

POLICING PLAN



**DURHAM POLICE AUTHORITY
2009-2012**



Your Police, Your Say Your Police, Your Say Your Police, Your Say



CONTENTS PAGE

Other Formats and Languages	2
Durham Police Authority Foreword	3
Durham Police Authority Mission Statement and Vision	5
About Durham Police Authority	6
Police Authority Members	8
About Durham Constabulary	9
Durham Constabulary Philosophy, Vision and Values	10
Aiming for Excellence	11
National Police Reform	12
Durham Constabulary Policing Pledge	13
Constabulary Area Profile	15
How you can get involved	18
Our Policing Plan 2009-2012	24
National Community Safety Plan and Strategic Policing Priorities 2009/10	24
Policing Priorities for County Durham and Darlington	25
How did we consult with you?	26
Consultation Results	27
Local Priorities 2009 - 2010	28
Local Priorities Performance Indicators	39
Citizen Focus	42
Links to Strategic Policing Priorities	44
Protective Services	46
Working in Partnership	49
Performance and Inspection	55
Making best use of our resources	57
Personnel, Learning and Development	57
Recruitment and Selection	61
Employment Monitoring Targets	63
Equality and Diversity	65
Financial Resources	66
Procurement	69
Efficiency and Productivity	70
Durham Constabulary Process Improvement Programme (DPIP)	70
Accessibility	72
Contacting Durham Police Authority and Durham Constabulary	75
Annex A	76
Glossary	77

OTHER FORMATS AND LANGUAGES

(Urdu)

اگر آپ دیگر صورتوں یا مختلف زبانوں میں یہ دستاویز حاصل کرنا چاہیں تو براہ کرم بمیں 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 कृप्या 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)

Je_li chcecie Pa_stwo otrzyma_ten dokument w innym formacie lub w innych wersjach j_zykowych, prosz_nas o tym poinformowa_, postaramy si_pomoc.

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 3835511

DURHAM POLICE AUTHORITY FOREWORD



As Chair of Durham Police Authority, I am pleased to present this local policing plan for 2009 - 2012 which sets out the priority areas for policing in County Durham and Darlington for the next 12 months. Under previous legislation the requirement 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 Police authority for 2009 - 2010 and the proposed arrangements for policing the area during the following two years.

Durham Police Authority is an essential 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 constabulary, to ensure the provision of an effective and efficient policing service which responds to local needs.

In drawing up a challenging Local Policing Plan for Durham Constabulary, we must reflect the priorities of the Constabulary and the Police authority, the Government, our partners and importantly, those of local people.

Through consultation with you 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 26.

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 ensuring that we have the right people in the right place at the right time to ensure that your neighbourhoods feel safe.

The Government Green Paper 'From the Neighbourhood to the National: Policing our Communities Together' sets out a radical new vision for policing in the 21st century. This is a significant report that recognises the valuable work undertaken by police authorities and we will continue to work in partnership with other agencies to drive forward positive changes for the benefit of our communities.

We welcome the Policing Pledge that makes clear our commitment on the visibility of our neighbourhood policing teams, how we answer calls and deal with questions, and how we take positive action. The policing pledge is bread and butter policing across our neighbourhoods. It is something we have proved we are good at but it is something we need to go on improving. There is still work to do and this is a sensible way to take things forward.

We welcome that our officers will be freed from red tape to tackle crime, from the nuisance crimes in your streets to the most serious crimes. The greater use of technology will help us to free up officer time to deal with issues that matter most to you.

We will be working towards 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.

The Green Paper has signalled that police authority inspections, undertaken jointly by the Audit Commission and HM Inspectorate of Constabulary (HMIC), will proceed from July 2009 under provisions in the Criminal Justice and Immigration Act 2008.

Inspection of police authorities is intended by the government to benefit local communities by seeking to ensure the better use of public resources as a result of improved partnership working.

We will be inspected on the effectiveness of our performance management, leadership and scrutiny role, how we manage resources and people and how we work in collaboration with communities and partners to build capacity and ensure the delivery of priority services, outcomes and improvements that are important to local people.

DURHAM POLICE AUTHORITY MISSION STATEMENT AND VISION

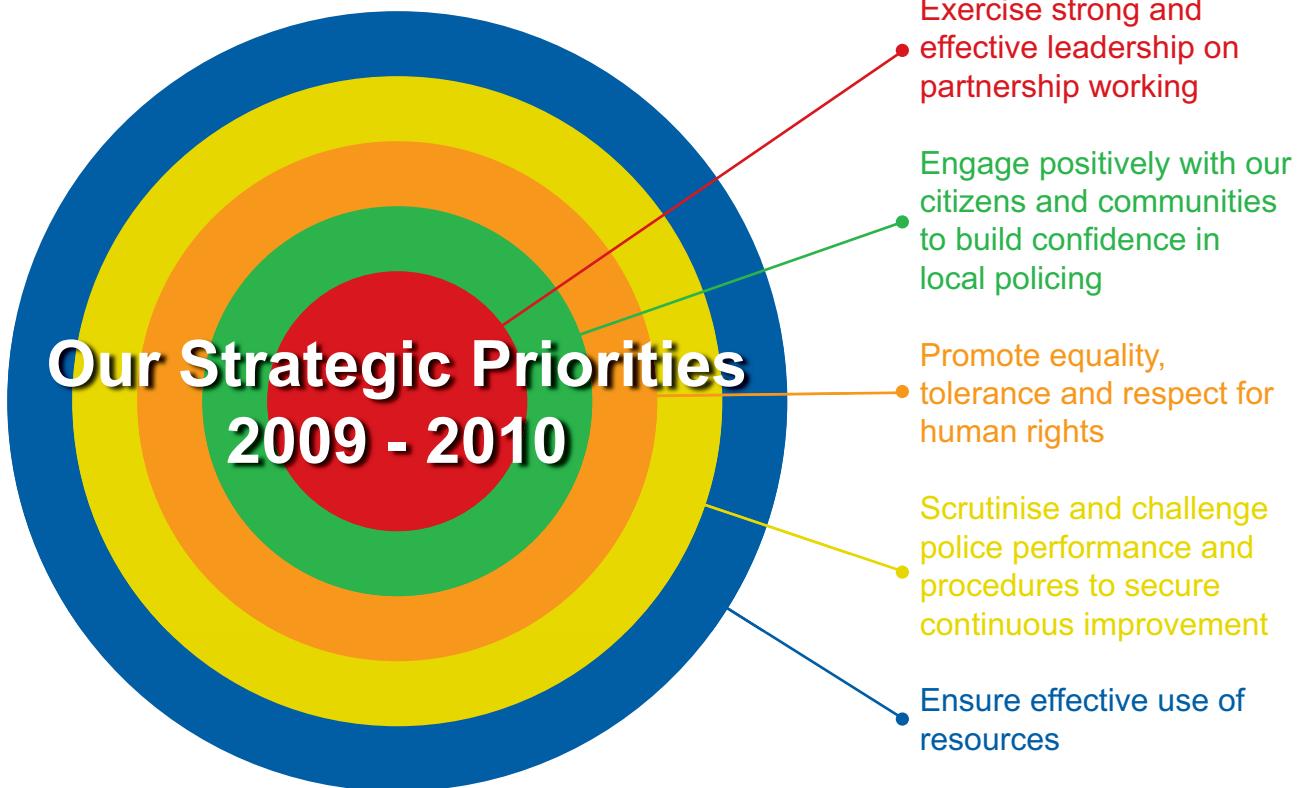
Our Mission

"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 constabulary. Delivering policing services is the job of the chief constable. Alongside the constabulary, the police authority also works closely with partners, such as local authorities and other agencies in the criminal justice system to reduce crime and disorder throughout County Durham and Darlington.

Police Authority Members

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

Ten things you need to know about Durham Police Authority:



- 1** Your police authority is a group of 17 local people that hold the police to account on behalf of communities.
- 2** Your police authority consults with local communities to find out what you want from your local police.
- 3** Your police authority's 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** Your police authority hires and, if necessary, fires chief constables and senior police officers - and also checks on complaints against police.
- 5** Your police authority publishes an annual plan, based on consultation with local people, setting out the services your police constabulary should deliver in the year ahead, and the targets it should achieve.

- 6** Your 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** Your police authority is committed to the promotion of equality and diversity and aims to be representative of the diverse communities across County Durham and Darlington.
- 8** Your 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** Your police authority sets the strategic direction of local policing to ensure that everyone benefits from a better police service.
- 10** Your police authority makes sure the police service does everything it can to keep improving policing for your community.

POLICE AUTHORITY MEMBERS

Elected Members

Councillor
Bill DixonCouncillor
Joan GrayCouncillor
Lucy HovvellsCouncillor
Garry Huntington**Jo Fergus
MBE**Durham Police
Authority
April 1994-
March 2009Councillor
John ShiellCouncillor
Audrey WillisCouncillor
Dennis SouthwellCouncillor
Mac Williams, JP

Independent Members

Mrs Elsie Davies
(Deputy Chair)Mr Robert
GlassMr Roger
HumphriesMs Kathryn
Larkin-BramleyMr Peter Thompson
(Chair)Mr Tony
Thompson JPMr Norman
VaulksMrs Mariom F G
Khan-Willis

Jo was the longest serving member of Durham Police Authority having been a member since inception. As one of its most valued and respected members she will be sadly missed by all of her colleagues and many constabulary officers.

R.I.P.

Senior Officers of Durham Police Authority

Mrs Lesley Davies
Chief ExecutiveMrs Siobhan
Weightman
Deputy Chief
ExecutiveMr Stuart Crowe
TreasurerMr Keith Thompson
Financial Advisor
to the Police
AuthorityThe members can be contacted via e-mail at: durham.pa@durham.gov.uk

ABOUT DURHAM CONSTABULARY

Constabulary Executive Team

The constabulary 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 constabulary.

Deputy Chief Constable Mr Michael Barton



Mr Barton is directly responsible for:

- Corporate Development Department
- Personnel and Development Department
- Protective Services under the command of HQ CID excluding CONTEST
- Information Department
- Level 2 Tasking and Regional Tasking and Coordinating Group

Assistant Chief Constable Mr Michael Banks



Mr Banks is directly responsible for:

- Territorial and Neighbourhood Policing
- Communications and HQ Operations Departments
- Professional Standards and Legal Services Department
- Public Justice and Partnerships Departments
- CONTEST

Assistant Chief Officer Mr Garry Ridley



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

- Finance Department
- Business Services Function
- Estates Function
- Information, Communications and Technology Department

DURHAM CONSTABULARY PHILOSOPHY, VISION AND VALUES

Our Vision:

To deliver the best in Citizen Focused policing and inspire greater trust and confidence in the communities we serve.



We will...



- Be accessible and responsive, providing a service based upon what people value and need.



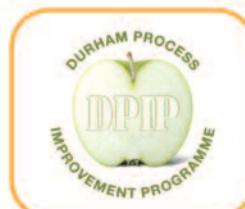
- Consult and engage with our citizens and communities, listening to identify the problems and issues which matter



- Together with our communities and partners identify solutions and solve problems.



- Continue to improve our systems and processes to enable us to be citizen focused.



Durham Constabulary
Proud to deliver Citizen Focused Policing

AIMING FOR EXCELLENCE

Achieving the Vision is very much dependant upon our Aiming for Excellence philosophy and the values which govern how we operate as an organisation and how we conduct ourselves with our citizens, our local communities, stakeholders, partner agencies and with each other.

What is Aiming for Excellence (AFE)?

AFE is Durham Constabulary's organisational philosophy, in other words it's the way in which we do our business. The business of any business is achieving its vision and that's what AFE will play a key role in doing.

AFE consists of four simple elements:

- Leadership
- Communication
- People
- Processes



OUR VALUES

- Respect individuals and embrace diversity
- Do the 'right thing' for our communities
- Demonstrate strong leadership
- Be accountable Accept responsibility
- Focus upon outcomes
- Measure what adds value for our citizens and our staff
- Enable continuous improvement
- Provide learning and development for our staff
- Reward and value our staff
- Act with integrity

NATIONAL POLICE REFORM

Following on from Sir Ronnie Flanagan's independent review of policing in February 2008 the Home Secretary, Jacqui Smith published the Green Paper: From the Neighbourhood to the National: Policing our Communities Together.

The paper sets out a new vision for a 21st century police service that gives the police greater power and clearly states what the public can expect from the police. The green paper focuses on seven key issues:

- Empowering Citizens - Improving the connection between the public and the police
- Reducing bureaucracy and red tape and improving the use of technology - Freeing up officer time
- Defining roles and leadership in the police service - the key people driving policing forward
- Development and deployment of the police workforce focusing on customer service
- Strategic role for Government - Co-ordinating change in policing
- Reinforcing collaboration and co-operation between forces - encouraging voluntary mergers to tackle serious crime and terrorism
- Performance management - a move to a system in which the police service is held to account much more at a local level with the introduction of a Policing Pledge

For more information please follow the link below
www.police.homeoffice.gov.uk/publications/police-reform/Review_of_policing_final_report/flanagan-final-report?view=Binary

In terms of addressing the issues identified at a local level, Durham Constabulary and Durham Police Authority, in collaboration with other key partners, are actively reviewing the mechanisms by which they consult with and generally engage members of the community.

In addition, Durham Constabulary was one of the first forces nationally to publish its policing pledge. This pledge was introduced in December 2008 and outlines a ten point blueprint for improved policing standards across County Durham and Darlington.

