and to increase the quantity of criminal assets seized. This will be addressed by local priorities in relation to organised crime and protecting vulnerable people. Our underpinning citizen focused approach will support the delivery of this priority.

### SPP 4

Work jointly to ensure that adequate capability and capacity exists across England and Wales to deliver effective policing to tackle serious and organised crime and to provide other protective services.

This priority is identifying the need for all police forces to undertake necessary action to combat serious and organised crime and provide protective services. The range of key actions identified by the Home Secretary will be addressed both by our local priority regarding reducing the harm to our communities caused by organised crime and by the work we are undertaking on protective services (see page 30).

### SPP 5

In respect of counter-terrorism and violent extremism in line with CONTEST and the counter-terrorism PSA, work with and through local communities as appropriate to disrupt terrorists and their operations; protect key sites and people going about their daily lives; deter those who facilitate terrorism; stop people from becoming or supporting terrorists or violent extremists; and be prepared to respond to a terrorist attack and its consequences.

Our local priority aimed at reducing organised crime and making our communities safer through effective neighbourhood policing in partnership with other agencies will help to address this priority.

## Home Secretary's National Priorities

### SPP 6

The tougher financial settlement for the Comprehensive Spending Review period requires both police authorities and forces to make the best use of resources, with a continuing commitment to achieving significant cashable improvements in efficiency and productivity. The Police Service should see resource management as a core responsibility of delivering sustainable improvement.

## Links to the Local Priorities for Durham and Darlington

Despite a poor financial budget round settlement this year, the authority and force are committed to delivering efficiencies through workforce modernisation and partnership working. Whilst not a locally defined priority, we will work hard to meet the targets set out in the National Efficiency and Productivity Strategy 2008 - 2011. Details of the work being undertaken can be found at page 54.

# PROTECTIVE SERVICES

The Closing the Gap report in 2005 identified shortfalls in the capacity of Durham Constabulary to deal with 'protective service' incidents.

Within this plan protective services are defined as:

- Serious and Organised Crime
- Major Crime
- Critical Incident Management
- Public Order
- Civil Contingencies
- Strategic Roads Policing
- Vulnerability
- Counter Terrorism and Domestic Extremism.

Since the collapse of the Government's strategic force merger proposals the responsibility has fallen on the force to make improvements in its ability to 'protect and connect' with communities across County Durham and Darlington from within existing resources.

The 'Closing the Gap' report has been acknowledged as a broad brush approach to evaluating protective services capacity and capability. More recent work by Her Majesty's Inspectorate of Constabulary on Benchmarking Protective Services has encouraged a risk based self assessment process, using prescribed criteria based around their developing baseline assessment process and minimum standards within each of the above areas.

The force has completed a local assessment 'healthcheck' on this benchmark document, on behalf of the Service Delivery Programme Board against the HMIC Inspection Specific Grading Criteria, which has resulted in the identification of actions to address those issues deemed to be highest risk. These actions form the basis of our outline Protective Service Development Plan for improving the capacity and capability of the force in relation to protective services. The development plan spans a number of years and investment has been prioritised against the range of competing demands on the force and authority.

By the end of 2008 - 2009 it is anticipated that the force will have invested a total of £1.77 million in officers and staff to support:

- Intelligence
- Civil contingencies
- Counter terrorism and domestic extremism
- Vulnerability and public protection
- Public order training
- Integrity

Additional investment of £300,000 will have been made in respect of the management of information in support of investigation into all crime

Durham Constabulary already has a range of dedicated resources to deliver protective services and whilst the 'Closing the Gap' report and subsequent benchmarking process identified some gaps it also highlighted areas where the capacity and capability of the current arrangements are high, and in excess of the minimum standards.

The aforementioned investment describes significant increases to support the force's position, there are however a number of other changes which will serve to increase our capacity and capability including:

- New strategy developments, for example in relation to crime, drugs and alcohol, roads policing and information management.
- Collaborative opportunities with partners to increase capacity and resilience in the provision of some services, for example the Regional Intelligence Unit.

In addition to internal changes the Force and the Police Authority are actively engaged in pursuing further opportunities for collaboration with neighbouring forces and other partners. A detailed matrix of collaboration has been developed to capture all existing collaborative arrangements and potential gaps for further exploration. A dedicated team (with members from the three north east forces and Cumbria Constabulary) has been established to research a wide range of potential opportunities and report back on a regular basis to the four Deputy Chief Constables. This group has been tasked with the development of full business cases around moving to collaborative arrangements over a wide range of functions the first of which within the protective services arena has been prioritised as public order training, bringing together the range of current standards, equipment and tactics into a single management function to improve standards across the region and interoperability between neighbouring forces.

A specific Home Office funded project in relation to collaboration around the provision of firearms support between

Durham Constabulary and Cleveland Police was established in October 2007. Working alongside the current joint training arrangements at Urray Nook, this two year programme will oversee the standardisation of policies and operating practices between the two forces, identify and implement efficiencies through the sharing of some resources and will develop a costed business case on the possibility of creating a single firearms unit covering the two force areas in the future.

Comprehensive governance arrangements are in place to oversee our protective services plans with formal programme and project management lines of accountability provided at a number of levels.

- **Service Delivery Programme Board**

This board, chaired by the assistant chief constable, meets bi-monthly and co-ordinates activity in relation to all projects and work streams which have an impact upon service delivery. The police authority is represented at this board.

- **Remodelling Programme Board**

Chaired by the chief constable, and meeting monthly, this programme board oversees the progress of all initiatives agreed as part of the remodelling programme, including internal investment in capacity and capability in relation to protective services assets.

- **Police Authority Protective Services Working Group.**

This working group is a sub-group of the Police Authority Performance Management Panel and oversees progress in relation to developments around the force's capacity and capability (together with appropriate partners) to respond to identified strategic risks within the protective



services arena. The membership of this group consists of the Police Authority Chair and Vice Chair, two additional Police Authority Members, Police Authority Chief Executive and Deputy Chief Executive, ACC Operations, Head of CID and Supt Operational Support Department.

- **Joint Collaboration Project**

The Chief Constables and Chairs of Police Authorities have met together to establish a Shared Service Programme Board covering the force areas of Durham, Northumbria, Cleveland and Cumbria. This group has tasked the four Deputy Chief Constables to convene as a

Collaboration Project Board and oversee the development of detailed business cases for specific collaboration on a range of functions. Developments in relation to collaboration will be fed into the protective services development plan where appropriate.

The protective services development plan will be reviewed on an annual basis in line with the production of the strategic assessment, which identifies potential demand, and the medium term financial plan, which identifies available resources for investment in line with the delivery of protective services to national standards



# INDEPENDENT REVIEW OF POLICING BY SIR RONNIE FLANAGAN - **FINAL REPORT**



Sir Ronnie Flanagan has conducted a major review of policing citing a number of recommendations to position the service for the future. Durham Constabulary and Durham Police Authority welcome this timely review of policing. We are taking a proactive approach to the review and are undertaking a gap analysis of our current position against the recommendations. The review includes a number of key points across several themes

## **Reducing bureaucracy**

- Reducing the amount of information recorded for routine crime whilst retaining a focus on serious crimes.
- Better collaborative working between the agencies responsible for inspecting police.
- Overhaul of the stop and account process.
- The adoption of standardised forms based on the minimum appropriate reporting requirements and the introduction of mobile data technology.

## **Managing Resources**

- Clearer roles for National Policing Improvement Agency, Home Office, Association of Chief Police Officers, Association of Police Authorities to avoid duplication and improve efficiency.
- Assessment of Policing and Community Safety should focus on fewer indicators and high level priorities.
- Re-evaluation of the police funding formula.
- Temporary relief from capping for police authorities and forces who opt for voluntary mergers.

## **Better Partnership Working**

- Partnership working between the police and colleagues from local and central government that is properly integrated into mainstream policing.
- The successful implementation of neighbourhood policing to underpin partnership work.

## **Greater Local Accountability**

- Strengthening local accountability so that the public's views are heard and their police service is responsive to their needs.
- That the citizen focus and quality of service commitment approach be embedded in forces.
- Significant structural reform.

The report can be found on the Home Office website at <http://www.police.homeoffice.gov.uk/police-reform/flanagan-police-review/>

# WORKING WITH OUR PARTNERS

Durham Constabulary remains committed to partnership working. In August 2007 it created a superintendent's post to develop a strategic overview of the main partnerships across County Durham and Darlington. Another key role associated with this post is to ensure that the force's contribution is cohesive, complimentary and contributes to the quality of life of the members of our communities.

The force executive officers have adjusted their portfolios in order to provide high level representation at key partnerships, recognising the importance of joint working.

The restructure has been extremely timely as we work with the changing landscapes in respect of the local government review, local area agreements, strategic crime and disorder reduction partnership structures and developments in working with vulnerable people including children.

Although in its infancy the realignment of these resources will allow the force to take an active part in the development of joint priorities, targets and working practices through the various relationships across what can be only described as a complex myriad of partnership working. This is clearly evidenced by the below examples of partnership activity with which the force engages.

## Local Strategic Partnerships

The force maintains representation on these local strategic partnerships (LSPs) which are single non-statutory, multi-agency bodies, and coterminous with local authority boundaries.

The current local government reorganisation within County Durham reinforced the need for a change in the

force representation. By 2009 County Durham will no longer be a two-tier authority and the current overarching group the "County Durham Partnership" will likely become the sole LSP within Durham. Darlington which already has unitary status will generally remain unaffected.

These two LSPs will be the main strategic partnerships within County Durham and Darlington through which much of the public sector activity, including crime reduction/community safety will be channelled and funded. It is essential that a senior executive officer represents the force at these key groups.

The LSPs will retain their key role to play in the development of local area agreements and multi area agreements. The latter, uniting LSPs together, in order to drive much broader strategic developments such as business and transport infrastructure.

## Local Area Agreements

It is anticipated that the new Local Area Agreements should receive ministerial approval by June 2008, and will contain approximately 51 priorities and targets that collectively will impact upon our communities. The fewer targets are designed to empower local authorities to focus on local issues and work collectively to achieve desired outcomes. Although local priorities will drive activity, the partners are still required to ensure that any specific issues that would impact upon national targets may have to be recognised.

The fewer priorities have focused thinking in order to unite partners under a common goal and facilitate collaborative and complimentary working.



Although there will be a new series of priorities, we are still required to deliver on the existing stretch targets which will be finalised by 2009.

As previously indicated the LAA will require the partnership to consider community safety and crime reduction as a theme. The existing CDRP structures have been revised to take into consideration legislative changes.

### **Crime and Disorder Reduction Partnerships**

The force retains a pivotal role within these partnerships and in some cases provides the chair through the area commanders. These statutory groups have developed strategic assessments through a series of processes such as various consultative and analytical methods to determine the priorities for their localities.

The Police Authority also has a key role, working with the force, to ensure that the crime reduction targets set within these partnership strategies and in wider force level plans are deliverable and sensibly complement each other.

The new legislation which has affected all such partnerships has had a significant impact within the two-tier authority of County Durham. A newly formed strategy group will be responsible for examining these assessments and subsequent priorities and develop a partnership plan which is intended to provide a more cohesive and collaborative approach to tackling joint issues that may traverse CDRP boundaries or require more specialist intervention.

### **County Durham and Darlington Local Criminal Justice Board**

County Durham and Darlington Criminal Justice Board constitutes the statutory agencies involved in delivering criminal justice services. Members include the chief officers of Durham Constabulary, the Crown Prosecution Service, the Courts, County Durham Youth Engagement Service, Darlington Youth Offending Service, the Probation Service and the Prison Service.

The board, currently chaired by the chief constable continues to work closely together to reduce crime, re-offending and the causes of crime. The agencies involved remain committed to bring more offences to justice aiming to increase public confidence in our criminal justice services through a number of initiatives. [lcjb.cjsonline.gov.uk/DurhamAndDarlington](http://lcjb.cjsonline.gov.uk/DurhamAndDarlington)

### **The Prolific and Other Priority Offender's Strategy**

This strategy brings together the work of the Local Criminal Justice Board with CDRPs/CSPs in the force area. Considerable work has been undertaken to develop a premium specification for dealing with such offenders and this will be progressed through the new Community Safety Board in Durham and discussions are at an early stage for similar partnership arrangements in Darlington.

The importance has been recognised and included within the initial submissions of the new LAA priorities for consideration by Government Office North East (GONE).



## Simple Speedy Summary Justice

There have been significant improvements in the outcomes delivered by this project. Certainly the delivery of justice is quicker, but work will continue to maximise the potential benefits and develop more efficient working practices. The outcomes have been captured on behalf of all agencies by the seconded police sergeant to this project.

It is anticipated that this will be extended to the youth courts in the forthcoming year and therefore imperative that we as a board learn from our experiences and peer assessments.

We have recently introduced conditional cautions and will continue to develop this throughout 2008.

## Persistent Young Offenders

Last year the Government pledged to reduce the time it took to deal with persistent young offenders (PYOs) from the time of arrest to when they were sentenced. The national target for all the criminal justice agencies was to bring the figure down from 71 to 65 days. Performance in County Durham and Darlington at the end of 2006 was poor with the target being consistently exceeded. In order to address this, local criminal justice agencies developed and implemented a PYO Premium Service to ensure that cases involving PYOs were expedited through all stages of the process. By December 2007 PYOs in County Durham and Darlington were being taken through the system in just 48 days – the third best record in England and Wales, and almost two weeks quicker than the average across all forces. As a result the local Premium Service agreement has been recognised nationally as good practice.

## Confidence Forum

Confidence is an extremely important aspect of the criminal justice system and how it impacts on the victims and witnesses alike. To this end there has been a considerable amount of work undertaken within the various sub-groups to tackle problems identified by victims and witnesses, and the streamlining of processes. The forthcoming year will see the emergence of the Witness Charter which will run alongside the Victim Code. Both are intended to improve individual experiences throughout the criminal justice processes.

An Intermediary Scheme will be introduced for people with communication difficulties, and led by the constabulary on behalf of the partnership.

## Independent Advisory Groups

Durham Constabulary, in partnership with the Local Criminal Justice Board (LCJB), has made good progress in establishing the following independent advisory groups:

- BME – black minority ethnic
- Disability
- Youth
- LGBT

The work of these groups is very innovative. For example the BME group is currently looking to introduce a recruitment drive across the various agencies, it has developed meaningful measures and commissioned research to determine confidence within the criminal justice system, all with the approval and assistance of the Office of Criminal Justice Reform.

The Youth IAG although having been newly created has already assisted in the development of the revised Youth Strategy which will ensure that the force is aligned with the principles and requirements of the "Every Child Matters" Agenda.

The newly formed disability group has already attracted considerable media publicity and support.

### **LCJB Plans for 2008 - 2009**

A particular issue for the board for the forthcoming year is to ensure greater engagement with the CDRPs and community groups in order to enhance the transparency of the criminal justice service in line with community needs. To this end, the LCJB in partnership with the police will take forward the community courts' initiative.

### **Drug and Alcohol Action Teams**

The force continues to play an important role in this area both at a strategic and tactical level.

With membership at board and operational levels, the force takes a strong lead in the partnership approach of the two DAATs in relation to the reduction of illegal drugs.

The DAAT partnership 'reducing supply group' is chaired by the chief inspector community safety and is attended by the detective chief inspectors from the North and South Area Commands, the detective chief inspector in force intelligence and the Drug Intervention Programme (DIP) co-ordinator, as well as partner agencies.

The chief inspector community safety is a member of the County Durham and Darlington Drugs-related Deaths Partnership Group which conducts confidential enquiries into drug related deaths.

The force continues to support the drug arrest referral scheme designed to address the underlying casual factors and divert people away from substance misuse and also to reduce the danger caused by drug related antisocial and criminal behaviour.

The partnership work will continue throughout 2008 - 2009, particularly as it has been identified as a major cause of criminal and social problems across the area and being prioritised within the LAA. It is further envisaged that the ongoing development of two offender management units in the North and South Areas will play an important role in tackling drug and alcohol related issues.

[www.codurhamdat.org.uk/](http://www.codurhamdat.org.uk/)

[www.ddaat.org/postal.htm](http://www.ddaat.org/postal.htm)

## Youth Offending Service Youth Engagement Service

The force continues to work collaboratively with the Youth Offending Service (YOS) in Darlington and the Youth Engagement Service (YES) in County Durham and maintains an active presence on the boards of these services.

We have undertaken considerable work with the two services regarding the rising number of first time entrants into the youth justice system by actively engaging with the Office of Criminal Justice Reform. Successes in achieving competing targets to increase the number of offences brought to justice (OBTJ) has added to the number of youths entering the system, a contradictory centrally imposed target.

The force's considerable financial pressure resulted in a major rethink of its staffing contribution to the two services, whilst recognising its legal responsibilities. As a result Durham Constabulary currently has two constables and three PCSOs working with the Youth Engagement Service in County Durham. It has one constable and funds one employee within the Youth Offending Service in Darlington. These arrangements are working effectively.

Durham Constabulary has retained a police constable in the pilot of a 'Safer Schools Initiative' in Darlington, pending final evaluation in the summer of 2008.

## Vulnerability

Considerable work continues to be undertaken in order to safeguard our communities. Multi-agency Risk

Assessment Conferencing (MARAC) address domestic abuse issues whilst Multi-Agency Public Protection Arrangements (MAPPA) continue to safeguard our communities from registered sex offenders and dangerous people.

Further commitment to safeguarding vulnerable people was evidenced in February 2008 when a partnership seminar was convened, targeted at a very senior level within the various statutory and voluntary partnerships intending to raise the commitment to and understanding of this particular issue in order to achieve the desired outcomes for vulnerable people. The work of this group will be relevant and contribute to the delivery of our priorities within the local area agreements.

## Community Safety Accreditation Scheme

Durham Constabulary maintains its commitment to the community safety accreditation scheme established in January 2005. To date the force has accredited over 72 local authority wardens accredited in County Durham and Darlington in the following five areas:

- Darlington Borough Council;
- Sedgefield Borough Council;
- Wear Valley District Council;
- Durham City Council; and
- Easington District Council.