DURHAM CONSTABULARY POLICING PLEDGE

The framework, backed by both the Home Office and the Association of Chief Police Officers (ACPO), outlines 10 standards adopted by Durham Constabulary to maintain and develop citizen focused policing.

The constabulary has publicly pledged to support law abiding citizens and pursue criminals relentlessly to keep members of the public and their neighbourhoods safe from harm. To enable this, the constabulary will:-



- Answer 999 calls within ten seconds and arrive on the scene of immediate response incidents in urban locations within 15 minutes and rural locations within 20 minutes.



- Answer non-emergency calls promptly and provide an estimated time of arrival.



- Ensure neighbourhood policing teams are visible and spend 80% of their time in their communities.



- Keeping crime victims updated.



- Acknowledge any reported complaint within 24 hours.



- Treat the public fairly at all times with dignity and respect.



- Provide details of how and where to contact neighbourhood policing teams.



- Respond to every neighbourhood policing team message within 24 hours.



- Call regular public meetings on a monthly basis to agree priorities.



- Provide monthly updates on progress and on local crime issues and priorities.

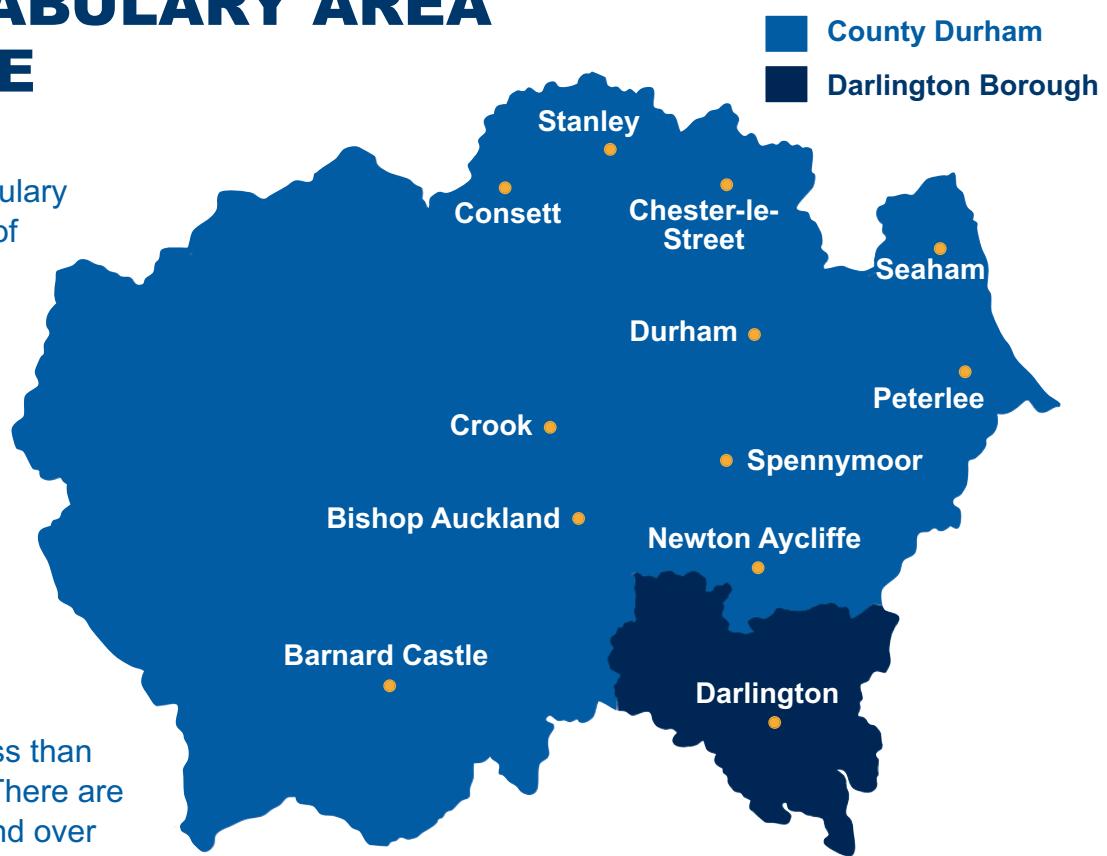
Essentially the pledge is about the visibility of our neighbourhood policing teams, how we answer calls and deal with questions, and how we take positive action. It is the intention of the constabulary to contact people at a local level to agree what the pledge will mean to their community.

For more information please refer to the Durham Police website:
<http://www.durham.police.uk/pledge>

CONSTABULARY AREA PROFILE

Durham Constabulary polices the area of County Durham and Darlington Borough, which together occupy an area of 2,232 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 constabulary area is estimated to be 604,900 (ONS mid year estimate 2007), of which 1.2% are from ethnic minority groups. The minority ethnic population is not evenly distributed across the constabulary area; some wards in the south of the constabulary 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 with a stable detection rate, consolidating County Durham and Darlington as one of the safest areas to live and work in the country.

Constabulary Area Command Structure

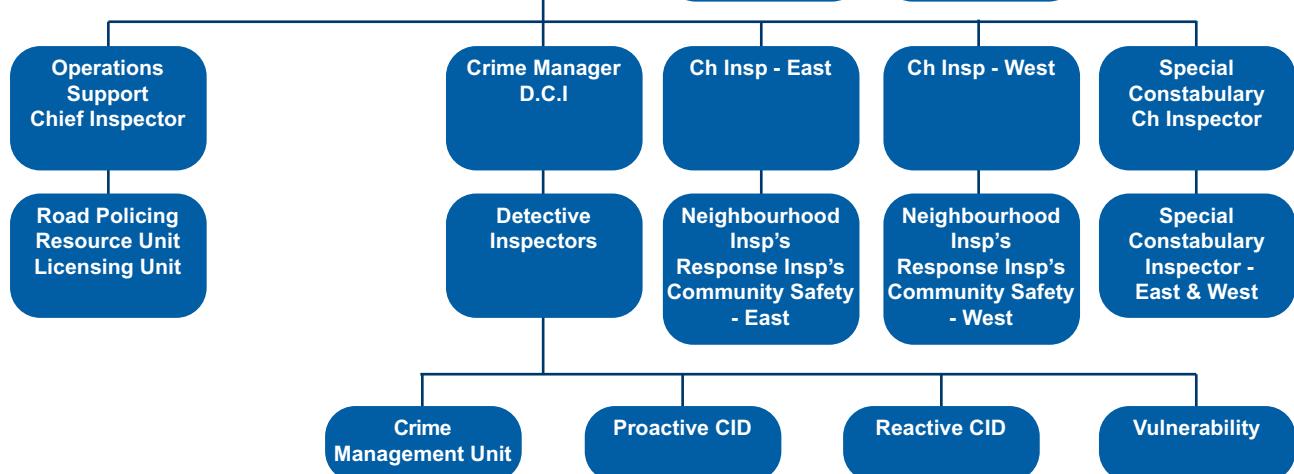
Durham Constabulary is policed by two area commands, north and south, which are coterminous with local authority areas. At present the North Area incorporates Derwentside, City of Durham, Chester-le-Street and Easington Local Authorities. As from the 1st April 2009 these local authorities will cease to exist with the introduction of the County Durham unitary authority. The 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.

Both North and South Areas are further broken down into six police sectors each having their own Neighbourhood Policing Team with the exception of Darlington which has been split into two areas with a Neighbourhood Policing Team for each creating 13 teams in total. Each team is 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 community 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



Area Structure



Chief Superintendent Trevor Watson
North Area Commander



Chief Superintendent Carole Thompson
South Area Commander

HOW YOU CAN GET INVOLVED

Durham Police Authority is committed to working in partnership to build 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, as 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:

Consulting and engaging with the communities we serve

What are we doing?

Durham Constabulary and Durham Police Authority carry out a range of activities aimed at engaging with the public across County Durham and Darlington. The community engagement activities calendar of events for the entire constabulary area can be found at www.durham.police.uk. This calendar of events includes details of all the various community engagement activities you can be involved in.

Durham Constabulary and Durham Police Authority have recently produced a joint community engagement strategy which sets out how we are going to jointly consult and engage with our communities around policing and quality of life issues in local neighbourhoods. As part of this strategy an action plan has been produced which explains in detail the key steps we need to take to ensure we are consulting and engaging as effectively as

possible. This strategy along with the supporting action plan can be found on both the constabulary and police authority websites.

Police Authority Engagement

Police Community Consultative Groups

The Chair of the Police Authority and the Chief Constable place great emphasis on consultation and the exchange of information with the public plays a key role in our priority setting activities and Police Community Consultative Groups (PCCG) are held regularly across County Durham and Darlington. 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 2009 are listed on page 19 and all meetings start at 7pm unless stated otherwise.

The police authority is currently reviewing the PCCG meetings to ensure we provide an efficient and effective service to the public. Results of the review will be shared widely.

Police Community Consultative Groups

Darlington	Wednesday 25th March 2009	Darlington Town Hall
Teesdale	Tuesday 28th April 2009 District Council Offices	Council Chamber, Teesdale
Wear Valley	Thursday 28th May 2009	Four Clocks Centre, Newgate Street, Bishop Auckland
Sedgefield	Monday 11th May 2009	Dean Bank Institute, Dean Bank, Ferryhill
Durham	Wednesday 20th May 2009	Committee Room 2, County Hall, Durham
Chester-le-Street	Thursday 23rd April 2009	Civic Centre, Newcastle Road, Chester-le-Street, County Durham
Derwentside	Monday 30th March 2009	St Patricks Church Hall, Victoria Road, Consett, County Durham
Easington	Thursday 28th May 2009	Council Chamber, Easington District Council Offices



Durham Police Authority also hold 'Your Police, Your Say' sessions, which precede our police authority and committee meetings. Before the start of our meetings we invite the public along to air their views and debate local issues. In addition we hold Youth Events, where we engage with young people and raise awareness of what we do and identify how we can help to provide a voice for young people in policing.

We also undertake a range of surveys, both paper and electronic, for a range of different issues:

- to gauge public awareness of Durham Police Authority;
- to identify policing priorities;
- to seek feedback on our engagement activities;
- through our website where the public can respond to our 'Issue of the Month' and submit views via our online form.

As well as organising our own events, we also participate in local events, for example, the Miners Gala, Bikewise and community based open days.

Furthermore we consult with a Police Citizens Panel and the business community regarding the policing budget preparation. The Citizen's Panel consists of 1,200 volunteers who participate in surveys carried out by the Police authority. This is an extremely valuable source for gathering experiences in relation to local policing and for consultation on policing priorities.

Durham Constabulary Engages with You



Police and Communities Together (PACT) meetings and drop in sessions
The police hold regular meetings and drop in sessions which are held at community venues in local neighbourhoods across the Durham Constabulary area. These meetings provide the public with an excellent opportunity to feed in their views regarding quality of life issues in their local neighbourhood as well as receiving feedback and reassurance from their local neighbourhood policing team around issues that concern them.

Public Surveys

Police and Communities Together (PACT) Survey

The constabulary and police authority conduct a quarterly PACT survey with residents of County Durham and Darlington. Questions are asked around perceptions of crime and anti-social behaviour within local neighbourhoods, the impact crime and anti social behaviour has on quality of life and feelings of safety, the level of confidence the public have in the services provided by the police and local council and the knowledge of and confidence in the Criminal Justice System as a whole. The questionnaire is sent to the residential addresses of a random sample of the population, spread as widely across the geographical constabulary area as possible.

The survey can also be completed at www.durham.police.uk. Respondents are also given the opportunity to volunteer to be involved in other future community engagement and consultation activities. The results of the survey are used to assist with the priority setting process within the relevant neighbourhood.

Youth Survey

Durham Constabulary and Durham Police Authority in partnership with other local agencies conducts an annual survey with young people (aged between 11 and 18 years) who attend schools within the County Durham and Darlington area. Questions are asked around their perception of crime and anti social behaviour in local neighbourhoods and schools, the impact crime and anti social behaviour has on quality of life and feelings of safety, confidence levels in the services provided by the police and local council and what activities they enjoy doing in their spare time. The questionnaire is completed online using the schools internet facilities. The results of the survey are used to assist with the priority setting process within the relevant neighbourhood.

Key Individual Networks (KINS)

KINS are now established throughout the constabulary area. A KIN is made up of a diverse group of people who are in a position within their respective communities to enable them to have an insight into local issues and concerns. They are a conduit, in tune with community opinion, who are aware of developments within their neighbourhoods and are in a position to identify emerging problems and the impacts such problems are having on local people.

The purpose of the KINs is to:

- Improve consultation with local people / communities
- Identify local issues that require action
- Advise on community feelings
- Feed back information to the community



Independent Advisory Groups (IAGs)

An IAG consists of members of the public who represent a wide cross section of our diverse community. Traditionally, they act as 'critical friends' to the Criminal Justice Services (CJS), advising on, and helping develop CJS policies, procedures and protocols, training and service delivery. Community members are able to engage in the community impact assessment process, and act as advisers in the investigation and management of critical incidents.

The formation of IAGs enables the CJS to engage in a programme of consultation and form stronger links with members of minority communities and other diverse groups.

Currently, the constabulary has IAGs established for the following;

- Black and Minority Ethnic (BME)
- Disability
- Lesbian, Gay, Bisexual and Transgender (LGBT)
- Youth

Anyone interested in becoming an IAG member should contact the IAG Coordinator, Diversity Unit, Durham Police Headquarters on tel: 0191 375 2969 or e-mail:
IAGcoordinator@durham.pnn.police.uk



Neighbourhood Watch

Neighbourhood Watch is one of the biggest and most successful crime prevention schemes ever. It is based on simple ideas and values that are shared by many people around County Durham and Darlington:

'Getting together with your neighbours to reduce local crime and disorder in the bid to make your neighbourhood a safe and better place to live, work and play'.



Neighbourhood Watch is not just about reducing crime, it is about building community spirit and good relations. It brings local people closer together with common goals; to tackle crime and disorder and to keep an eye on each other's property.

There are also other benefits of joining a Neighbourhood Watch scheme. For example, learning more about crime prevention and home security and discounts on home insurance may also be possible.

Anybody in a neighbourhood, however large or small can set up a scheme. Just contact the Community Liaison Officer at the local police station.

Set up or join a local community group

There are many local groups in existence such as 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 69 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. £1650 is paid per annum for at least six hours of patrol each week (see page 72 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 constabulary website www.durham.police.uk or see page 23 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 constabulary website or see page 75 for contact details.

Apply to become a Police Constable

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

Recruitment Officer
Personnel and Development Department
(Resourcing)
Police Headquarters
Aykley Heads
Durham
DH1 5TT

Tel: 0345 60 60 365 (ext 661-2125
or 661-2369)

For information and applications to become a special constable, contact the recruitment officers on 0191 375 2336 (North Area) or 01325 742060 (South Area).



Or via the constabulary website as shown below. Recruitment information is also available from the national recruitment website www.policecouldyou.co.uk

OUR POLICING PLAN 2009-2012

The production of a 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 constabulary area in terms of financial and human resources for that three year period as well as the local policing

priorities for 2009 - 2010.

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 police authority and the constabulary and how these will link to the local policing priorities. The plan will set out how performance of the constabulary will be measured and judged both at a national and local level.

NATIONAL COMMUNITY SAFETY PLAN AND STRATEGIC POLICING PRIORITIES 2009/10

Under the provision of the Police Reforms Act 2002, the Home Secretary is required each year to set out strategic policing priorities (SPP's) for the police service. These provide the national framework within which police authorities then set their local policing plans.

Further information regarding the National Community Safety Plan 2008 - 2011 is available via the Home Office website www.homeoffice.gov.uk

The SPP's set for 2009 - 2010 are:

SPP Priority 1. Continue to increase public confidence in the police through tackling local priorities; also to reduce and prevent crime and anti-social behaviour and help tackle the problems caused by drug and alcohol misuse, in line with PSAs 23 and 25, and in coordinated approach with other CJS partners deliver an effective criminal justice response in line with PSA 24.

SPP Priority 2. Work jointly with forces and other agencies, such as SOCA (Serious and Organised Crime Agency) and UKBA (United Kingdom Borders Agency), to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime.

SPP Priority 3. Work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26.

SPP Priority 4. Work in all of the above, in line with the efficiency and Productivity Strategy for the Police Service, to ensure the best use of resources to deliver; significant cashable improvements; more effective deployment of the workforce; and to realise benefits of the new technology.

POLICING PRIORITIES FOR COUNTY DURHAM AND DARLINGTON

How do we identify the issues on which to consult members of the public and stakeholders?

In November each year the constabulary produces a strategic assessment document.

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 constabulary, taking into account national, regional, constabulary, area and Crime and Disorder Reduction Partnership (CDRP) objectives.

The constabulary 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.

We also take account of the perceptions and views of members of the public living, working and visiting within County Durham and Darlington. A postal questionnaire is sent out to over four thousand members of the public every quarter in order to gather views about policing and community safety issues. The findings from this survey are incorporated into the strategic assessment to ensure that our customer's views fully inform this document and the priorities that are identified from it.

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 resulted in the identification of a list of seven priority areas for the Police authority to consult upon:

- Make our area safer through effective Neighbourhood Policing, tackling Anti Social Behaviour and working in partnership with other agencies.
- Reduce the harm caused by Organised Crime Groups.
- Reduce the harm to communities caused by the effect of alcohol and drug abuse.
- Protecting vulnerable people from harm such as abuse, injury or assault.
- Provide an effective approach to our service delivery, based on Citizen Focus, - responsive to the needs of the individual, ensuring that we engage with all of our communities within County Durham and Darlington.
- Further streamline our processes to ensure the best possible value for money Policing Service for the people of County Durham and Darlington
- Improve and extend communication methods and channels, and enhance engagement mechanisms with individuals and communities across the Constabulary area.

HOW DID WE CONSULT WITH YOU?

Our priorities are determined by consulting with key stakeholders and members of the public who live, work and visit within County Durham and Darlington. We have always valued the opportunity to engage with our customers and stakeholders and both Durham Police Authority and Durham Constabulary regularly gather views and perceptions about policing and community safety issues. Members of the public and stakeholders were presented with a list of the seven priority areas (as listed on page 25) and asked to rank them in terms of importance by selecting their first, second and third priority. Over 600 members of the public and stakeholders were consulted using a range of consultation methods as detailed below.

- **Police Community Consultative Groups (PCCGs)**

As mentioned on page 18 PCCGs are one of the methods of community engagement and priority setting.

- **Citizen Panel**

The Panel is another valuable source of community information.

- **Youth Survey**

The constabulary carries out an online youth survey which is completed by hundreds of members of young people aged between 11 and 17 who live or go to school within County Durham and Darlington. This is an excellent way of gathering the views of young people in relation to policing and community safety issues as well as allowing them to influence priorities by indicating to us their first, second and third priorities from the seven listed options. Please see page 20 for further information.

- **Consultation Events**

Two consultation events were held in December 2008, to consider the list of seven possible priorities. These were the Annual Police Community Consultative Group meeting and a stakeholder event which included a wide range of stakeholders.

- **Other**

The police authority also receives information from a variety of other sources including website feedback, ethnic minority groups, community groups, councillors, businesses and voluntary organisations.





CONSULTATION RESULTS

The consultation process and subsequent discussions between the constabulary and police authority identified four key priority areas to be concentrated upon during 2009 - 2010.

These are:

- Make our area safer through effective Neighbourhood Policing, tackling Anti Social Behaviour and working in partnership with other agencies. (Percentage of respondents who voted for this priority 50%)
- Reduce the harm caused by Organised Crime Groups. (Percentage of respondents who voted for this priority 35%)
- Reduce the harm to communities caused by the effect of alcohol and drug abuse. (Percentage of respondents who voted for this priority 35%)
- Protecting vulnerable people from harm such as abuse, injury or assault. (Percentage of respondents who voted for this priority 32%)

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 all our communities within County Durham and Darlington.

Extensive consultation has taken place between the police authority and constabulary in order to develop a performance management framework to measure delivery against the four local priorities. In identifying specific targets for improvement two indicators have been identified against which specific targets have been set. These can be found in Annex A

LOCAL PRIORITIES 2009-2010

Priority

Make our area safer through effective Neighbourhood Policing, tackling Anti Social Behaviour and working in partnership with other agencies

Durham Constabulary is fully committed to the delivery of citizen focused policing and ensuring that it has the right people in the right place, in the right numbers at the right time in order to create communities where residents are safe and feel safe.

In April 2008, the constabulary successfully rolled out neighbourhood policing (NHP). This was built upon a number of years of experience founded upon the organisations' internal philosophy – 'Aiming for Excellence' which aims to deliver community focused policing. The new neighbourhood policing structures and models for delivery were also the result of a three year piece of work, in line with the National Neighbourhood Policing Programme. Key successes linked to this piece of work are:

- Defining all of the neighbourhoods / beat areas within the constabulary;
- Establishing a 100% coverage of the constabulary area by neighbourhood policing teams. Linked to this is the introduction of a Neighbourhood Policing 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 and;
- A wider range of public consultation meetings providing members of the public with the opportunity to have a say on how their community is policed.

Neighbourhood policing within Durham Constabulary 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 constabulary has 13 NHP Teams, each led by a dedicated Neighbourhood Inspector. Each team polices a number of neighbourhoods which 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.

To enable effective two-way engagement with the members of the community we serve, the constabulary has established PACT meetings. These meetings provide an opportunity for local residents to speak to their local officer / PCSO and provide vital community intelligence in confidence if necessary. Please refer to page 18 on how to get involved.

In line with its commitment to continuous improvement, significant pieces of work have been initiated in recent months to ensure that the constabulary builds upon its successes in delivering neighbourhood policing. One such piece of work is the National Citizen Focus Programme (details of which can be found on page 39).

Anti-social behaviour (ASB) is defined by the Home Office as

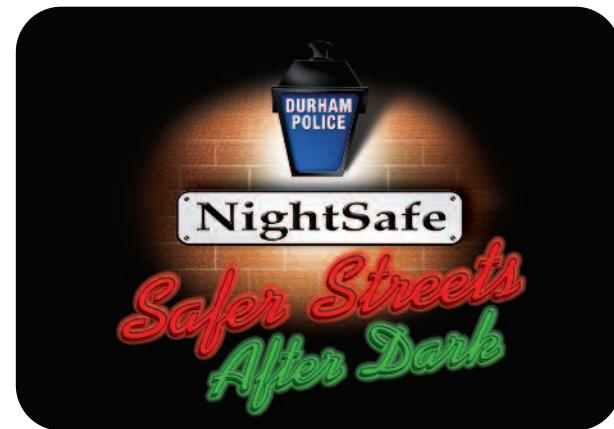
'any aggressive, intimidating or destructive behaviour that damages or destroys another person's quality of life (e.g. nuisance neighbours, vandalism, graffiti, rowdy behaviour, anti social drinking, dumping rubbish)'

In May 2004 Durham Constabulary launched Streetsafe - the constabulary reassurance strategy. Streetsafe still remains at the heart of our style of policing and is based upon 4 common themes:



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

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. The initiative aims to improve the voluntary pub watch scheme, recruit more women door supervisors and improve the availability of transport availability out of the city late at night.



Another successful partnership initiative is Operation Woolston which ran in the Easington District in September / October 2008. This operation, the eighth of its kind since October 2006, encompassed Operation Summer Nights and had a significant positive impact in addressing the community's fears and concerns.



The constabulary has clear Anti-Social Behaviour Order (ASBO), Criminal Anti-Social Behaviour Order (CRASBO) and Acceptable Behaviour Contract (ABC) 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 have recently introduced a Community Engagement Strategy which is a joint three year strategy between the police authority and constabulary and is owned jointly by the Chair of the Police Authority and the Chief Constable of the Constabulary. In addition to the strategy, a detailed and structured action plan has been developed to review existing engagement activity with a view to enhancing the levels of engagement currently carried out by both the police authority and the constabulary.

Priority

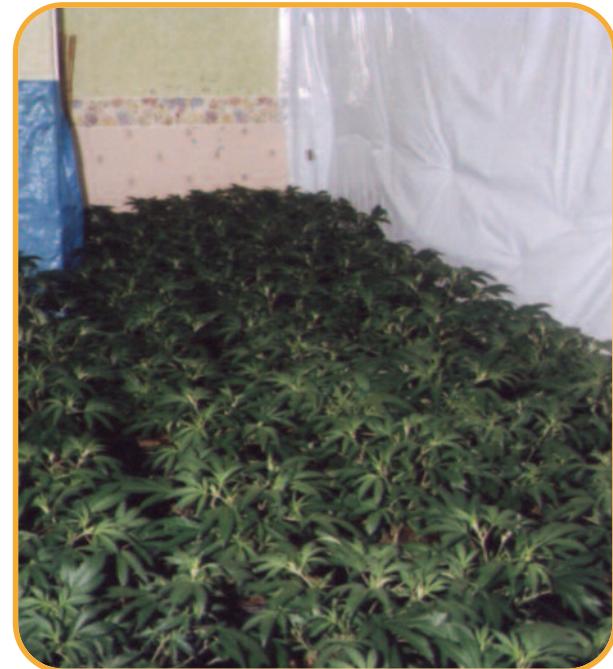
Reduce the harm caused to our communities by organised crime groups

Serious and organised crime and major crime both have the potential to create a significant negative influence on the stability of society as a whole but more importantly, local communities.

In line with reducing the harm caused to our communities the police service as a whole and Durham Constabulary in particular, is implementing a robust programme of work aimed at enhancing the capacity and capability to tackle organised crime groups.

Serious and organised crime is by its very nature becoming ever more complex and the scope for illegal activity is extensive. It is now widely acknowledged that organised crime groups do not focus on a single crime type but are involved in numerous criminal activities.

Durham Constabulary is proactive in its approach to tackling organised serious and major criminal activity. We are actively developing intelligence to allow us to accurately identify organised crime groups and assess the risk they pose to the communities of County Durham and Darlington. This will in turn inform any further intelligence requirements and also any preventative and enforcement activity. This process is further enhanced via information sharing agreements with a number of key partner agencies such as the Serious and Organised Crime Agency (SOCA), Borders and Immigration, Revenue and Customs and Trading Standards.



It is also widely acknowledged that organised crime groups do not operate solely in one area. Many of these groups conduct their illegal activity both on a regional and a national basis. The constabulary is also engaged in proactively seeking to tackle regional illegal criminality and has set up the Regional Intelligence Unit in collaboration with the Northumbria and Cleveland forces. This collaborative unit facilitates regional information sharing and organised crime group mapping which in turn informs the regional and national intelligence picture.

Durham Constabulary supported by the police authority has embarked on a 3 year programme of work aimed at strengthening its own capability and capacity in the provision of protective services (of which serious and organised crime and major crime form a major part of).