## Every Child Matters

The Children Act 2004 places a duty on chief police officers and police authorities to co-operate with local authorities in the force area in order to improve the well being of children and young people. The chief constable also has a duty to safeguard and promote the welfare of children.

There is engagement at the boards and also within the localities through the local safeguarding Children's boards.

As part of the force's commitment to working with young people, the force's 'Partnership Team' is hoping to further develop the Eddy Scheme which is designed to provide support and engagement to children through outdoor pursuits. To date it has received extremely complimentary feedback and the results are very positive.

[www.everychildmatters.gov.uk/](http://www.everychildmatters.gov.uk/)





# PERFORMANCE AND INSPECTION

Assessments of Policing and Community Safety (APACS) is a new performance assessment framework for policing and community safety.

This performance framework is intended to monitor and assess the crime and community safety work of the police working alone or with partners in England and Wales. Assessments are an essential element of effective performance management, which is key to the delivery of high quality services to the public.

APACS will replace the current police performance framework and other Home Office assessment arrangements for crime and disorder reduction partnerships and work to tackle drugs. APACS will simplify the performance landscape and will be aligned with the key performance frameworks of our community safety partners such as local government and the health service.

A simplified framework will potentially reduce the number of measures by which the police and others are judged in terms of their success on crime and community safety and reduce the data demands of central government. The framework will cover policing and community safety issues in a balanced way which focuses better on the most serious crimes and criminals. It will attempt to harmonise with related frameworks and contain indicators and targets which are shared between partners.

The new APACS indicator set will be in place from April 2008 and will be used to monitor and assess performance during 2008 - 2009. The first APACS assessments will be published in 2009 reporting on financial year 2008 - 2009. The proposed

SPIs are at Annex B on page 68. Durham Constabulary performance against the statutory performance indicators for the period 2005 - 2008 is shown at Annex A on page 62.

## Monitoring

Durham Police Authority has a responsibility to monitor the performance of the constabulary and this is done through a formal reporting process to a number of police authority committee meetings. This ensures that performance is scrutinised and challenged by members thus promoting continuous improvement.

## Inspection

HMIC have conducted a Phase 1 inspection of the force which was very positive and the results are shown below.

Neighbourhood Policing - Good

Performance Management - Good

Protecting Vulnerable People - Child Abuse - Good

Protecting Vulnerable People - Domestic Violence - Fair

Protecting Vulnerable People - Missing persons - Fair

Protecting Vulnerable People - Public Protection - Good

A number of areas for improvement have been identified and these actions have been placed into various departmental business plans for progression in 2008. The force has only one outstanding recommendation from HMIC which relates to identifying an IT system for the management of missing persons investigations. This recommendation is being addressed and will be progressed in the year ahead.

# MAKING BEST USE OF OUR RESOURCES

## HUMAN RESOURCES

Durham Constabulary and Durham Police Authority have a clear view of their human resource (HR) priorities. Our aim is to deliver Excellence Through People. The priorities for the personnel and development department are:

### Overarching Priority

- To provide the right person with the right skills at the right time and at the right cost in support of service delivery.

### Supporting Priorities

- To promote and maintain a healthy workforce.
- To recruit and retain a workforce representative of the community it serves.
- To maintain the force establishment through timely and cost effective recruitment.
- To promote continuous professional development.
- To design and deliver effective and efficient learning events to positively impact on force priorities.
- To evaluate learning events to measure impact in the workplace.

The framework for the delivery of these priorities lies within the Human Resources Strategy and the Learning and Development Strategy. Supporting strategies also assist in the delivery of the priorities. These support strategies include:

- Resource strategy
- Race and diversity strategy
- Health management strategy
- Learning and development strategy

The department works closely with the Police Federation, UNISON, GMB and the professional standards and legal services department on a range of welfare and discipline issues, including employment tribunals. One of our objectives will be to review the police staff discipline and unsatisfactory performance procedures to make them less stressful for those involved and to ensure they mirror, where possible, the forthcoming changes to the police discipline and unsatisfactory performance procedures.

Effective management of human resources is underpinned by our computerised HR system, NSPIS HR. The next generation of our current system offering increased functionality and accessibility will be introduced during the lifetime of this plan and preparation for the migration has already begun.

The following summarises some of the key work to be undertaken:

### Remodelling

The remodelling process considers utilising staff to undertake roles which do not require a warranted police officer. This will contribute significantly to our efficiency and productivity planning. Please see page 54 for further details.

## Recruitment and Selection

The effects of force remodelling combined with the uncertain financial picture will lead to uncertainty in police officer recruitment during 2008 - 2009. The department will need to adopt a flexible approach capable of responding to a rapidly changing picture. It is feasible that there will be a single recruitment process early in the fiscal year.

Work to be progressed during 2008 - 2009 includes:

- The review of force medical examiners recruitment and selection procedures/contracts of employment.
- The review and revision of police staff conduct and capability procedure.
- The review and revision of the current performance and development review system.
- Green Travel Plan and Salary Sacrifice Scheme for bicycles.
- The revision of working time agreement for police officers and police staff.
- Review of all personnel policies to ensure they are current.
- Review of police officer promotion processes.

## Health Management

During 2007 - 2008 Durham Constabulary have built on the progress made in previous years to improve the health management services provided to members of the force. A long term strategic health management plan has been developed. This plan outlines various initiatives and associated actions required to achieve a healthy workforce and provide a safe working environment for officers and staff.

A number of existing initiatives aimed at the reduction of sickness and medical retirements for police and police staff will continue and be subject to further development during 2008 - 2009. These include:

- Well person clinics.
- Triage pilot for communications and admin of justice departments.
- Health campaigns and promotions.
- Regular reviews of attendance policy and associated procedures and forms.
- Introduction of a health management module within the force's NSPIS HR computer system.
- Sickness review meetings.
- Appointment of an appropriately qualified occupational health doctor and an additional health and safety officer.

Notwithstanding these initiatives and the projected improvement in sickness performance during 2007 - 2008, we will seek to make further improvements. Initiatives planned include:

- Introduction of an employee assistance programme.
- Further developments in the use of NSPIS HR to include health and safety.
- The development of new health related policies and the review of existing policies.
- Introduction of a review process in relation to Injury on duty awards.
- Implementation of ACPO recommendations on police health and safety.
- Continuation with collaboration initiatives with other regional forces.
- Commencement of a comprehensive audit of all the force's risk assessments.

## Learning and Development

The drivers for learning and development will continue to be based on key objectives and business priorities including:

- National and local policing priorities.
- Corporate projects.
- External influences including changes in legislation, government reforms, national strategy and doctrine.
- Results from internal and external audits which require the development of staff to be responsive to change.

The annual learning delivery plan reflects the training needs of the organisation as well as the key stakeholders and individuals. Needs are collated annually and reviewed quarterly in order to ensure it is responsive to changes in the priorities of the customers as environmental scanning is a standing agenda item at the training user group.

All learning events requested are published in the specification of learning requirement which is mapped to the National Community Safety Plan, police authority priorities, corporate plan themes, NIM priorities and police performance frameworks. Each event is also given a priority score to enable the organisation to decide which training will take priority via the training user group.

The list below shows the main learning events to be introduced in 2008 - 2009.

- Leadership.
- Initial Police Learning and Development Programme (IPLDP).
- Personal safety training.
- First aid training.
- PSU training.

- Standard and advanced driving courses.
- Initial Crime Investigation Development Programme (ICIDP).
- ACPO interview strategy including PIP.
- Police race and diversity learning and development programme.

For 2008 - 2009 there will be major changes made to improve the leadership programme and in the first part of the year there will be a drive to introduce management of police information (MOPI) training along with the new police conduct regulations.

Individual learning needs are collated via the performance development review system and are also met by the annual learning delivery plan and include such items as IT courses, specialist driving courses, dog training courses, and legislative updates to name a few. Collaboration and community involvement are areas to be developed further during the lifetime of this plan in order to maximise the benefits available from working within these areas. Implementing more structured learning events for police staff is also a priority and citizen focus will be a key feature in any learning event to ensure the people of County Durham and Darlington receive the high quality of service they deserve.

## Business Support

The theme of greater devolution of budget management has enhanced the ability of the personnel and development department to plan, prepare and forecast its activities around a more informed and manageable financial structure. This, together with timely risk assessments and ongoing efficiency management will enhance the effectiveness of the department during 2008 - 2009.



## Income Generation

The force is already involved in a number of initiatives which generate significant sums of money however we will explore new opportunities in the years ahead.

These are likely to occur in driver training, PSU training, investigative skills training, dog training and to exploit the potential of our roads policing senior investigating officers course (RP SIO) which was developed by the force and is currently the only such course in the country.



## Personnel numbers

It is essential that our workforce reflects the diverse community that we police and to ensure that all of our staff are given equality of opportunity to reach their full potential in order to provide the best possible service to the people of County Durham and Darlington.

The information below reflects, as far as is possible, our workforce in relation to the six strands of diversity which are: age, disability, gender, faith, race and sexuality.

Personnel Numbers	
Police Officers	
Male	1217.57
Female	395.87
<b>Total</b>	<b>1613.44</b>
Police Staff	
Male	414.36
Female	594.27
<b>Total</b>	<b>1008.63</b>
<b>Total number employed</b>	<b>2622.07</b>

Figures as of 31st January 2008

	White British	White - Irish	White - Any Other	Mixed - White & Black Caribbean	Mixed - White & Black African	Mixed - White & Asian	Mixed - any other	Asian or Asian British - Indian	Asian or Asian British - Pakistani	Asian or Asian British - Bangladeshi	Asian or Asian British - Any other	Black or Black British - Caribbean	Black or Black British - African	Black or Black British - Any other	Chinese or Other - Chinese	Chinese or Other - Any other	Not stated
Police Officers (Male)	1180.07	5.75	10.75	3	0	2	5	3	4	0	1	0	1	0	1	1	0
Police Officers (Female)	385.22	1	5	0	1.65	0	1	1	1	0	0	0	0	0	0	0	0
Police Staff (Male)	409.36	0	2	2	0	0	0	1	0	0	0	0	0	0	0	0	0
Police Staff (Female)	581.85	2	6.55	0.86	0	0	1	0	0	0	1	0	0	0	1	0	0
<b>Total</b>	<b>2556.5</b>	<b>8.75</b>	<b>24.3</b>	<b>5.86</b>	<b>1.65</b>	<b>2</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>

Figures as of 31st January 2008

<sup>1</sup>At present Durham Constabulary does not collate statistics in relation to sexual orientation.

## Age Profile

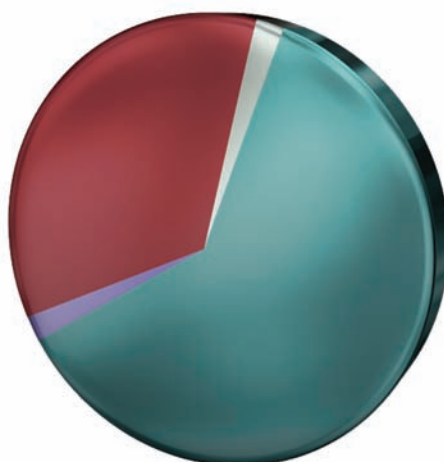
Figures as of 31st January 2008



	Number (FTE)	%
Police Officer - 25 and under	52	1.98%
Police Officer - 26 to 40	840.07	32.04%
Police Officer - 41 to 55	714.62	27.25%
Police Officer - 56 and over	6.75	0.26%
Police Staff - 25 and under	142.53	5.44%
Police Staff - 26 to 40	377.27	14.39%
Police Staff - 56 and over	95.83	3.65%

## Disability Profile

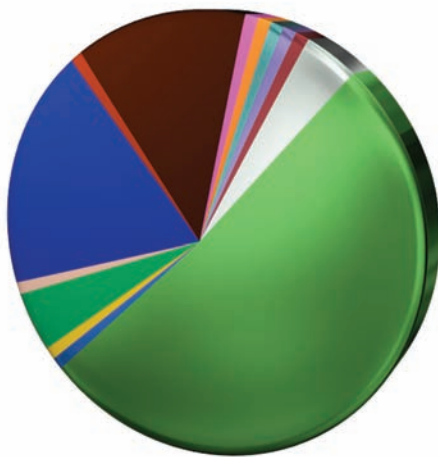
Figures as of 31st January 2008



	Number (FTE)	%
Police Officer - Non-disabled	1584.44	60.43%
Police Officer - Disabled	29	1.11%
Police Staff - Non-disabled	970.3	37.01%
Police Staff - Disabled	38.33	1.46%

## Faith Profile - Police Officer

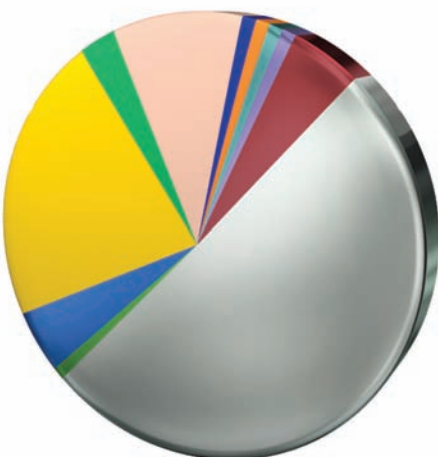
Figures as of 31st January 2008



Faith		%
Agnostic	4	0.25%
Atheist	7	0.43%
Baptist	7	0.43%
Buddhist	1	0.06%
Christian Other	64.31	3.99%
Church of England	895.10	55.48%
Church of Scotland	11	0.68%
Hindu	2	0.12%
Methodist	64.41	3.99%
Moslem	2	0.12%
Not Disclosed	311.40	19.30%
Other	17.75	1.10%
Roman Catholic	225.47	13.97%
Sikh	1	0.06%

## Faith Profile - Police Staff

Figures as of 31st January 2008

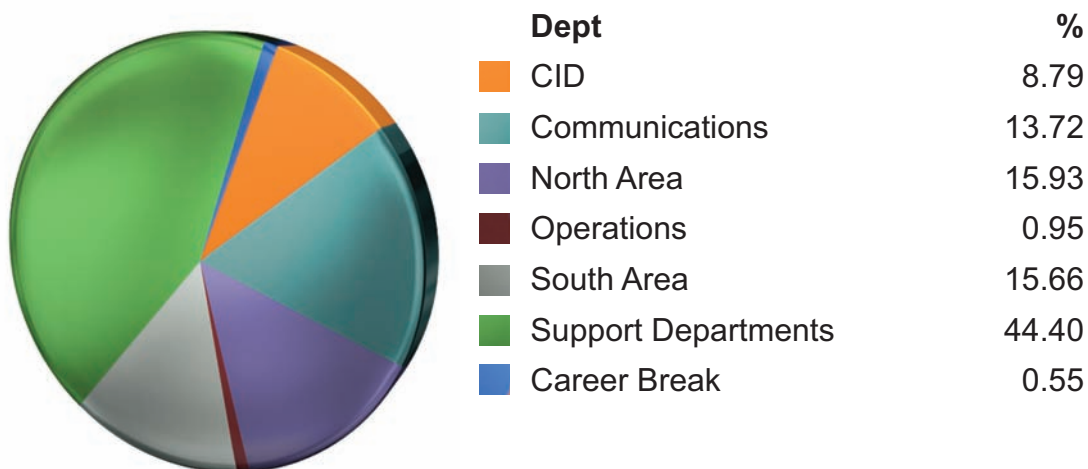


Faith		%
Agnostic	2	0.20%
Atheist	6	0.59%
Baptist	2	0.20%
Christian Other	51.82	5.14%
Church of England	512.13	50.78%
Church of Scotland	1	0.10%
Methodist	58.38	5.79%
Not Disclosed	229.31	22.74%
Other	29.70	2.94%
Roman Catholic	115.26	11.43%
Sikh	1	0.10%



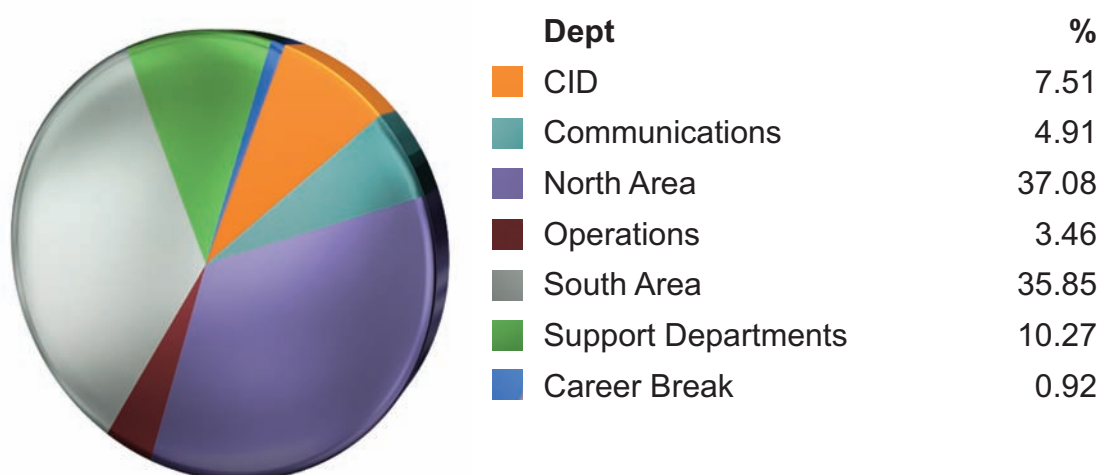
## Staff Deployment - Police Staff

Figures as of 31st January 2008



## Staff Deployment - Police Officer

Figures as of 31st January 2008



# MAKING BEST USE OF OUR RESOURCES

## EQUALITY & DIVERSITY



Durham Police Authority actively promotes equality and diversity in the delivery of policing for the communities of County Durham and Darlington.

Durham Police Authority's equality and diversity steering group develops the work of the authority and oversees the work of the force with regard to the equality and diversity agenda, linking closely with the equality and diversity programme board within Durham Constabulary.