The constabulary will continue to enhance its intelligence gathering and analysis and will seek to manage its resources in relation to strategic roads policing and the investigation of economic crime.

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

In addition to seeking to make enhancements internally, the constabulary is also fully engaged with other regional force in exploring collaborative opportunities for the provision of specialist assets and serious and organised crime in general. A series of recommendations have been presented to the regional Assistant Chief Constables, who will in turn progress workstreams deemed as beneficial to individual forces as well as the region as a whole.

A Protective Services Panel with representation from both the police authority and constabulary is well established. This panel is a sub-group of the Police Authority Effective Policing Committee and oversees progress in relation to developments around the constabulary's capacity and capability to respond to identified strategic risks within the protective services arena.

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



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

Durham Constabulary is committed to working with our partners to tackle and where possible prevent criminal activity that culminates from alcohol and drug abuse. These partnership arrangements exist across the whole constabulary area and include both Darlington and County Durham Drug and Alcohol Action Teams (DAATs) (please see page 49 for further information) and the Crime and Disorder Reduction Partnerships (CDRPs) (please see page 47 for further information). The partnerships are key to implementing national, regional and local drug and alcohol strategies.

The Deputy Chief Constable represents the constabulary at board level on each DAAT, and senior officers take the lead in relation to the Reducing Supply agenda. The constabulary also takes 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 constabulary 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 Association of Chief Police Officers (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 constabulary continue 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.

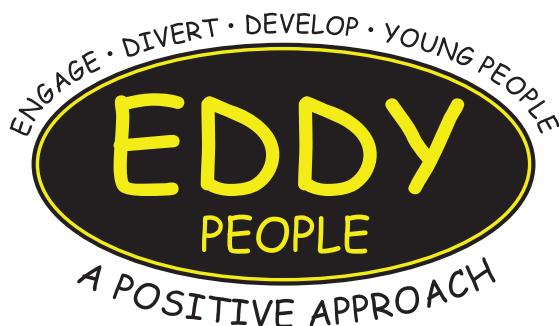
These programmes are supported by a dedicated coordinator employed by the constabulary, who also supports work such as the needle replacement programme in custody suites, arrest referral scheme for all adult detainees, structured day care events and risk based protocols that inform all partners of potential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

**The Partnership Approach**

The constabulary 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.

It is important that all agencies concerned with the importance of trying to tackle the underlying causes of criminal and anti-social behaviour in young people, such as deprivation and boredom. The constabulary and the invest resources on preventative action through a number of diversionary schemes.

These include:



- The Engage, Divert and Develop Young people (EDDY People) scheme. This uses the well established peer led education approach (Smartzone), to educate and influence young people away from drug and alcohol misuse. The scheme also 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;



- Youth Engagement Service (YES) (please see page 53 for further information) in County Durham and;
- Youth Offending Service (YOS) (please see page 53 for further information) in Darlington.

In relation to enforcement, Durham Constabulary is committed to operating the National Intelligence Model to identify and coordinate actionable intelligence to illegal drug activity. Analysis of drug related crime has a regional (via the Regional Intelligence Unit), 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.

In Autumn 2008 Durham Constabulary launched Nimrod, an intelligence led operation closing open drug markets across the county. On 26th November twelve addresses were raided in Seaham resulting in fifteen arrests of Class A drug dealers. Nimrod will continue in the coming months with the aim to stamp out open drug dealing.

The constabulary also deploys trained passive drugs dogs throughout the constabulary area and a number of successful intelligence led operations have been run in the past 12 months. The success of the passive drugs dogs is well recognised and the constabulary now receives regular requests from neighbouring and other national forces for use of the dogs.

Dedicated licensing units are situated in both of the area commands and undertake a range of initiatives. These include:

- Conducting multi-agency visits to licensed premises ensuring compliance with the Licensing Act.
- Joint test purchasing operations are carried out at off licences to target those premises selling alcohol to children.



- 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 constabulary 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.

The constabulary is also heavily engaged in partnership approaches to tackling alcohol misuse. One such example is Nightsafe, a multi-agency initiative targeting the night time economy in Durham City (please see page 29 for further information on the Nightsafe initiative).

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

Durham Constabulary has a key role in supporting and protecting the most vulnerable people and groups within our communities. However, the constabulary alone does not have the capacity to provide public protection and it is widely accepted that success is wholly dependent upon sustained and proactive partnership working.

The constabulary has produced a revised Crime, Drug and Alcohol Strategy (please see page 33 for further information) with an overarching action plan. An intrinsic strand of this directs action towards improvements for protecting vulnerable people.

The strategy recognises that there are individuals and / or sections of the community who may be more vulnerable than others.

In tackling issues related to vulnerable people or communities, the use of mapping has become ever more prominent. The constabulary is taking a proactive approach to identifying its vulnerable persons / groups and reviews this on a regular basis. This is used to form an operational and intelligence response to protect those deemed as vulnerable. The intelligence gathered is also used within the constabulary strategic assessment, which in turn is used as a mechanism to prioritise areas of high risk.

Significant investment aimed at protecting vulnerable people has been outlined within the 3 year protective services improvement 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 - an arrangement that is recognised nationally as good practice.

The constabulary will continue to roll out MARAC across the whole force area and provide training to staff as and when required.

The constabulary employs a dedicated Strategic Domestic Violence Co-ordinator who delivers training throughout the constabulary 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

Durham Police Authority and Durham Constabulary have adopted a zero tolerance approach to all forms of hate crime. Crime of this nature can be particularly disturbing as in many cases victims have been targeted because of their race, religion, gender, sexual orientation, age or disability.



The constabulary has introduced a number of initiatives to prevent and tackle hate crime in all of its forms. These include:

- The establishment of a diversity unit;
- Area / headquarters based hate crime officers;
- The establishment of Independent Advisory Groups (IAG) for Black and Minority Ethnic (BME), Young Persons, Disability and Lesbian Gay Bisexual and Transgender (LGBT) (please see page xxx for further information on IAG's)

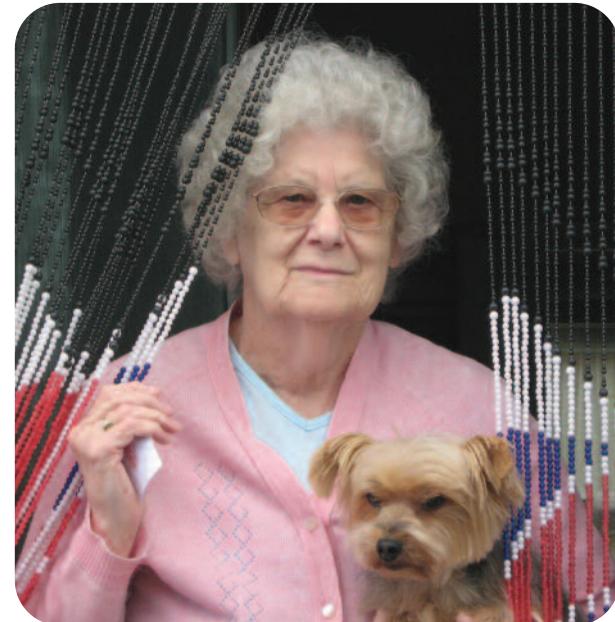
In terms of reporting hate crime, the constabulary has recognised the sensitivities involved and has successfully launched a third party reporting scheme. It is the intention of the constabulary to continue to roll these out to achieve coverage in all areas of the constabulary.

The constabulary will continue to build upon its already well established links with the Eastern European community – work it has carried out in partnership with Durham County Council Community Development Team and the Primary Care Trusts. In addition, we aim to introduce a further IAG which will be a sub-group for the BME IAG specifically for women.

The constabulary was praised in a recent inspection by Her Majesty's Inspectorate of Constabulary (HMIC) in relation to the investigation and prosecution of rape and other sexual offences. This is a positive result and reflects the effort put in by the constabulary and its staff in implementing a number of pieces of work to enhance its procedures.

Preventing and investigating bogus official crime remains a focus and affects those most vulnerable in our communities.

Operation Bombay is a regional operation in collaboration with Northumbria and Cleveland forces targeting this type of crime. This operation has been extremely successful and has recently been granted funding to continue for the medium to long term. In addition to this, there has been a regional launch of Operation Strongbow which is a joined up regional approach to prevention, education and awareness raising of distraction burglaries and rogue traders.



LOCAL PRIORITIES PERFORMANCE INDICATORS

Following consultation each of the four local priorities is to be measured by a series of indicators. These indicators include a number which are set nationally by the Home Office and are shown as either SPI (Statutory Performance Indicator) or NI (National Indicator). A number of the public perception questions which form part of the British Crime Survey (BCS) are replicated in local surveys carried out by or on behalf of the Force.

LPI Number	Description of Measure	Baseline	Target
P1: Safer Communities			
1	Percentage of victims satisfied with updates/feedback/follow up		
2	Percentage of the public who perceive they suffer from ASB in their local area		
3	Percentage of the public who agree the police and local council are dealing with the and anti social behaviour and crime issues that matter in this area		
3a	Percentage of the public who agree the police are dealing with the and anti social behaviour and crime issues that matter in this area		
4	Percentage of the public who are satisfied they know how to contact the police in a non urgent situation		
5	Percentage of the public who feel safe in their local area		
5a	Percentage of the public who feel either 'fairly safe' or very safe in their local neighbourhood during the day		
5b	Percentage of the public who feel either 'fairly safe' or very safe in their local neighbourhood after dark		
6	Percentage of the public who know how to contact their local Neighbourhood Policing Team		
7	Percentage of the public who agree the police and local council seek peoples views about the anti social behaviour and crime issues that matter in this area		

LPI Number	Description of Measure	Baseline	Target
P1: Safer Communities			
8	Percentage of the public who are satisfied with the service they received after engaging with the police		
9	Total crime		
10	Serious violent crime (split by 5a and everything else)		
11	Serious acquisitive crime		
12	Serious knife crime levels		
13	Assaults with less serious injury		
14	Criminal Damage		
15	Total crime OBTJ		
16	Serious violent crime (split by 5a and everything else) OBTJ		
17	Serious acquisitive crime OBTJ		
18	Assaults with less serious injury OBTJ		
19	Criminal Damage Detections		
20	Incidents of ASB (to be monitored only)		
21	Compliance with NSIR		
22	Compliance with NCRS		
P2: Alcohol & Drugs			
23	Percentage of the public who perceive people using or dealing drugs is a problem in their local community		
24	% of the public who perceive people being rowdy or drunk in public places is a problem in their local community		
27	Levels of crime (violence against the person)		
28	Alcohol and drugs related incident and crime information		
29	Alcohol and drugs qualifier		

LPI Number	Description of Measure	Baseline	Target
P3: Organised Crime			
30	Number of arrests of members of OCGs (disruption in the form of arrests)		
31	Value of assets recovered from OCGs (disruption in the form of assets recovered)		
32	Value (Street) and quantity of drugs recovered from OCGs (disruption in the form of drugs seized)		
33	NCRS audit level of compliance (linked to crime breakdowns)		
P4: Vulnerable People			
34	Percentage of Domestic Abuse incidents resulting in sanctioned detections		
35	Percentage of Hate Incidents resulting in sanctioned detections		
36	Number of bogus official incidents		
37	Percentage of repeat incidents of Domestic Abuse		
38	Number of serious sexual offences		
39	Number of serious sexual offence OBTJ		
40	Number of victims of crime aged 17 years or under for all crime		
41	MAPPA annual report information		
45	Quality review of strands of vulnerability		



CITIZEN FOCUS

What is Citizen Focus?

Citizen focus is about ensuring that we as the police and police authority, have a clear understanding and appreciation of what citizens living, working and visiting within County Durham and Darlington want from the policing service they receive. It is also about defining what matters most to citizens and establishing what quality of service they expect from the police. Once we have this understanding this will enable us to design and deliver policing services that people find easy to access and to use. We will endeavour to provide a policing service that is both relevant and useful and in line with what our citizens want.

Citizen focused policing is also an area which has been given high profile by the Home Office and is subject to increased scrutiny.

The national citizen focus vision statement 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."

The national steer is that it is essential that citizen focused policing be integral to the way that policing is conceived, managed and delivered. It is not an addition 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 or job role. Nationally, the five key principles of citizen focus policing has been defined 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. This includes consultation and engagement, 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.

Consultation we have carried out with citizens of County Durham and Darlington has confirmed the importance of providing a citizen focus approach to our service delivery which is responsive to the needs of the individual.

How are we delivering a Citizen Focus policing service?

Over the years, Durham Constabulary has successfully provided a policing service using a community based policing approach. This approach was complemented by the implementation of the Neighbourhood Policing agenda which aimed to provide a policing service at a local level. This service is provided by Neighbourhood Policing Teams consisting of Police Officers, Police Community Support Officers (PCSOs), Special Constables and local authority wardens. The aim of these teams is to provide citizens who live and work within a particular neighbourhood with effective access to local policing services through a member of their local neighbourhood policing team. They also aim to provide citizen's with the opportunity to influence local policing priorities for their neighbourhood. The neighbourhood policing teams have the responsibility to take action alongside partners and members of the public to address local issues. It is also the responsibility of these teams to provide effective and sustainable solutions and to provide feedback to citizens around the solutions taken. The neighbourhood policing agenda has been embedded within Durham Constabulary since April 2008 and provides us with firm foundations upon which we can enhance and focus our ability to provide effective policing services to individuals as well as all neighbourhoods within County Durham and Darlington.