The force equality and diversity programme board, chaired by the chief constable, includes members of the police authority together with representatives of the Durham and Darlington Race Equality Council and representatives from force staff associations and support groups.

Work to be progressed during 2008 - 2009 includes:

- Positive action initiatives to improve recruitment, retention and development of officers and staff from under represented groups i.e. race, gender, disability etc.
- Collaboration with representatives from the black and minority ethnic community to look at ways of encouraging applicants for vacancies within the force.
- Quality part-time working project to address the under-representation of women in senior police officer roles, particularly those in the area of investigative skills.
- Progression of the national gender agenda and development of a gender equality action plan.
- Continued development of links with diverse communities and further development of independent advisory groups (IAGs).
- Further enhancement of our internal support networks for minority groups.
- Re-launch of 'First Contact Scheme' to provide a confidential support service for all staff.
- Development of a 'Single Equality Scheme' covering all six strands of diversity.
- Revision of force 'Fairness at Work' procedure.
- Review and revision of force policy regarding reduced and variable working hours for all staff.

For more information in relation to Durham Constabulary Equality Scheme please follow the link below:  
[www.durham.police.uk/pdf/d0c3e006.pdf](http://www.durham.police.uk/pdf/d0c3e006.pdf)

# MAKING BEST USE OF OUR RESOURCES

## FINANCIAL RESOURCES

### Where does the money come from?

The Authority's budget comprises a revenue budget and a capital budget. Our revenue budget is used to fund salaries, allowances, pension commitments and operational running costs. The capital budget is used to invest in assets that have a longer life. These include land, buildings, information technology, vehicles and equipment.

For 2008 - 2009 the budget setting process for policing in County Durham and Darlington has again been both demanding and challenging. After detailed negotiations, it was decided to set a budget supporting gross expenditure of £131.78 million. The police authority receives resources direct from the government (specific grant, revenue support grant and non-domestic rates), from precepts on billing authorities for amounts chargeable to local taxpayers and through 'local' income from miscellaneous grants, rents, sales and charges. For 2008 - 2009, £89.16 million will come from central government and £14.11 million from 'local' income. The balance of £28.51 million will be met from Council Tax payers through the precept, or from balances on the billing authorities collection funds, (£26.96 million) and £1.55 million from police authority reserves. To comply with Government's

policy to restrict Council Tax increases of below 5% the Authority's budget has been set at £0.91 million below standstill and the Authority is looking at ways of minimising the impact of this shortfall on achieving its priorities.

### Breakdown of income

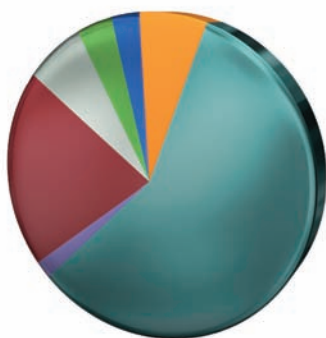
The balance between the budget requirement and the income received from government is funded by the council tax. The breakdown of income is shown top right.

The budget for gross expenditure for 2008-2009 amounts to £131.78 million and is broken down as shown.



	£m	%
Police Grant	43.97	37.9
National Non Domestic Rates	39.67	34.1
Revenue Support Grant	5.52	4.8
Precept	26.96	23.2
<b>TOTAL</b>	<b>116.12</b>	<b>100</b>

## Spending Plans



	£m	%
Police Officer Salary Cost	79.53	60.35
Pensions	1.28	0.97
Support Staff Salary Costs	28.31	21.48
Supplies / Services	8.15	6.18
Premises	3.72	2.82
Transport	2.45	1.86
Other Expenditure	8.34	6.34
<b>TOTAL</b>	<b>131.78</b>	<b>100</b>

The largest element of our budget is taken up with staff costs and for this coming year, 2008 - 2009, these can be broken down into:



	£m
Police Officer costs	£79.526
Police Staff costs <i>(including PCSOs)</i>	£28.307
<b>TOTAL</b>	<b>£107.833</b>

## Capital Programme

The capital programme for the three years through to 2010 - 2011 is shown below. The capital budgets for 2009 - 2010 onwards are provisional at this stage.

	2008 - 2009	2009 - 2010	2010 - 2011
	£000	£000	£000
IT Strategy	4,337	3,000	3,000
Motor Vehicle Purchases	2,010	1,100	1,100
Minor Building Works	2,288	1,200	1,200
Major Building Works	2,762	18,000	18,000
ANPR Equipment	100	100	100
<b>Overall Total</b>	<b>11,497</b>	<b>23,400</b>	<b>23,400</b>



## Medium Term Plan and Resource Profile 2009 - 2010 to 2010 - 2011

The table below sets out a resource profile for 2009 - 10 and 2010 - 2011 based on a 2008 - 2009 budget requirement equivalent to a 4.97% increase in Council Tax. These figures are based on the assumption that the impact of pay and price inflation together with incremental drift will be 3.6% in 2009 - 2010 and 2010 - 2011. The plan also assumes that formula grant will increase by 2.5% in 2009 - 2010 and 2010 - 2011.

Assuming for planning purposes only a 5% increase in council tax each year, it is estimated that there would need to be savings of, in the order of, £4.897m over the period. Clearly the Authority will face a significant funding gap in this scenario and with further efficiency savings becoming increasingly more difficult to identify and deliver, our financial viability rests largely on the successful implementation of the workforce modernisation arrangements and regional collaboration efforts with Northumbria, Cumbria and Cleveland Forces.

	2009 - 2010	2010 - 2011
	£000	£000
Base Budget	116,337	119,421
Increased Capital Financing	1,276	1,904
Provision for Inflation	4,188	4,299
<b>Total</b>	<b>121,801</b>	<b>125,624</b>
Less:		
Savings/transfer from Reserves to achieve 5%	2,379	2,518
<b>Budget Requirement</b>	<b>119,421</b>	<b>123,106</b>
<b>Available Resources</b>		
Central Government Support	91,386	93,671
Council Tax	28,035	29,435
<b>Total Resources</b>	<b>119,421</b>	<b>123,106</b>
Band D Council Tax	149.58	157.05
Increase (£)	7.11	7.47
Increase (%)	5	5

## Procurement

The potential for improvement and maximisation of efficiency gains in procurement practices has been recognised following a number of key government led studies carried out over a period of years.

A new procurement strategy has been produced which is designed to support the key principles set out in the ACPO National Procurement Strategy 2008 - 2011. The strategy aims to ensure that goods and services of appropriate quality are provided to Durham Constabulary effectively, efficiently and ethically; utilising available resources to achieve business benefits and efficiency gains.

It will be delivered through a comprehensive action plan underpinning 7 strategic objectives;

### **Customer Engagement**

the provision of specialist advice in order to identify the most appropriate procurement solution.

### **Developing People**

to ensure a structured approach to professional training and development within the procurement function.

### **Policy and Process Improvement**

facilitating activity which is transparent, consistent and which ensures the highest standards of probity and accountability. Minimisation of risk of service disruption by ensuring continuity of supply of critical goods and services.

### **Collaboration and Partnering**

active involvement in collaborative arrangements to improve the efficiency and effectiveness of service provision. Active engagement with suppliers to identify easier pathways to doing business.

### **E-Procurement**

to utilise, where appropriate, e-procurement in order to achieve greater efficiency in the 'procure to pay' process.

### **Performance**

effective measurement of performance against key performance indicators and a commitment to continual improvement.

### **Social Responsibility**

to ensure procurement practices support the force priorities on equality and diversity and to adopt the principles of the 'Equalities Standard'. Undertake procurement activity that contributes to sustainable development.

# MAKING BEST USE OF OUR RESOURCES

## EFFICIENCY AND PRODUCTIVITY

The financial settlement for the comprehensive spending review period requires authorities and forces to make the best use of resources achieving significant cashable improvements in efficiency and productivity. Durham Constabulary and Durham Police Authority remain committed to providing a value for money service through improvements in efficiency whilst maintaining or improving overall performance. We are reviewing the new Efficiency and Productivity Strategy for the Police Service 2008 - 2011, to ensure that we can contribute fully to delivering the 9.3% cashable savings target to be achieved by the end of 2010 - 2011.

The Authority has been faced with difficult decisions in order to balance the budget with the resources required to deliver policing plan objectives and priorities. 2008 - 2009 will be the second year of a significant remodelling programme that will facilitate the restructure of a number of key areas within service support and service delivery over the next 3 to 5 years. Our remodelling programme focuses upon using sworn police officers in appropriate roles and utilising civilian staff in areas where they can add value to the force.

Civilian staff will replace police officers in a number of roles including strategic planning, firearms licensing, technical support unit, witness care, resourcing, and financial investigation. This programme will deliver £1.33 million savings in 2008 - 2009 which will in turn be reinvested in business critical growth including protective services, offender management, vulnerability, management of police information, estates and Information Technology.

We have made substantial savings in the last year. Against a target of £3,369,755 we have achieved £4,807,137. The target for the period 2008 - 2011 will be 9.3% of gross revenue expenditure.

Each year as part of our strategic planning process we revisit the remodelling plan to ensure that we identify efficiency savings and prioritise business critical growth. This process underpins our commitment to providing a value for money service through improvements in efficiency whilst maintaining or improving overall performance.