How well are we delivering Citizen Focus Policing?

In September 2008, Her Majesty's Inspectorate of Constabularies (HMIC) carried out an inspection of how well forces were developing citizen focus policing. This inspection measured performance against specific grading criteria which the

Government has developed for citizen focused policing services.

Following a successful inspection Durham Constabulary was graded as 'meeting the standard' in relation to delivering a citizen focused policing service. The inspection concluded that Durham Constabulary fully understands the needs of its communities and that service improvement opportunities are identified and implemented in order to improve local service delivery.

Some areas for improvement were identified within the review and an action plan has been developed in order to ensure these opportunities for improvement are realised.

An Example of the provision of a citizen focused service

Policing By Appointment

In October 2008, Durham Constabulary launched 'Policing By Appointment' service aimed at responding to the needs of individual citizens who required a police response. The policing by appointment service which was initially piloted in two areas of the constabulary, aimed to schedule appointments at a time and date convenient to the victim based upon the individual requirements of that individual. The scheme offers victims of crime the opportunity to speak to police officers either at timed appointments or during pre-arranged home visits. The diary car facility currently operates seven days a week between 9am and 8pm and has proved to be successful so far. This is an excellent example of the constabulary delivering against the citizen focus agenda in tailoring the police service provided to fulfil the needs of individual citizens.



LINKS TO STRATEGIC POLICING PRIORITIES

All police authorities and police 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 (detailed on page 24 of this plan).

The National Community Safety Plan (NCSP) (please see page 24 for further information) details the Strategic Policing Priorities along with key actions for police forces to undertake during 2009 - 2010. 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 constabulary strategies and also via the range of major change programmes underway as part of our programme management structure. In order to demonstrate how our local priorities are intrinsically linked to these national priorities and key actions we have identified which local priorities most appropriately reflect the work of the Home Secretary's Strategic Policing Priorities:

Home Secretary's National Strategic Priorities	Links to the Local Priorities for County Durham and Darlington
<p>SPP Priority 1. Continue to increase public confidence in the police through tackling local priorities; also to reduce and prevent crime and anti-social behaviour and help tackle the problems caused by drug and alcohol misuse, in line with PSAs 23 and 25, and in coordinated approach with other CJS partners deliver an effective criminal justice response in line with PSD 24.</p>	<p>All four of the local priorities identified for this year will significantly contribute to the successful delivery of the key actions detailed within this priority.</p>
<p>SPP Priority 2. Work jointly with police forces and other agencies, such as SOCA and UKBA, to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime.</p>	<p>One of our local priorities outlines our commitment to tackle organised crime groups and reduce the harm such groups have on our communities. To achieve successful delivery of this priority we will continue to build upon the excellent working relationships and partnerships that we already have with a number of key agencies, such as SOCA and UKBA. In addition, we will continue to pursue opportunities for collaboration with neighbouring forces in tackling serious and organised criminal activity</p>

Home Secretary's National Strategic Priorities	Links to the Local Priorities for County Durham and Darlington
<p>SPP Priority 3. Work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26.</p>	<p>This is a priority area which aims to stop people from becoming or supporting terrorist or violent extremists, increase the capability to enable engagement in the range of counter terrorism policing activities, strengthen security, undertake effective counter-terrorism training and target illegal extremists who intimidate those involved in legitimate animal testing. Again this priority will be addressed by Durham Constabulary through our local priority aimed at reducing organised crime and our work in relation to protective services (see page 46). In addition, through our citizen focused style of policing we aim to enhance our levels of engagement with all members of our communities</p>
<p>SPP Priority 4. Work in all of the above, in line with the efficiency and Productivity Strategy for the Police Service, to ensure the best use of resources to deliver; significant cashable improvements; more effective deployment of the workforces; and to realise benefits of the new technology.</p>	<p>The key actions to address this area consider the recently published national Efficiency and Productivity Strategy 2008 -11, which sets out targets for efficiency and productivity improvements. Police forces and authorities need to set out in their policing plans their efficiency savings and productivity increases and how this will assist in the delivery of their priorities. We are addressing this national priority in terms of a delivery mechanism rather than a specific local priority. Details of the work being undertaken can be found at page 70.</p>

PROTECTIVE SERVICES

For the past two years Durham Constabulary has made significant investment and progress in addressing the shortfalls in its capacity and capability to deal with 'protective service' incidents. These shortfalls were identified as part of the 'Closing the Gap' report (2005) which detailed the position of all police forces in England and Wales to respond to protective service incidents.

Within this plan protective services are defined as:

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

Since the collapse of the government's strategic constabulary merger proposals the responsibility has fallen on the constabulary to make improvements in its ability to 'protect and connect' with communities across County Durham and Darlington from within existing resources. To meet this responsibility and address the identified shortfalls, the constabulary has produced an improvement plan which details prioritised areas for investment totalling approximately £2.7 million over a three year period. The functions invested in so far include:

- intelligence
- civil contingencies,
- counter terrorism and domestic extremism,
- vulnerability and public protection.
- public order training
- integrity



In addition, an investment of around £300,000 will be 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 processes identified some gaps it also highlighted areas where the capacity and capability of the current arrangements are extremely high, and in excess of the minimum standards.

The 3 year improvement plan is however, subject to review in order to ensure that the constabulary makes the best use of its resources and complies with the minimum standards expected of it across the whole range of policing functions. The review occurs on annual basis in line with production of the strategic assessment, which identifies potential demand, and the medium term financial plan.

In November 2008, the National Policing Improvement Agency (NPIA) in partnership with the Association of Chief Police Officers (ACPO), published the Protective Services Minimum Standards, with which all police forces must comply.

To ensure compliance with the new standards the constabulary will review both its current and future position (following full implementation of the improvement plan) to assess whether further investment or indeed a change in the proposed investment is required.

In addition to internal changes the constabulary 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 number of policing functions within the protective services arena have been identified as having potential be delivered on a collaborative basis with neighbouring forces. These include public order training and elements of serious and organised and major crime, with the spectrum of collaboration ranging from standardisation of policies and procedures to full, interoperable working on a regional basis.

In October 2007, Cleveland Police and Durham Constabulary were awarded Home Office funding to scope the potential for collaboration around the provision of firearms support across the two constabulary areas. Working alongside the current joint training arrangements at Urlay Nook, this two year project 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 detailing the opportunities for joint working 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.

- **Police Authority Protective Services Panel**

This panel is a sub-group of the Police Authority Effective Policing Committee and oversees progress in relation to developments around the constabulary's capacity and capability to respond to identified strategic risks within the protective services arena. The membership of this group consists of the Deputy Chief Executive, The Chair and Deputy Chair of the Police Authority, the Chair of the Police Authority Effective Policing Committee, ACC Operations, Head of CID, Supt Operational Support Department and the Strategic Planning and Corporate Communications Manager.

- **Joint Collaboration Project**

The Chief Constables and Police Authority Chair's of Durham, Northumbria and Cleveland and Cumbria police forces have met to establish a Shared Service Programme Board. 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.



WORKING IN PARTNERSHIP

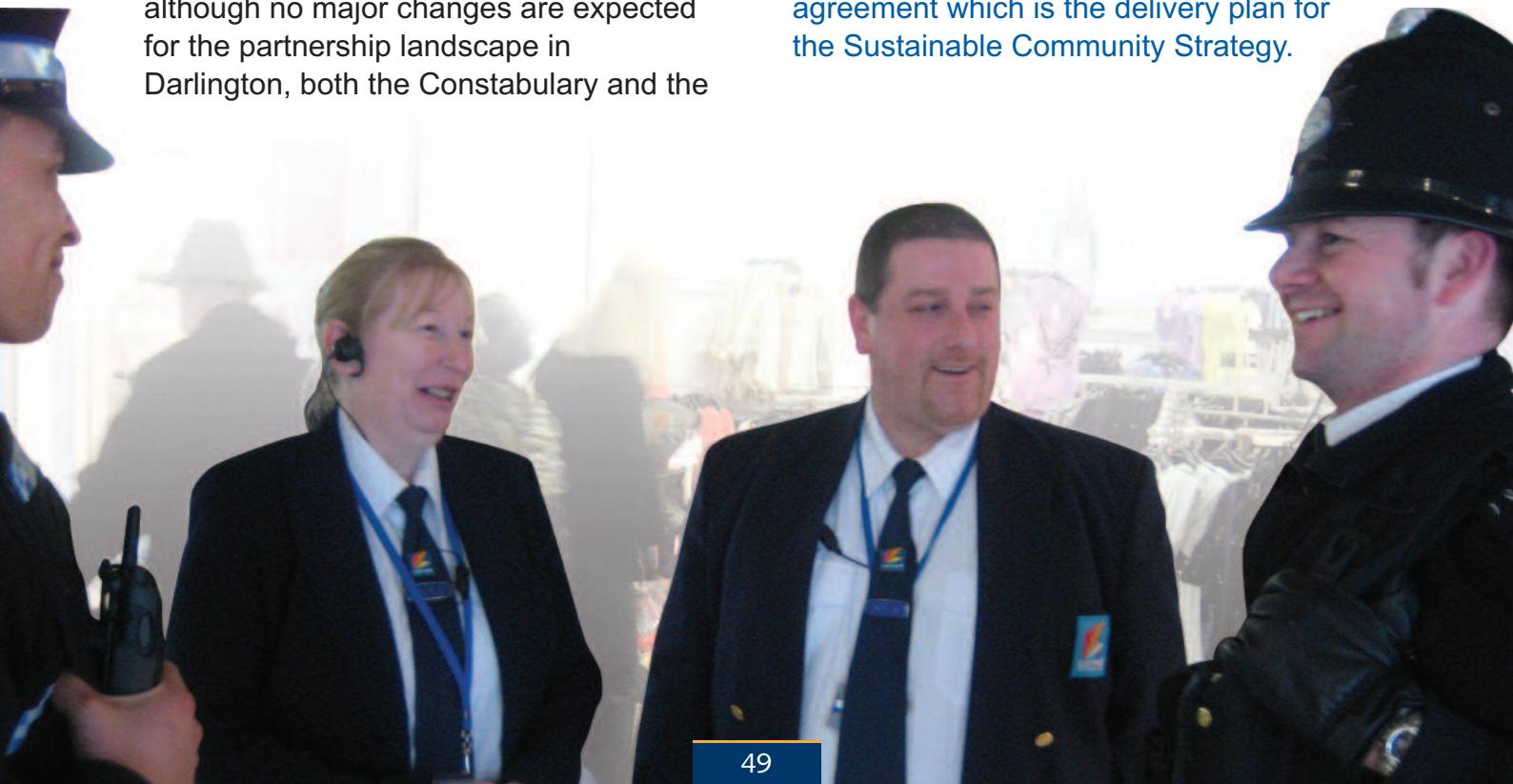
Durham Constabulary and Durham Police Authority remains committed to working in partnership. The portfolios of the Constabulary executive officers and Police Authority members and officers ensure high level representation at key partnerships, recognising the importance of joint working. The aim of communities being safe and feeling safe cannot be achieved without close partnership working from strategic level through to the front line delivery of services.

During 2008/09 the partnership landscape has continued to change and evolve, with the main changes resulting from the Local Government Reorganisation which has been taking place in County Durham, as well as the development of the Sustainable Communities Strategies and second Local Area Agreements for both County Durham and Darlington. Looking ahead to the coming 12 months changes will continue to affect and shape the partnership landscape in County Durham as the new unitary structures settle in, and although no major changes are expected for the partnership landscape in Darlington, both the Constabulary and the

Police Authority are mindful that the landscape is ever changing as partnerships continue to evolve to meet the needs of our communities.

Local Strategic Partnerships

During 2008-09 the Constabulary and Police Authority has continued to be represented on the Local Strategic Partnerships (LSPs) in County Durham and Darlington. Local Strategic Partnerships are non-statutory bodies and co-terminus with local authority boundaries. Local Strategic Partnerships are responsible for the development and of the Sustainable Communities Strategy and for the delivery of the Local Area Agreement. A Sustainable Community Strategy sets out the priorities for local area agreed by Central Government, represented by the Local Government Office, and a local area represented by the Local Authority and key partners, such as the Constabulary and Police Authority. A Local Area Agreement is a three year agreement which is the delivery plan for the Sustainable Community Strategy.



The County Durham Partnership and Darlington Partnership will be the only Local Strategic Partnerships within the Constabulary area from April 2009. The County Durham Partnership has existed alongside the district based Local Strategic Partnerships for some time as their umbrella organisation due to the Local Government Reorganisation in County Durham it will become the only LSP in County Durham from April 2009. In the forthcoming 12 months the Constabulary and Police Authority will continue to be represented at both LSPs in the constabulary area.

As Darlington is already a unitary local authority the Darlington Partnership remains the LSP for Darlington and it is not envisaged that there will be any major changes for the Darlington Partnership in the next 12 months.

Both County Durham Partnership as the umbrella organisation and the Darlington Partnership have developed their new Sustainable Communities Strategies over the past 12 months. County Durham sustainability strategy sets the vision for County Durham in 2023 and includes the type of activity that will be taken to achieve their vision. The Darlington Sustainable Community Strategy is called One Darlington Perfectly Placed and is the overall plan for Darlington up to 2021, in concentrates on both the people and the place, and is concerned with preserving and strengthening all that is good about life in Darlington, whilst tackling what needs to be improved to build a better quality of life for everyone across the borough community.