## HOW YOU CAN GET INVOLVED

Durham Police Authority wish to be involved in building stronger, safer and more cohesive communities. This can be achieved more easily with help and co-operation from members of the public. We want to encourage local people to become more involved with the policing of their communities in order to develop sustainable local solutions to identified problems. We all have a responsibility to improve the quality of life issues within our communities. There are a number of ways in which you could become more involved, some of which are detailed below:

### Attend public meetings

Please see the section on police community consultative groups. Designated beat officers attend local community meetings on a regular basis and hold frequent surgeries within their beat areas.

### Contact the police if you witness a crime or see something suspicious

Information provided by members of the public helps the police to target local criminals to prevent crime and to bring offenders to justice. Contact details for the police can be found on page 60. There is also a single non-emergency number (0845-60-60-365) which should be used if your information does not necessitate an immediate response.

### Set up or join a local community group

There are many local groups in existence such as neighbourhood watch, farmwatch,

pubwatch or resident associations. If you would like details of any schemes within your area or advice, please contact your local 24-hour station during their opening hours (see page 58 for details) and ask to speak to the neighbourhood watch co-ordinator or the crime prevention officer. The neighbourhood watch scheme (NWS) also involves a crime ring system, whereby neighbourhood watch co-ordinators are informed of relevant local crimes to assist neighbourhood watch members report anything suspicious.



### Apply to become a special constable

Durham Constabulary is one of the first forces in the country to pay special constables. £1,500 is paid per annum for at least six hours of patrol each week (see page 61 to contact Durham Police Authority and Durham Constabulary).



## Apply to become a police community support officer

PCSOs have become a valuable addition to the extended police family. They provide visible policing within our communities, helping to tackle antisocial behaviour and increasing the level of reassurance. Details of current vacancies can be found on the force website [www.durham.police.uk](http://www.durham.police.uk) or see page 61 for recruitment information.



## Apply for other roles within Durham Constabulary

A variety of police staff roles, such as crime scene investigators, call handlers, detention officers or front office clerks are frequently advertised. For more details please view the force website or see page 61 for contact details.

### Apply to become a police constable

Information regarding recruitment can be found at

Durham Constabulary Website - [www.durham.police.uk](http://www.durham.police.uk)

National Police Recruitment Website - [www.policecouldyou.police.uk](http://www.policecouldyou.police.uk)

or by telephone to Durham Constabulary - see page 61.

# POLICE COMMUNITY CONSULTATIVE GROUPS

The police authority and the chief constable place great emphasis on consultation and the exchange of information with the public. Consultation has always formed part of our priorities and police community consultative groups are held regularly across County Durham and Darlington. All members of the public are encouraged and welcome to attend. The purpose of these meetings is to obtain your views about matters concerning policing in your area and to obtain your co-operation with the police in

preventing crime. Dates and venues for meetings in 2008 are listed below. All meetings will commence at 7pm unless stated otherwise. Further information may be obtained from the chief executive to the police authority at the address on page 61. The authority proposes to revisit the benefits of police community consultative group meetings during 2008 - 2009 to explore alternative ways and means by which we can inform the methods of consulting with our communities.

## Police Community Consultative Groups - All meetings start at 7pm

<b>Darlington</b>	<b>Wednesday 26 March 2008</b> The Clifton Centre, Clifton Avenue	<b>Wednesday 17 September 2008</b> TBC
<b>Teesdale</b>	<b>Tuesday 22 April 2008</b> Council Chamber, Teesdale District Council Offices	<b>Tuesday 7 October 2008</b> Council Chamber, Teesdale District Council Offices
<b>Wear Valley</b>	<b>Thursday 27 March 2008</b> St Catherines Community Centre, Market Place, Crook	<b>Thursday 23 October 2008</b> Bishop Auckland Town Hall
<b>Easington</b>	<b>Thursday 27 March 2008</b> Dawdon Community Centre, Queen Alexandra Road, Dawdon	<b>Thursday 11 September 2008</b> The Glebe Centre, Murton
<b>Durham</b>	<b>Wednesday 2 April 2008</b> Belmont Community Centre	<b>Wednesday 15 October 2008</b> Durham Town Hall
<b>Chester-le-Street</b>	<b>Thursday 24 April 2008</b> Pelton Community Centre	<b>Thursday 9 October 2008</b> Council Chamber, Civic Centre, Chester-le-Street
<b>Derwentside</b>	<b>Monday 28 April 2008</b> Blackhill Community Centre	<b>Monday 29 September 2008</b> The Lamplight Arts Centre, Stanley
<b>Sedgefield</b>	<b>Monday 28 April 2008</b> Ceddesfield Hall, Rectory Row, Sedgefield	<b>Monday 22 September 2008</b> Greenfield Community Arts Centre, Greenfield Way, Newton Aycliffe

## ACCESSIBILITY

We currently have 12 police stations that operate 24-hours a day, as well as police headquarters at Aykley Heads in Durham City. The front office enquiry desks at the 12 police stations are now staffed by police staff rather than police officers as part of the force's civilianisation

programme. The police officers who previously undertook these duties have now returned to frontline policing. Each of the 12 stations has a front office enquiry counter, which is open to the public as follows:

<b>North Area Stations</b>	<b>Monday to Friday</b>	<b>Saturday to Sunday</b>
<b>Chester-le-Street</b>	8.00am - 6.00pm	Closed
<b>Consett</b>	8.00am - 7.00pm	9.00am - 5.00pm
<b>Durham</b>	8.00am - 7.00pm	9.00am - 5.00pm
<b>Peterlee</b>	8.00am - 7.00pm	9.00am - 5.00pm
<b>Seaham</b>	8.00am - 6.00pm	Closed
<b>Stanley</b>	8.00am - 6.00pm	Closed
<b>South Area Stations</b>	<b>Monday to Friday</b>	<b>Saturday to Sunday</b>
<b>Barnard Castle</b>	8.00am - 6.00pm	Closed
<b>Bishop Auckland</b>	8.00am - 7.00pm	9.00am - 5.00pm
<b>Crook</b>	8.00am - 6.00pm	Closed
<b>Darlington</b>	8.00am - 8.00pm	9.00am - 5.00pm
<b>Newton Aycliffe</b>	8.00am - 7.00pm	9.00am - 5.00pm
<b>Spennymoor</b>	8.00am - 6.00pm	Closed

Outside of these hours an intercom system and CCTV facilities link callers to either the North or South Area communication centres.

It is important to stress that these stations are still operational on a 24-hour basis.

In addition to these 12 main stations, there are a further 24 that have a police presence on site for some part of each day. There are also in excess of 40 permanent venues where members of the community can access policing services, such as beat officer surgeries. Some of these are situated in retail parks, community centres and partnership buildings. The force has been occupying

accommodation within a local authority-run one stop shop/customer service centre, where members of the public are able to contact the police under the same roof as a range of other community services and facilities. This is a further example of Durham Constabulary's commitment to being community and public responsive and working in conjunction with its partners.

(Front counter opening times will vary, see page 58 for details)

## North Area

### **Chester-le-Street Area Headquarters**

Newcastle Road  
Chester-le-Street  
Durham  
DH3 3TY

[ChesterleStreet@durham.pnn.police.uk](mailto:ChesterleStreet@durham.pnn.police.uk)

### **Durham City Police Office**

New Elvet  
Durham City  
DH1 3AQ

[Durham@durham.pnn.police.uk](mailto:Durham@durham.pnn.police.uk)

### **Peterlee Police Office**

St Aiden's Way  
Peterlee  
SR8 1QR

[Peterlee@durham.pnn.police.uk](mailto:Peterlee@durham.pnn.police.uk)

### **Seaham Police Office**

The Avenue  
Seaham  
SR7 7EU

[Seaham@durham.pnn.police.uk](mailto:Seaham@durham.pnn.police.uk)

### **Consett Police Office**

Parliament Street  
Consett  
Co Durham  
DH8 5DL

[Consett@durham.pnn.police.uk](mailto:Consett@durham.pnn.police.uk)

### **Stanley Police Office**

Thorneyholme Terrace  
Stanley  
Co Durham  
DH9 0BL

[Stanley@durham.pnn.police.uk](mailto:Stanley@durham.pnn.police.uk)

## South Area

### **Darlington Area Headquarters**

St Cuthbert's Way  
Darlington  
DL1 5LB

[Darlington@durham.pnn.police.uk](mailto:Darlington@durham.pnn.police.uk)

### **Newton Aycliffe Police Office**

Central Avenue  
Newton Aycliffe  
Co Durham  
DL5 5RW

[NewtonAycliffe@durham.pnn.police.uk](mailto:NewtonAycliffe@durham.pnn.police.uk)

### **Spennymoor Police Office**

Wesleyan Road  
Spennymoor  
Co Durham  
DL16 6FB

[Spennymoor@durham.pnn.police.uk](mailto:Spennymoor@durham.pnn.police.uk)

### **Bishop Auckland Police Office**

Woodhouse Lane  
Bishop Auckland  
DL14 6LB

[BishopAuckland@durham.pnn.police.uk](mailto:BishopAuckland@durham.pnn.police.uk)

### **Crook Police Office**

South Road  
Crook  
Co Durham  
DL15 8NE

[Crook@durham.pnn.police.uk](mailto:Crook@durham.pnn.police.uk)

### **Barnard Castle Police Office**

Harmire Road  
Barnard Castle  
Co Durham  
DL12 8JG

[BarnardCastle@durham.pnn.police.uk](mailto:BarnardCastle@durham.pnn.police.uk)



# SINGLE NON-EMERGENCY NUMBER



## **Callers should dial 999**

### **In relation to incidents where**

- There is danger to life
- Use, or immediate threat of use, of violence
- Serious injury to a person and/or
- Serious damage to property

### **In relation to incidents of crime where**

- The crime is, or is likely to be serious, or any crime in progress
- An offender has just been disturbed at the scene
- An offender has been detained and poses, or is likely to pose, a risk to other people

### **In relation to incidents involving traffic where**

- A collision which involves or is likely to involve serious personal injury has occurred
- The road is blocked or there is a dangerous or excessive build up of traffic

## **Callers should dial 0845 6060365 (Non emergency number) when**

the incident is not an “immediate (emergency) response” incident as listed above but is serious and may escalate or evidence may be lost if police attendance is delayed. We would classify this as a “priority response” and our target is to arrive within 1 hour.