As the delivery plans for both sustainability communities strategies, both partnerships have developed New Local Area Agreements for the period 2008 - 11.

Both of the Local Area Agreements received ministerial approval in June 2008. The Local Area Agreements contain priorities and targets that collectively impact upon our communities. The targets are designed to empower partners to focus on local issues and to unite partners under a common goal and facilitate collaborative and complimentary working.

In addition a responsibility of Local Strategic Partnerships is to working with other LSPs to create Multi Area Agreements, which like Local Area Agreements are a delivery plan for improvements in an area, except the area covered by the agreement are larger such as the two in the north east, which are linked to the two city regions. Multi Area Agreements are designed to unite LSPs together, in order to drive much broader strategic improvements for areas such as education, health, business and transport infrastructure.

As the constabulary area bridges between the Tyne and Wear City Region and the Tees Valley City Region, County Durham Partnership and Darlington Partnership link into different Multi Area Agreements. County Durham Partnership links to both the Tyne and Wear and the Tees Valley Multi Area Agreements and as Darlington Partnership links to the Tees Valley Multi Area Agreement.

Crime and Disorder Reduction Partnerships (CDRPs)

Durham Constabulary and Durham Police Authority are two of the named responsible authorities set out in Section 5 of the Crime and Disorder Act 1998, along with Primary Care Trusts, Fire and Rescue Authorities, and Local Authorities all of which have a statutory duty to work together with other agencies and

organisations to develop and implement strategies to tackle crime and disorder. This includes anti-social behaviour, and other behaviours adversely affecting the local environment as well as the misuse of drugs in their area. They do this by working together as a Crime and Disorder Reduction Partnership (CDRP).

Both the Constabulary and the Police Authority have pivotal roles within the CDRPs in the constabulary area and in some cases provides the chair to the group through the Area Commanders. Also the Police Authority have been taking a leading role within CDRPs to improve community engagement and develop a joint approach across community safety partners. A key benefit of working with CDRPs ensures that the priorities identified by the Constabulary and Police Authority for the forthcoming year are consistent with those of partnerships, so all are working to a common goal for the community.

For the first time in 2008 a joint a Joint Strategic Assessment was developed across the CDRPs in Co Durham and Darlington. This assessment helps determine the priorities and targets for the CDRPs. CDRPs are also responsible for the achievement of community safety related targets with in the Local Area Agreements and Sustainable Communities Strategies.

The County Durham CDRP and Darlington CDRP will be the only CDRPs within the Constabulary area from April 2009, due to the Local Government Reorganisation in County Durham. The County Durham CDRP has existed alongside the district based CDRPs for some time as their umbrella strategy group. In the forthcoming 12 months the Constabulary and Police Authority will continue to be represented at both CDRPs.

From April 2009 the new CDRP structure in County Durham will be underpinned by a series of thematic groups, responsible for developing plans to achieve the targets and priorities. As County Durham is a large area it has been agreed that there will be eleven Local Multi Agency Problem Solving Groups (L-MAPS) which are co-terminus with the Constabulary Neighbourhood Policing boundaries. The L-MAPS will operate to quickly identify emerging issues and solve problems affecting communities, this will result is a more cohesive and collaborative approach to tackling joint problems.

The Darlington CDRP structure remains unaltered, as Darlington is already a unitary local authority. Like in Durham the structure of Darlington CDRP is underpinned by a series of thematic groups, which are responsible for developing plans and achieving targets and priorities.

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, Her Majesty's Court Service, County Durham Youth Engagement Service, Darlington Youth Offending Service, the Probation Service and the Prison Service. Local Criminal Justice Boards have been established to encourage agencies to work together to tackle crime and they are directly responsible to the National Criminal Justice Board (NCJB) for local delivery of national targets set by the government.

The Board, currently chaired by the Chief Constable continues to work closely together to reduce crime, re-offending and the causes of crime and remains.

committed to bring more offences to justice aiming to increase public confidence through a number of initiatives. Please see the below web link for further details:
www.lcjb.cjsonline.gov.uk/DurhamAndDarlington

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:

- Black Minority Ethnic
- Disability
- Youth
- Lesbian Gay Bisexual and Transgender

The establishment of these groups has been supported by the Office of Criminal Justice Reform and their work has received national recognition as best practice. A Youth IAG has also newly been created and has already assisted in the development of the revised Youth Strategy which will ensure that the Constabulary is aligned with the principles and requirements of the "Every Child Matters" Agenda (please see page 21 for further information on IAG's)

main public sector delivery agencies.

The Constabulary and Police Authority continue to play an important role in both DAATs in the constabulary area. With membership at Board and operational levels, the Constabulary and Police Authority take a strong lead in the partnership approach of the two DAATs in relation to reducing the harm caused to communities by drugs and misuse of alcohol.

The DAAT partnership 'Reducing Supply Group' is chaired by the Constabulary 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 of 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 Constabulary continues to support the Drug Arrest Referral Scheme designed to address the underlying causal factors and divert people away from substance misuse and also to reduce the danger caused by drug related antisocial and criminal behaviour.

The DAAT partnership work will continue throughout 2009 - 2010, particularly as it has been identified as a major cause of criminal and social problems across the area and being prioritised within the Local Area Agreement.

Further information can be found at:

www.codurhamdat.org.uk/

Drug and Alcohol Action Teams (DAAT)

There are two Drug and Alcohol Action Teams in the Constabulary Area, one covering Darlington and one covering County Durham. DAATs are strategic bodies set up under the UK Government's Strategy for England 'Tackling Drugs Together'. DAATs coordinate the drug-related elements of the service plans at a local level for the

Youth Offending Service / Youth Engagement Service

The Constabulary continues to work collaboratively with the Youth Offending Service (YOS) in Darlington and Youth Engagement Service (YES) in County Durham and continues to play an active role on the Boards of both services.

Considerable work has been undertaken with both partners to reduce the number of first time entrants to the criminal justice system. The introduction of Pre-Reprimand Disposals (PRD) for 10 to 13 year olds. This early intervention tackles the causes of crime thereby supporting young people to achieve positive outcomes. The PRDs have been very successful and attracted attention nationally for its innovative approach to identifying risk factors that may lead to young people becoming involved in criminal activity. . Recognising the success of the scheme it has now been expanded to cover the 14 to 17 age group.

During 2009, in partnership with County Durham YES the Constabulary aims to develop Safer Schools Initiatives across the county based upon existing communities of learning. This initiative will see each school have an identified officer who works collaboratively to improve outcomes for the schools, young people and communities. A similar initiative already exists in Darlington which the Constabulary and Police Authority continue to support.

Children's Trusts

The Constabulary and Police Authority are identified in the Children's Act 2004 as two of the partners who are legally bound to co-operate and work together with the Children's Services Authority to improve outcomes for children and young people including their wellbeing. In addition the Chief Constable has a duty to safeguard and promote the welfare of children.

The Constabulary and Police Authority are represented on both the County Durham and Darlington Children's Trust Boards. In County Durham the Children's Trust Board is underpinned by five Local Safeguarding Children's Boards in the localities.

The Children's Trusts are responsible for delivering the Every Child Matters Agenda, which is the Government's aim for every child, whatever their background or their circumstances and for them to have the support they need to be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic wellbeing.

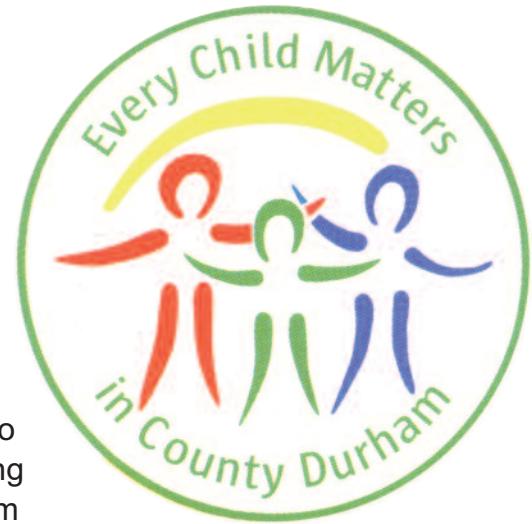
The Constabulary and the Police Authority continue their work with partners and are supporting the expansion of the Common Assessment Framework which is designed to assess the needs and strengths of a child, which includes taking into account the role of parents, carers and environmental factors in the child's development. Through this process, assessment the level of appropriate support can be agreed with the child and family.

During 2009 both the Darlington and County Durham Children's Trusts will introduce and implement the national children's database 'ContactPoint'. The Constabulary are working closely with partners to ensure the system is fully operational by September 2009.

ContactPoint is also a vital tool to help safeguard children and young people. It is a central online directory available to authorised staff and practitioners, to find out who else is working with the same child or young person, this will help to ensure that the right agencies are involved at the right time and children and young people do not slip through the net.

As part of the Constabulary's commitment to working with young people, the Constabulary's 'Partnership Team' is hoping to further develop the EDDY

People Scheme (Engage Divert and Develop Young People) which is designed to divert young people from antisocial behaviour and crime by providing support and engagement and through activities such as outdoor pursuits. To date it has received extremely complimentary feedback and the results are very positive. The Police Authority supports the EDDY People Scheme.



www.everychildmatters.gov.uk/

PERFORMANCE AND INSPECTION

The direction from the Home Office is that there is to be a move to a system where the police are held to account at a more local level.¹ In making this change they have moved away from setting several targets and have set only one single top down target for police forces. This is based around a question which asks if 'the police and local councils are tackling the crime and anti-social behaviour issues that matter locally'.

All forces have also adopted the Policing Pledge which articulates a clear set of standard which all forces will aim to deliver, and against which performance will be monitored (please see page 13 for more information on the Policing Pledge).

The role of actually managing police force performance will move the Her Majesties Inspectorate of Constabularies (HMIC) which will become 'a fierce advocate and explicit guarantor of the public interest'. The method in which the HMIC will assess performance is still in development.

However the suggestion is a move towards a more 'Rounded Assessment' of police performance which does not focus solely on the performance numbers but on the capability, capacity and achievements of individual forces. The framework will include a number of measures considered together with inspection reports conducted by the HMIC and other auditing bodies and allow the HMIC's to use their professional expertise and judgment in assessing how forces are actually performing.

There are also strong links to assessing how well we are performing in working

closely with our partners to deliver real improvement outcomes for local communities. The Comprehensive Area Assessment (CAA) is a key driver in this regard.

CAA brings together 7 inspecting bodies² looking at councils, prisons, police, probation, education etc. The performance accountability focus consists of 2 parts:

- An area assessment which considers how well local priorities are expressed and are delivered against.
- An organisational assessment which looks at the contribution of all of the partners.

There are a number of nationally defined and agreed performance indicators which are reported to Central and Local Government, the HMIC, partners and to the Police Authority. A list of the police specific Statutory Performance Indicators can be found at in Annex A

¹ The Home Office Paper 'From the Neighbourhood to the National – Policing Our Communities Together' and the Subsequent 'Next Steps'

² Audit commission, Care Quality Commission, HMIC, HM Inspectorate of Prisons, HM Inspectorate of Probation, Ofsted

A local framework also exists to monitor performance against those specific areas which have been identified as local priorities. This framework can be found at page 38.

Monitoring and Governance

Durham Constabulary has a duty to manage the performance of the organisation and Durham Police Authority has a responsibility to monitor that this is being efficiently and effectively done. There is a structured process utilised within the constabulary to ensure robust performance management resulting in the maintenance of good performance. The police authority performance monitoring role is done via a formal reporting process to a number of police authority meetings. This ensures that performance is scrutinised and challenged by members promoting and supporting continuous improvement.

Inspection

The following external inspections have been conducted.

HMIC Phase 2.5

Neighbourhood policing and citizen focus – Meets the standard

HMIC/P Inspection - Joint Inspection by HMIC & HMIP was conducted between the 22-23 September 2008. The Joint inspectorate teams have begun a programmed series of inspections of police custody suites as part of the UK's international obligation to ensure regular independent inspection of places of detention. The Inspectorate not only looks at the implementation of the codes of practice (PACE) but also the expectations about the appropriate treatment of detainees and conditions of detention.

The force received no specific recommendations but a number of areas for improvement have been identified. These will be progressed during the course of the year.

MAKING BEST USE OF OUR RESOURCES PERSONNEL, LEARNING & DEVELOPMENT

Durham Constabulary and Durham Police Authority have a clear view of their personnel priorities. We will continue to strive to deliver Excellence Through People. The emphasis will be:

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

Details of the methodology for delivering against this objective will be contained within the Personnel Plan and the Learning & Development Plan.

The department enjoys an excellent working relationship with the Police Federation, UNISON, GMB, Superintendents Association and the Professional Standards and Legal Services Department and works closely with them on a range of welfare and discipline issues, including Employment Tribunals.

Effective management of our personnel is underpinned by the computerised HR system, NSPIS HR. ORIGIN is the next generation of this system and the project for instillation is on target with the first elements due to be implemented in autumn 2009 providing self service access, improved management information and sickness reporting and improved H&S recording. The introduction of the NSPIS Performance review system will take place at the end of the fiscal year but requires the redrafting of all role profiles incorporating the competencies in the National Occupational Standards as opposed to the behaviours in the Integrated Competency Framework.

The Durham Constabulary Process Improvement Programme will continue to place an unprecedented level of demand on Personnel Services. In 2006/07 185 posts were advertised. In 2008/09 this had risen to 342 and will rise again in 2009/10.

Personnel Services and the Health Management Unit will be required to support more:

- Recruitment and selection;
- Assessments of fitness for full duty;
- Revisions of role profiles;
- Employee relations issues; and
- Job Evaluation Reviews

In order to improve efficiency, reviews will be conducted into processes in the following areas of business:

- Absence Management;
- Recruitment and Selection;
- Police Staff Conduct Procedures;
- Income Generation; and
- Training Provision.

As no additional resources are available to undertake the detailed work necessary to research and implement the process improvements, it will be necessary to introduce a phased approach to the five chosen processes. Those offering the greatest potential for 'budget' savings will be prioritised and therefore Absence Management and Income Generation will be given priority.

A challenging income generation target of £273,000 has been set for 2009/10.

Achievement of this target will be heavily reliant on the Personal Safety Training site at Meadowfield and the Dog training facility at Spennymoor.

The Personal Safety Training facility at Meadowfield will continue to deliver Police Support Unit (PSU) and Personal Safety courses to Durham officers. The site will also host courses for Cleveland Police and Durham County and Darlington Fire and Rescue, generating much needed income. Negotiations with Northumbria Police over their use of the site are at an advanced stage. Work to achieve NPIA quality standards will continue.

Dog Training will continue to deliver a range of high quality products providing General Purpose, 'Wolves', Drugs, Explosive, Passive Attack and Cash Dog courses. We have already agreed the delivery of drug and general purpose courses to overseas forces in 2009/10 and there are further exciting possibilities to explore. Part of the income generated from these initiatives will hopefully be used to set up a dog breeding programme.

The Force already has an Attendance policy covering reporting processes, return to work, Occupational Health referrals, recuperative and restricted duties but this will remain under review capturing best practice initiatives from other forces and agencies. This will also apply to policies and procedures covering Well being at Work; Health and Safety; Reduced and Variable Working Hours and Special leave to ensure that we continue to improve sickness performance and wherever possible demonstrate our desire to be a family friendly force.

Our Employee Assistance Programme providing advice, guidance and counselling

on relationship problems, debt management, financial and legal advice and post incident support following a critical incident will go out to tender in early 2009/10 and will be implemented later in the year.

The sports complex will continue to develop the use of their facilities. The £230,000 income generated in the year 2008/09 should be exceeded in 2009/10. The centre manager and Occupational Health will develop exercise programmes to aid the recovery of staff following musculoskeletal problems.

The recruitment and selection process has recently become almost entirely e-based and further development of the force Internet site will enable personnel policies to be placed in the public domain allowing freedom of access to the local community.

Durham Constabulary seeks to be representative of the community it serves and to that end we will continue to develop positive action initiatives to improve female and black and minority ethnic numbers. We will pursue improvements in our support mechanisms for existing staff to ensure that, where possible, under represented groups remain with the force. An improved Exit Monitoring process was recently launched and the increased quality of qualitative and quantitative data will be analysed with a view to implementing further process improvements.

We will continue to progress our Single Equality Scheme and Action Plan. The Action Plan will form the basis of the work to be undertaken by the revised Equality and Diversity Strategic and Task Groups and will incorporate the actions emanating from the Gender Agenda working group and the Quality Part-time working project.

The 30+ Scheme was introduced during a period where it was anticipated that there would be a high turnover in police officer numbers. The scheme is due for review in 2010. The National Police Improvement Agency has yet to discuss the future of the scheme with the Police Negotiating Board but has already indicated that it will close. The consequences for the force and individual officers will require addressing.

A limited Talent Management initiative will be presented to the force early in the year. The force will continue to support the High Potential Development Scheme for police officers but is keen to address career path issues and provide additional support for junior police officers and police staff. As it is unlikely that the force will recruit any additional police officers in 2009/10 the focus will largely be on the development of our existing staff.

The Professional Development Unit continues to be hailed as a leading example in the country. All student officers are achieving their NVQ within the timescales. At the beginning of the fiscal year the unit will be subject to significant downsizing due to the reduction in police recruitment. This will leave the force in a position to respond swiftly when recruitment recommences.

The Special Priority Payment scheme for police officers continues to be a divisive initiative. Details of the suggested groups of officers to receive the payment in 2009/10 will shortly be presented to the Police Authority prior to being forwarded to the Home Office for ratification.

The force has enjoyed the benefits of an established Job Evaluation scheme for over four years however to the dynamic nature of the organisation a review of the scheme and every police staff post will be required in 2010.

The National Police Improvement Agency has been working on the National Police Promotion Framework (NPPF) for a number of years. The NPPF was due to be implemented during 2009/10 but a further delay looks inevitable. In liaison with the NPIA we intend to develop our local police promotion processes changing the emphasis from the behaviours contained in the Integrated Competency Framework to a more task based approach utilising the National Occupational Standards. This will dovetail with our work on performance review and role profiles.

The Leadership Development Team will continue to assess and assist in the development of response briefings.

The Sergeants' Development Programme commenced in February 2009 with 32 newly promoted officers. This will continue unabated in 2009/10 and will be extended to include response Inspectors.

We will continue with the progress made in previous years to improve health management services. The Health Management Strategic Plan will be the tool used to ensure accountability. A new Health and Safety Policy was recently ratified by the Police Authority and risk assessment training will be provided to all police and police staff supervisors to improve the understanding and quality of situational and dynamic risk assessment. Our processes for recording accidents and 'near misses' will be improved allowing us to identify hot spots and instigate remedial action.

The triage pilot introduced in Communications and Admin of Justice in 2008/09 has proved to be extremely successful in reducing sickness absence. With the appointment of a second Occupational Health Nurse in 2009/10, the intention is to extend the availability of triage to other areas of the force.

In support of the Chief Constables' Vision we will seek to improve understanding of the Policing Pledge and Citizen Focus and ensure both are embedded within all learning events delivered in 2009/10.

Further measures will be taken to introduce blended learning with particularly emphasis on computer based distance learning as opposed to a reliance on formal learning events. This will require a cultural shift for many of our staff.

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 customer priorities 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 situation within the North East Centre for Policing Skills is under review by the Strategic Board. Within the fiscal year 2008/09, 319 police recruits will have been trained. In contrast the projected number for 09/10 is 91. The reduction in throughput will not impact upon the centre until summer 2009 at which point downsizing will occur.

The reduction in numbers will allow staff to develop and implement APEL (Accredited Prior Experience and Learning). NECPS is a leading centre for this NPIA initiative which will give Police Community Support Officers credit for their prior experience and learning by removing elements of the standard recruit course. The initiative will be extended to include Special Constables later in the year.

The Road Safety Act will apply to police forces from April 2010. It will require Durham Constabulary to reassess all drivers for competence every three to five years. In 2009/10, it is our intention to prioritise 360 Response and Roads Policing drivers.

In 2008/09 the strength of the Special Constabulary remained relatively static, only rising from 125 to 128. The bland figures do not however tell the full story as positive action has been taken to remove a number of inactive officers from the strength. Work will continue toward the achievement of the 2012 target of 250 special constables. A recent assessment centre identified 18 potential new recruits and applications are also being processed for future assessment centres. A review of the National Strategy has led to an implementation plan which will support the alignment of Special Constables to Neighbourhood Teams. An evaluation of the revised Bounty Scheme is also underway.

With the 2012 Olympics and other major events in mind Learning & Development Support Services and the NSPIS team will continue to improve the inputting and updating of 'skills' information to ensure the accuracy of data available to managers.



RECRUITMENT AND SELECTION

Personnel Numbers	
Police Officers	
Male	1186.42
Female	400.83
Total	1587.25
Police Staff	
Male	454.45
Female	637.64
Total	1092.10
Total number employed	2679.34

Figures as of 31st January 2009

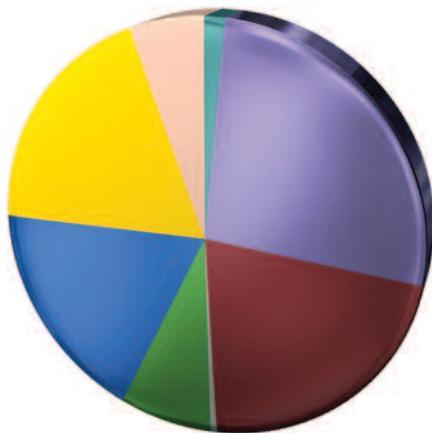
	White British	White - Irish	White - Any Other	Mixed - White & Black Caribbean	Mixed - White & Black African	Mixed - White & Asian	Mixed - any other	Asian or Asian British - Indian	Asian or Asian British - Pakistani	Bangladeshi	Asian or Asian British - Any other	Black or Black British - Caribbean	Black or Black British - African	Black or Black British - Any other	Chinese or Other - Chinese	Chinese or Other - Any other	Not stated
Police Officers (Male)	1149.67	5.75	11	3	0	2	4	3	4	0	1	0	1	0	1	1	0
Police Officers (Female)	391.18	1	5	0	1.65	0	0	1	1	0	0	0	0	0	0	0	0
Police Staff (Male)	447.45	0	4	2	0	0	0	0	0	0	0	1	0	0	0	0	0
Police Staff (Female)	626.22	2	6.55	0.86	0	0	1	0	0	0	0	0	0	0	1	0	0
Total	2614.52	8.75	26.55	5.86	1.65	2	5	4	5	0	1	1	1	0	2	1	0

Figures as of 31st January 2009

¹At present Durham Constabulary does not collate statistics in relation to sexual orientation.

Age Profile

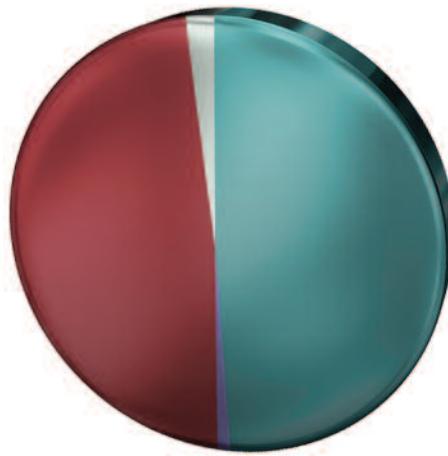
Figures as of 31st January 2009



	Number (FTE)	%
Police Officer - 25 and under	44.00	2.77
Police Officer - 26 to 40	822.07	51.79
Police Officer - 41 to 55	713.42	44.95
Police Officer - 56 and over	7.75	0.49
Police Staff - 25 and under	158.53	14.52
Police Staff - 26 to 40	398.52	36.49
Police Staff - 41 to 55	420.91	38.54
Police Staff - 56 and over	114.13	10.45

Disability Profile

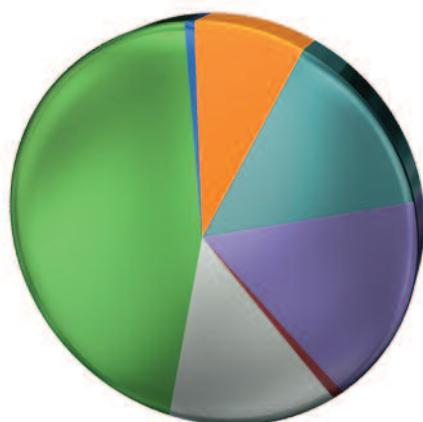
Figures as of 31st January 2009



	Number (FTE)	%
Police Officer - Non-disabled	1560.25	98.30
Police Officer - Disabled	27.00	1.70
Police Staff - Non-disabled	1054.89	96.59
Police Staff - Disabled	37.21	3.41

Staff Deployment - Police Staff

Figures as of 31st January 2009



Dept	%
CID	8.79
Communications	13.72
North Area	15.93
Operations	0.95
South Area	15.66
Support Departments	44.40
Career Break	0.55

Staff Deployment - Police Officer

Figures as of 31st January 2009



Dept	%
CID	7.51
Communications	4.91
North Area	37.08
Operations	3.46
South Area	35.85
Support Departments	10.27
Career Break	0.92

EMPLOYMENT MONITORING TARGETS

In July 2008 the Home Secretary published the Policing Green Paper "From the Neighbourhood to the National: Policing Our Communities Together", which set out the vision for the future of Policing. An element of this vision was to put in place a mechanism to monitor equality and diversity in recruitment, retention and progression of both police officers and police staff by setting employment targets to be monitored by the Police Authority.

The Police Authority has worked with Durham Constabulary to identify some areas for action for 2009-10 around the gender, black minority ethnic and age strands of diversity. Within these areas we have suggested some themes to focus on, which relate to both police officers and police staff. The themes have been subject to consultation with Constabulary officers and staff, and members of the public. The resulting themes are outlined in the table below.



Gender

Police Officers

Representative level of female police officers across all ranks

The aim is to ensure that female officers are appropriately represented in all police officer ranks across the Constabulary.

Maintain current level of female officer employment

The aim is to sustain the level of female officers employed by Durham Constabulary in line with the economically active female population across County Durham and Darlington of 30%.

Develop an action plan for female officers in specialist roles

The aim is to develop an action plan to identify and address any issues and barriers involving roles where there are limited female applicants within Durham Constabulary. Evidence shows that there are police officer roles that this applies to.

Police Staff

Representative level of female staff at all levels in the organisation

The aim is to ensure that female staff are appropriately represented at senior levels within Durham Constabulary.