In some circumstances it is accepted that your needs can be met through what we term as a “scheduled response” because:

- The police response time is not critical in apprehending offenders and
- A better quality of initial action can be taken if it is dealt with by a pre-arranged police response or other appropriate resource (for example a local beat officer), or by your attendance at police premises, a police clinic or surgery.

Finally, there will be some occasions where we agree with you to deal with the matter without sending a police resource to you, for example we deal with many advice calls via our “Help Desk” or are able to assist you in speaking to another agency that is more appropriate to deal with your enquiry than the police.

# CONTACTING DURHAM POLICE AUTHORITY AND DURHAM CONSTABULARY

Comments in relation to the content of this strategy and annual policing plan, or on any other issue affecting policing in County Durham and Darlington, should be directed to one of the addresses shown below:

## Chief Executive

Police Authority  
County Hall  
Durham  
DH1 5UL  
Tel: 0191 383 3491  
Fax: 0191 383 3243  
Email: [durham.pa@durham.gov.uk](mailto:durham.pa@durham.gov.uk)

## The Chief Constable

Police Headquarters  
Aykley Heads  
Durham  
DH1 5TT  
Tel: 0845 60 60 365  
Fax: 0191 375 2011  
Email: [CFR@durham.pnn.police.uk](mailto:CFR@durham.pnn.police.uk)

If you would like to receive information about applying to become a police officer, please contact the force recruitment officer at the address shown below:

## Recruitment Officer

Personnel and Development Department  
(Resourcing)  
Police Headquarters  
Aykley Heads  
Durham  
DH1 5TT  
Tel: 0845 60 60 365  
(ext 661-2125 or 661-2369)

Or via the force website as shown below. Recruitment information is also available from the national recruitment website [www.policecouldyou.co.uk](http://www.policecouldyou.co.uk)

## Website

Durham Police Authority and Durham Constabulary each have a website. A copy of this document, together with other information relating to the authority and the force can be found on the following websites:  
[www.durham-pa.gov.uk](http://www.durham-pa.gov.uk)  
[www.durham.police.uk](http://www.durham.police.uk)

# ANNEX A - STATUTORY PERFORMANCE INDICATORS




Statutory performance indicators (SPIs) were set by the Government to measure past and present performance of all police forces in a consistent manner, enabling comparisons to be made between most similar forces to cover the period 2005 - 2008. The indicators are based upon the police performance assessment framework and provide information relevant to each of the seven domains within the framework. The framework is illustrated below.

The tables on the following pages show Durham Constabulary's performance against each indicator for the period 2005 - 2008

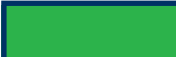



To show how Durham Constabulary compares against previous survey performance, a 'confidence interval' has to be considered. Survey results are based on a sample of people. Consequently, it isn't possible to say with certainty that the views of the entire population are exactly the same as those of the sample.

However, it is possible to estimate statistically the likely range within which the views of the entire population will lie. This range is called the 'confidence interval' and is expressed as a percentage. Thus if, for a particular survey, the confidence interval is  $\pm 4\%$ , and the survey samples shows a satisfaction level of 80%, we can say that the actual value of satisfaction for all victims is likely to lie between 76% and 84%.

The symbols below indicated the following:

	Indicates that performance has stayed within the confidence interval boundaries.		Indicates that performance has risen beyond the highest confidence interval boundary.		Indicates that performance has dipped beneath the lowest confidence interval boundary.
The colour of the directional arrow will indicate whether the statistic is a positive change (green) or a negative change (red).					

For all other indicators, we have adopted 'traffic light' coding to demonstrate any increase / decrease in performance, as shown below.

	Any improvement in performance
	Performance that either stays the same or worsens between 0.0% and 5.0%
	Worsening performance of between 5.1% and 10.0%
	Worsening performance over 10.1%

## Tackling Crime

SPI	Past Performance 2005-2006	Past Performance 2006-2007	Present Performance 2007-2008	Direction
<b>4a:</b> Using the British Crime Survey, the risk of personal crime	5.4%	5.3%	5.9%*	◊
<b>4b:</b> Using the British Crime Survey, the risk of household crime	17.3%	18.6%	19.0%*	◊
<b>5f:</b> Acquisitive crime per 1,000 population	17.8	18.0	15.0%*	↓
<b>5b:</b> Violent crime per 1,000 population	18.3	18.3	15.4%*	↓
<b>6b:</b> Percentage of offences brought to justice	26.6%	29.4%	34.0%*	↑
<b>7a:</b> Percentage of notifiable offences resulting in a sanction detection	23.7%	28.2%	28.9%*	↑

\*Figures to December 2007

## Serious Crime and Public Protection

SPI	Past Performance 2005-2006	Past Performance 2006-2007	Present Performance 2007-2008	Direction
<b>5e:</b> Life threatening crime and gun crime per 1,000 population	0.4	0.4	0.5%*	◊
<b>8c:</b> Value of cash forfeiture orders and confiscation orders per 1,000 population	£370,122,50	£382,596	£881,652.77	↑
<b>9a:</b> Number of people killed in under 30 days or seriously injured in road traffic collisions per 100 million vehicle km travelled	304	256	246	↓
i) number of people killed in under 30 days or seriously injured in road traffic collisions	6.1	5.3	5.3*	◊
ii) per 100 million vehicle km travelled	47.94	47.94	47.94	◊
<b>8a:</b> Percentage of domestic violence incidents where an arrest was made related to the incident	25.2%	24.6%	24.9%**	↑

\*Figures to December 2007

\*\* Figures to January 2008



## Satisfaction and Fairness

SPI	Past Performance 2005-2006	Past Performance 2006-2007	Present Performance 2007-2008	Direction
<b>1a:</b> Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to making contact with the police, of which: <ul style="list-style-type: none"> <li>of victims surveyed, the percentage satisfied</li> <li>of victims surveyed, the percentage very / completely satisfied</li> </ul>	89.2%	89.4%	93.9%*	↑
	66.1%	66.6%	76.0%*	↑
<b>1b:</b> Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to action taken by the police, of which: <ul style="list-style-type: none"> <li>of victims surveyed, the percentage satisfied</li> <li>of victims surveyed, the percentage very / completely satisfied</li> </ul>	76.1%	76.9%	79.6%*	↑
	56.6%	56.6%	60.5%*	↑
<b>1c:</b> Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed of progress, of which: <ul style="list-style-type: none"> <li>of victims surveyed, the percentage satisfied</li> <li>of victims surveyed, the percentage very / completely satisfied</li> </ul>	56.7%	57.1%	64.4%*	↑
	37.8%	39.6%	43.2%*	↑
<b>1d:</b> Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to their treatment by staff, of which: <ul style="list-style-type: none"> <li>of victims surveyed, the percentage satisfied</li> <li>of victims surveyed, the percentage very / completely satisfied</li> </ul>	91.0%	91.3%	93.3%*	↑
	76.1%	76.2%	79.4%*	↑