Black Minority Ethnic

Police Officers and Staff

Representative level across the Constabulary of the economically active minority ethnic population of County Durham and Darlington

The aim is to ensure overall minority ethnic police staff and officer representation within Durham Constabulary is in line with the economically active minority ethnic population across County Durham and Darlington of 1.1%

Age

Police Staff

Monitor the age profile and identify any retention issues relating to age

The aim is to understand the age profile of staff within Durham Constabulary more fully across the organisation, monitor retention of younger staff and identify any recurring reasons for young people leaving the Constabulary, as the majority of police staff are over the age of 21.

The Police Authority will monitor performance on these targets through its People Responsibility Committee, which is responsible for monitoring the Constabulary's human resources plans and strategies.

EQUALITY AND 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 Panel oversees the police authority's general and specific duties around equality and diversity and monitors developments on the constabulary's equality and diversity schemes and links closely with the constabulary's Strategic Diversity Board.

The constabulary's Strategic Diversity Board, chaired by the Chief Constable, includes members of the police authority together with representatives from senior managers across the constabulary and representatives from constabulary staff associations. The constabulary Equality and Diversity Task Group which feeds into the Strategic Diversity Board, is chaired Supt Ivan Wood, Head of Partnerships and Development and includes representatives from the constabulary staff associations and support groups, and departmental/area diversity champions.

Work to be progressed during 2009 - 2010 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 BME community to look at ways of encouraging applicants for vacancies within the constabulary.
- Development of a Single Equality Scheme together with a comprehension

action plan incorporating all 6 strands of diversity including actions arising from the Gender Agenda.



- Continued development of links with diverse communities and further development of Independent Advisory Groups (IAG's).
- Further enhancement of our internal support networks for minority groups.
- Relaunch of Constabulary Fairness at Work procedure together with a mediation process.
- Launch of constabulary policy regarding Reduced and Variable Working Hours for all staff.
- Launch of maternity pack.

For more information in relation to Durham Constabulary Equality Scheme please follow the link below:

www.durham.police.uk/pdf/d0c3e006.pdf

In addition, you can view the police authority's own Equality and Diversity Scheme at:
<http://county.durham.gov.uk/sites/durham-pa/Pages/EqualityAndDiversity.aspx>

Please note our Equality and Diversity schemes are currently under review and a combined Equality and Diversity Framework will be launched during 2009.

FINANCIAL RESOURCES

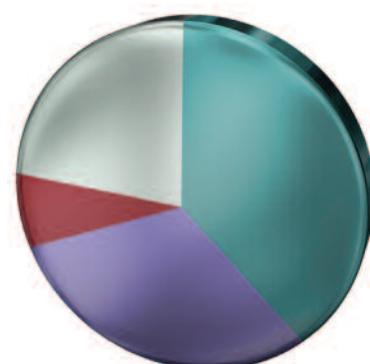
Where does the money come from?

Durham Police 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 2009-2010 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 £134.26 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 2009-2010, £91.38 million will come from central government and £12.73 million from 'local' income. The balance of £30.15 million will be met from Council Tax payers through the precept, or from balances on the billing authorities collection funds (£28.03million) and £2.12 million from Police Authority reserves. To comply with the Government's policy to restrict Council Tax increases of below 5% and having regard to the current economic situation the Police Authority's budget has been set at £3.68 million below standstill and the Police Authority is looking at ways of minimising the impact of this shortfall in achieving its priorities.

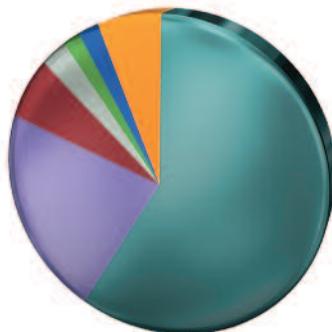
Breakdown of Income

The balance between the Budget Requirement and the income received from government is funded by the council tax. The breakdown of income is as follows



	£m	%
Police Grant	45.04	37.7
National Non Domestic Rates	37.65	31.5
Revenue Support Grant	8.69	7.3
Precept	28.03	23.5
TOTAL	119.41	100

The budget for gross expenditure for 2009-2010 amounts to £134.26 million and is broken down as shown



	£m	%
Police Officer Pay and Allowances	78.63	58.5
Support Staff Pay and Allowances	29.63	22.1
Supplies/Services	8.84	6.6
Premises	3.86	2.9
Transport	2.42	1.8
Capital Financing	2.85	2.1
Other Expenditure	8.03	6.0
TOTAL	134.26	100

Capital Programme

The capital programme for the three years 2009-2010, 2010-2011 and 2011-2012 is shown below

	2009-2010	2010-2011	2011-2012
	£000	£000	£000
IT Strategy	3,962	2,700	2,700
Motor Vehicle Purchases	1,919	1,434	1,400
Minor Building Works	1,462	1,200	1,200
Major Building Works	5,573	23,660	24,450
ANPR Equipment	350	350	210
Overall Total	13,266	29,344	29,960

Medium Term Resource Profile 2010- 2011 to 2013-2014

The table below sets out a resource profile for 2010-2011 and 2013-2014. These figures are based on the assumption that the impact of pay and price inflation will be 2.75% annually. The plan also assumes that the formula grant will increase by 2.5% in 2010-2011 and 1% thereafter.



Assuming for planning purposes only a 3.5% increase in council tax each year, it is estimated that there would need to be savings of, in the order of £7.7m over the period. This does not include any additional capital financing charges which will increase any deficits. 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.

	20010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000
Base Budget	124,444	125,780	127,801	129,877
Growth	500	500	500	500
Total	124,944	126,280	128,301	130,377
Less:				
Savings/transfer from Reserves	2,367	1,755	1,783	1,819
to balance the budget				
Budget Requirement	122,577	124,525	126,518	128,558
Available Resources				
Central Government Support	93,672	94,608	95,554	96,510
Council Tax	28,905	29,917	30,964	32,048
Total Resources	122,577	124,525	126,518	128,558
Band D Council Tax	152.67	158.02	163.55	169.27
Increase (£)	5.16	5.35	5.53	5.72
Increase (%)	3.5	3.5	3.5	3.5

PROCUREMENT

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

EFFICIENCY AND PRODUCTIVITY

The financial settlement for the Comprehensive Spending Review (CSR) period requires police authorities and constabulary's 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.

DURHAM CONSTABULARY PROCESS IMPROVEMENT PROGRAMME (DPIP)



In October 2008, Durham Constabulary commenced a significant programme of work aimed at reviewing its major processes to identify opportunities for 'leaner' and more efficient working practices and service delivery mechanisms. This programme of work has been entitled the Durham Constabulary Process Improvement Programme (DPIP).

What is DPIP?

"A philosophy and practice of ongoing identification and elimination of waste in the delivery of customer value by everyone in the organisation."

The objectives of the programme are to:

- Improve citizen focus and service quality based on what the customer values and needs
- Improve outcomes, meet customer expectations and deliver results for communities
- Improve productivity & efficiency
- Reduce unnecessary bureaucracy and costs
- Reduce delays and barriers
- Empower staff to lead innovation & improve morale
- Improve use of resources and deliver value for money (VFM)

DPIP is a new and more innovative way of doing our Financial Planning (Remodelling Process or Decision Conferencing) which the constabulary has undertaken in previous years. It is not just about realising options which will create cashable efficiency savings. Instead it considers how we work, how long it takes, the processes involved, identifies duplication, in other words it looks at functions in their entirety rather than in isolation.

The external process areas which will be considered are:

- Non-crime and crime incident processes
- Criminal justice processes
- Intelligence processes

The internal process areas which will be considered are:

- ICT processes
- Personnel and development processes
- Corporate processes
- Business support processes

This programme will offer us the opportunity to develop a better understanding of our services and their design in a new way that will enable us to deliver customer value within a value for money framework. This will be essential in an environment with increasing policing and community safety challenges and diminishing finances. The organisation needs to put in place a long term plan which does not solely depend upon identifying 'quick wins' each year.

However, in the short term the constabulary needs to make savings of around £2.9 million to balance the budget. Part of the £2.9 million includes £500k to be set aside for essential reinvestment. To do this the Constabulary Management Group has had to identify savings which can be delivered without substantial risk and can be initiated as soon as possible

ACCESSIBILITY

you
can contact
each station **24 HOURS
A DAY**

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 constabulary'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:

North Area Stations	Monday to Friday	Saturday to Sunday
Chester-le-Street	8.00am - 6.00pm	Closed
Consett	8.00am - 7.00pm	9.00am - 5.00pm
Durham	8.00am - 7.00pm	9.00am - 5.00pm
Peterlee	8.00am - 7.00pm	9.00am - 5.00pm
Seaham	8.00am - 6.00pm	Closed
Stanley	8.00am - 6.00pm	Closed

South Area Stations	Monday to Friday	Saturday to Sunday
Barnard Castle	8.00am - 6.00pm	Closed
Bishop Auckland	8.00am - 7.00pm	9.00am - 5.00pm
Crook	8.00am - 6.00pm	Closed
Darlington	8.00am - 8.00pm	9.00am - 5.00pm
Newton Aycliffe	8.00am - 7.00pm	9.00am - 5.00pm
Spennymoor	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 constabulary 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.

North Area

Chester-le-Street Area Headquarters

Newcastle Road
Chester-le-Street
Durham
DH3 3TY
ChesterleStreet@durham.pnn.police.uk

Durham City Police Office

New Elvet
Durham City
DH1 3AQ

Durham@durham.pnn.police.uk

Peterlee Police Office

St Aiden's Way
Peterlee
SR8 1QR

Peterlee@durham.pnn.police.uk

Seaham Police Office

The Avenue
Seaham
SR7 7EU
Seaham@durham.pnn.police.uk

Consett Police Office

Parliament Street
Consett
Co Durham
DH8 5DL
Consett@durham.pnn.police.uk

Stanley Police Office

Thorneyholme Terrace
Stanley
Co Durham
DH9 0BL
Stanley@durham.pnn.police.uk

South Area

Darlington Area Headquarters

St Cuthbert's Way
Darlington
DL1 5LB

Darlington@durham.pnn.police.uk

Newton Aycliffe Police Office

Central Avenue
Newton Aycliffe
Co Durham
DL5 5RW
NewtonAycliffe@durham.pnn.police.uk

Spennymoor Police Office

Wesleyan Road
Spennymoor
Co Durham
DL16 6FB
Spennymoor@durham.pnn.police.uk

Bishop Auckland Police Office

Woodhouse Lane
Bishop Auckland
DL14 6LB
BishopAuckland@durham.pnn.police.uk

Crook Police Office

South Road
Crook
Co Durham
DL15 8NE
Crook@durham.pnn.police.uk

Barnard Castle Police Office

Harmire Road
Barnard Castle
Co Durham
DL12 8JG
BarnardCastle@durham.pnn.police.uk

The telephone number for contacting all of our police offices for non emergency calls is 0345-60-60-365



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 0345 6060365 (Non-emergency number) when

the incident does not require an “immediate (emergency) response” as listed above but is serious and may escalate or evidence may be lost if police attendance is delayed. We classify this as a “priority response” and our target is to attend the incident 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 PCSO), 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 “Customer Service 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 on 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

Durham Police Authority
County Hall
Durham
DH1 5UL

Tel: 0191 383 5511
Fax: 0191 383 3243
Minicom 0191 383 3802
Email: durham.pa@durham.gov.uk

The Chief Constable

Police Headquarters
Aykley Heads
Durham
DH1 5TT

Tel: 0345 60 60 365
Fax: 0191 375 2011
Minicom: 0191 375 2090
Email: CFR@durham.pnn.police.uk

Website

Durham Police Authority and Durham Constabulary each have a website. A copy of this document, together with other information relating to the Police authority and the constabulary can be found on the following websites:

www.durham-pa.gov.uk
www.durham.police.uk

ANNEX A

Statutory Performance Indicators for Policing and Community Safety 2009/10

APACS Number	NI Number	PSA	Title
1.1		24	Satisfaction with service delivery (Police)
1.2			Comparative satisfaction with service delivery (Police)
1.3			Satisfaction with service delivery (racist incidents)
1.4		24	Satisfaction with service delivery (CJS)
2.1	27		Understanding local concerns (agencies)
2.2	21	23	Dealing with local concerns (agencies)
2.3			Residents perception of police performance
2.4		24	Effectiveness of the CJS
2.5		24	Fairness of the CJS
3.1			Minority ethnic police officer recruitment
3.2			Female police officer representation
4.1	17	23	Perception of anti-social behaviour
4.2	41	25	Perception of drunk or rowdy behaviour
4.3	42	25	Perception of drug use / drug dealing
5.1	15	23	Serious violent crime rate
5.2	16	23	Serious acquisitive crime rate
5.3	20		Assaults with less serious injury rate
5.4	34		Domestic homicide rate
5.5	29		Gun crime rate
5.6	28		Knife crime rate
6.1		24	Serious violent offences brought to justice
6.2		24	Serious acquisitive offences brought to justice
6.3			Sanction detection rate for racially and religiously aggravated crimes
6.4		24	Serious sexual offences brought to justice
7.1	33		Deliberate fires
8.1	47	24	Asset recovery
9.1	30		Road traffic casualties
10.1	18		Prolific and other Priority Offender re-offending rate
11.1	19	23	Adult re-offending rate
11.2	111	23	Youth re-offending rate
11.3	38	14	First time youth offending
11.4		25	Drug-related (class A) offending
12.1			Police service efficiency
13.1			Police officer sickness absence rate
13.2			Police staff sickness absence rate
14.1	32		Repeat incidents of domestic violence



GLOSSARY

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