<b>1e:</b> Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the overall service provided, of which: <ul style="list-style-type: none"> <li>• <b>At Force level</b> <ul style="list-style-type: none"> <li>i.) the percentage satisfied</li> <li>ii.) the percentage very / completely satisfied</li> </ul> </li> <li>• <b>At North Area BCU level</b> <ul style="list-style-type: none"> <li>i.) the percentage satisfied</li> <li>ii. the percentage very / completely satisfied</li> </ul> </li> <li>• <b>At South Area BCU level</b> <ul style="list-style-type: none"> <li>i.) the percentage satisfied</li> <li>ii.) the percentage very / completely satisfied</li> </ul> </li> </ul>				
	78.9%	78.0%	81.2%*	↑
	57.7%	59.6%	63.3%*	↑
	78.9%	78.8%	80.7%*	↑
	57.7%	61.6%	63.3%*	↑
	78.8%	77.1%	81.7%*	↑
	57.7%	57.6%	63.3%*	↑
<b>3a:</b> Satisfaction of victims of racist incidents with respect to the overall service provided, of which: <ul style="list-style-type: none"> <li>• percentage satisfied</li> <li>• percentage very / completely satisfied</li> </ul>	87.0%	74.7%	81.1%*	↑
	66.2%	63.9%	60.4%*	◊
<b>3b:</b> Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided, of which: <ul style="list-style-type: none"> <li>• of users from minority ethnic groups, the percentage satisfied</li> <li>• of white users, the percentage satisfied</li> <li>• of users from minority ethnic groups, the percentage very / completely satisfied</li> <li>• of white users, the percentage very / completely satisfied</li> </ul>	79.5%	69.5%	89.1%*	↑
	79.1%	78.1%	80.7%*	↑
	55.1%	60.4%	58.2%*	◊
	58.1%	59.7%	63.5%*	↑
<b>3c:</b> Percentage of PACE searches which lead to arrest by ethnicity of the person searched	White 12.6% Minority Ethnic 29.2%	White 12.4 % Minority Ethnic 14.6%	To Feb 07 White 11.8%* Minority Ethnic 22.6%*	

\*Figures to February 2008

## Resources and Efficiency

SPI	Past Performance 2005-2006	Past Performance 2006-2007	Present Performance 2007-2008	Direction
<b>3e:</b> Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	Recruits 1.37% Active 1.1%	Recruits 0.0% Active 1.1%	Recruits 4.3% Active 1.1%	
<b>3g:</b> Percentage of female police officers compared to the overall force strength	22.9%	23.4%	25.3%	
<b>11a:</b> Percentage of police officer time spent on frontline duties	59.48%	58.26%	N/A	
<b>12a:</b> Delivery of cashable and non-cashable efficiency targets	Cashable 3.74% Non cashable 0.96%	Cashable 3.85% Non cashable 0.39%	Cashable 3.2% Non cashable 1.05%	
<b>13a:</b> Percentage number of working hours lost per annum due to sickness per police officer	4.8%	3.7%	3.8%	◆
<b>13b:</b> Percentage number of working hours lost per annum due to sickness per police staff	4.9%	5.2%	4.1%	↓

## Local Priorities

SPI	Past Performance 2005-2006	Past Performance 2006-2007	Present Performance 2007-2008	Direction
<b>2a:</b> Using the British Crime Survey, the percentage of people who think their local police do a good or excellent job	51.6%	47.3%	52.1%*	↑
<b>10a:</b> Using the British Crime Survey, the overall fear of crime And in relation to: <ul style="list-style-type: none"> <li>• burglary</li> <li>• car crime</li> <li>• violence</li> </ul>	7.8% 14.2% 11.7%	8.8% 13.3% 11.5%	7.7%* 12.0%* 10.7%*	↓ ↓ ↓
<b>10b:</b> Using the British Crime Survey, perceptions of anti-social behaviour	18.5%	21.9%	18.9%*	↓
<b>10c:</b> Using the British Crime Survey, perceptions of local drug use / drug dealing	36.0%	32%	32.0%*	◊

\*Figures to December 2007

## ANNEX B - APACS

Statutory Performance Indicator	Description of Indicator
1	<p><b>1.1</b> Percentage of users that are satisfied with the overall service provided by the police.</p> <p><b>1.2</b> Comparison of satisfaction between white users and users from minority ethnic groups with the overall service provided by the police.</p> <p><b>1.3</b> Satisfaction of victims of racist incidents with the overall service provided by the police.</p> <p><b>1.4</b> Overall satisfaction with the contact had with the Criminal Justice System by victims and witnesses of crime whose cases reach the point of an offender being charged.</p>
2	<p><b>2.1</b> Percentage of people who agree that the police and local councils seek their views on anti-social behaviour and crime in their area.</p> <p><b>2.2</b> Percentage of people who agree that the police and local councils are dealing with anti-social behaviour and crime that matter in their area.</p> <p><b>2.3</b> Percentage of people who think the police in their area are doing a good job.</p> <p><b>2.4</b> Percentage of people who are confident that the Criminal Justice System as a whole is effective.</p> <p><b>2.5</b> Percentage of people who are confident that the Criminal Justice System as a whole is fair.</p>
3	<p><b>3.1</b> Percentage of police officer recruits from minority ethnic groups compared to the percentage of people from minority ethnic groups in the economically active population.</p> <p><b>3.2</b> Percentage of female police officers compared to the overall force strength.</p>



Statutory Performance Indicator	Description of Indicator
4	<p><b>4.1</b> Percentage of people who perceive a high level of anti-social behaviour in their local area.</p> <p><b>4.2</b> Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area.</p> <p><b>4.3</b> Percentage of people who perceive drug use or drug dealing to be a problem in their local area.</p>
5	<p><b>5.1</b> Number of most serious violent crimes per 1,000 population.</p> <p><b>5.2</b> Number of serious acquisitive crimes per 1,000 population.</p> <p><b>5.3</b> Number of assaults with less serious injury per 1,000 population.</p> <p><b>5.4</b> Number of domestic homicides per 1,000 population.</p> <p><b>5.5</b> Number of gun crimes per 1,000 population.</p> <p><b>5.6</b> Number of serious violent knife crimes per 1,000 population.</p>
6	<p><b>6.1</b> Percentage of most serious violent offences brought to justice.</p> <p><b>6.2</b> Percentage of serious acquisitive crimes brought to justice.</p> <p><b>6.3</b> Sanction detection rate for racially and religiously aggravated crimes.</p> <p><b>6.4</b> Percentage of serious sexual offences brought to justice.</p>
7	<p><b>7.1</b> Number of deliberate (i) primary and (ii) secondary fires per 10,000 population.</p>
8	<p><b>8.1</b> Value of cash forfeiture orders and confiscation orders per 1,000 population.</p>

Statutory Performance Indicator	Description of Indicator
9	<p><b>9.1</b> (i) Number of people killed or seriously injured in road traffic collisions.</p> <p>(ii) Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled.</p>
10	<p><b>10.1</b> The change in convictions for Prolific and other Priority Offenders (PPOs) over a 12 month period.</p>
11	<p><b>11.1</b> Rate of proven re-offending by adults under Probation supervision.</p> <p><b>11.2</b> Rate of proven re-offending by young offenders aged 10-17.</p> <p><b>11.3</b> Number of first time entrants to the Youth Justice System aged 10-17.</p>
12	<p><b>12.1</b> Delivery of net cashable, efficiency and productivity gains.</p>
13	<p><b>13.1</b> Percentage of working hours lost due to sickness for police officers</p> <p><b>13.2</b> Percentage of working hours lost due to sickness for police staff</p>

# GLOSSARY

<b>ACPO</b>	Association of Chief Police Officers
<b>ANPR</b>	Automatic Number Plate recognition
<b>APA</b>	Association of Police Authorities
<b>APACS</b>	Assessment of Policing And Community Safety
<b>ASB</b>	Anti-Social Behaviour
<b>ASBO</b>	Anti-Social Behaviour Order
<b>BCU</b>	Basic Command Unit
<b>CDRPs</b>	Crime and Disorder Reduction Partnerships
<b>CID</b>	Criminal Investigation Department
<b>CJS</b>	Criminal Justice System
<b>CPS</b>	Crown Prosecution Service
<b>CRASBO</b>	Criminal Anti-Social Behaviour Order
<b>CSP</b>	Community Safety Partnership
<b>CSR</b>	Comprehensive Spending Review
<b>DAAC</b>	Durham Agency Against Crime
<b>DAATs</b>	Drug and Alcohol Action Teams
<b>DIP</b>	Drug Intervention Programme
<b>EDDY</b>	Engage, Divert and Develop Young people
<b>GONE</b>	Government Office North East
<b>HMCPsI</b>	Her Majesty's Crown Prosecution Service Inspectorate
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>HPDS</b>	High Potential Development Scheme
<b>IAG</b>	Independent Advisory Group
<b>IMPACT CRISP</b>	Cross Regional Information Sharing Project
<b>KIN</b>	Key Individual Network
<b>LAA</b>	Local Area Agreement
<b>LCJB</b>	Local Criminal Justice Board
<b>LSP's</b>	Local Strategic Partnership's
<b>MAPPA</b>	Multi Agency Public Protection Arrangements
<b>MARAC</b>	Multi Agency Risk Assessment Conference
<b>MoPI</b>	Management of Police Information
<b>NIM</b>	National Intelligence Model
<b>NCSP</b>	National Community Safety Plan
<b>NPIA</b>	National Policing Improvement Agency
<b>OBTJ</b>	Offences Brought To Justice
<b>PCCG</b>	Police Community Consultative Group
<b>PCSO</b>	Police Community Support Officer
<b>PIP</b>	Professionalising the Investigative Process
<b>PSA</b>	Public Service Agreement
<b>QOSC</b>	Quality of Service Commitment
<b>QPM</b>	Queen's Police Medal
<b>SOCA</b>	Serious and Organised Crime Agency
<b>SPI</b>	Statutory Performance Indicators
<b>YES</b>	Youth Engagement Services
<b>YOS</b>	Youth Offending Service