

Altogether Better Policing

Durham Police Authority and Durham Constabulary

Annual Report 2010-2011 & Policing Plan 2011-2014



Foreword

Welcome to the Durham Police Authority and Durham Constabulary annual report and policing plan. This new-look plan outlines what we have achieved over the last year and how we plan to address local priorities for the forthcoming year. Delivering policing services is the job of the chief constable. It is the responsibility of the police authority to set the budget and the strategic direction of the constabulary, in consultation with local people, as well as challenge the performance of the constabulary to ensure local policing provides the best value for money within the constabulary area.



This has been a year of unprecedented budget cuts and by far my most challenging as Chair of Durham Police Authority. After the imposition of a £1.3 million grant reduction in July 2010, the Government announced in December 2010 that it would be cutting policing grants by 20 per cent in real terms by 2015.

Foreseeing what was on the horizon, the police authority has had to make some very tough financial decisions this year. This decision making has been balanced with the need to sustain the quality of local policing services. This local policing plan illustrates the authority's determination to continue to meet all the challenges that it faces. Despite the financial pressures and uncertainties, Durham Constabulary continues to be one of the country's top-performing forces and has achieved the best

crime detection rates over a period of 30 years, wholly attributable to the continued dedication of its police officers and staff.

Our challenge now is to protect front-line policing and maintain performance with fewer resources. The constabulary's approach, supported by the police authority, is to transform policing services through greater collaboration with our partners and with other police forces, adopt smarter procurement, streamline business processes through new IT systems, implement a new operating model to release £7m worth of efficiencies and continue to reduce staffing levels through natural wastage. The authority has a responsibility to ensure value for money for the council taxpayer. Its commitment to achieving this is evident throughout this plan and all of our actions in support of the plan.

Peter Thompson
Chair of Durham Police Authority



The past 12 months have presented Durham Constabulary with some of the most challenging issues ever in terms of reduced funding. As a result it has had no choice but to undertake a difficult redundancy programme in order to balance its budget.

Despite facing such a difficult situation, Durham Constabulary's officers and staff have admirably risen to the challenge by delivering an excellent policing service to the people of County Durham and Darlington. Crime has fallen by 9.4 per cent, which means there have been 3,700 fewer victims of crime in the constabulary area this year. The detection rate has increased by 3.5 per cent, ensuring more offenders have been brought to justice for their crimes.

The constabulary is also continuing to improve service delivery in many ways, for example, through the provision of innovative and cost-effective IT systems, achieving fewer sickness absences through improved health management and streamlined training provision.

There will undoubtedly be further challenges in the year ahead as public sector services adapt to meet the constraints of impending budget cuts. The constabulary's new operating model is being implemented to assist the delivery of efficient and effective policing services with fewer resources.

Although the operating model is quite new it will ensure that the constabulary remains true to its principles by solving problems, tackling criminals and protecting neighbourhoods. This will be done by providing a really modern cost-effective neighbourhood policing service that responds to your needs.

Jon Stoddart
Chief Constable

Click the following links to find out more about:

- [Durham Constabulary's executive team](#)
- [Durham Constabulary's vision](#) and "[Aiming for Excellence](#)" philosophy
- [Durham Police Authority Members](#)
- [Durham Police Authority mission and vision](#)

Our Performance

3,700 fewer victims of crime!

Durham continues to be one of the best-performing forces nationally with total crime reducing by 9.4 per cent - from 40,283 offences to 36,515, April to March - the third highest reduction across the country.

All Crime



9.4%

Detecting More Crimes

The number of crimes detected has also increased, with almost 1,500 more in 2010-11 pushing up the detection rate to 40.5 per cent - an increase from 37 per cent in 2009-10. This is the third highest and the largest increase nationally.

Crimes
Detected



3.5%

40.5% of all
crimes detected

These achievements show the constabulary is committed to ensuring County Durham and Darlington remain among the safest places to live, work and visit, and this commitment will continue during 2011-12.

Burglary and theft have fallen...

Domestic burglary, thefts of and thefts from vehicles, and robberies have all fallen by over 10 per cent, which has resulted in nearly 1,500 fewer victims. The constabulary has the highest detection rate nationally for thefts from a vehicle.

Serious assaults are down by 18 per cent...

that means that residents of County Durham and Darlington have the sixth lowest risk nationally of becoming a victim of personal crime.

Tackling serious and organised crime

The constabulary is also committed to tackling serious and organised crime. Operation Nimrod, the constabulary's on-going action against drug dealing has continued during 2010-11 with 198 arrests resulting in £153,000-worth of drugs being seized.

We will also work to identify and counter threats from money-laundering and fund-raising activities in relation to terrorism and extremism by developing intelligence and knowledge regarding potential threats.

87.1 per cent of victims satisfied

The constabulary is continually striving to provide the best service possible to victims of crime and recent survey results demonstrate that the constabulary has high satisfaction levels. It is currently working to improve the way it provides updates to victims about crime investigations.



What you have asked us to do...



our community safety surveys at events, for the second year running, we jointly held a competition to win an iPod.

We continue to engage with members of the public at local police and communities together (PACT) meetings. During the year the police authority phased out its police and community consultative groups (PCCGs) in their current format, with a view to aligning them with the PACT-meeting format in the future to avoid duplication and save resources.

Intergenerational work

During 2010-11 the police authority has continued its programme of intergenerational events. The events aimed to bring older people and young people together to share experiences and address some of their collective concerns. One event was held in partnership with New Friends New Places in Newton Aycliffe and one was held at the Meadows School, Spennymoor, in June 2010. During 2011-12 valuable work will continue in partnership with Age Concern.

Consult and engage with you

This remains at the heart of Durham Police Authority and Durham Constabulary business. During 2010 we attended a range of community events and meetings in order to build relationships and gain a better understanding of the communities we serve. We went on the road and attended Durham Miners Gala, Darlington Carnival, Durham Regatta and Durham Constabulary's BikeWise event, to name but a few! To encourage people to complete

Developing policing and community safety priorities - out in the snow!

We are committed to ensuring that your views and local knowledge are taken into consideration when developing our priorities. In 2010 we continued to work with County Durham and Darlington Community Safety Partnerships to consult on the priorities for 2011-12. We used a variety of methods to provide the opportunity for as many people within County Durham and Darlington as possible to have a say in deciding the priorities.



- We met people locally at public venues, supermarkets and community meetings
- We ran an online voting survey and a text-to-vote service for mobile phone users
- We hosted our annual police and community consultative group (PCCG) meeting where members of the public were able to comment on priorities and debate issues with the police authority chair, the chief constable and senior officials from both Community Safety Partnerships
- We liaised with partners via the online survey and text to vote to gain their views

All of this work was undertaken during the extreme weather conditions in November and we still managed to obtain 1,889 votes!

Priorities for 2011-12

You have told us that your main issues of concern continue to be:

- Tackling anti-social behaviour
- Reducing the impact caused by drug and alcohol abuse on people and communities, and
- Protecting vulnerable people from harm

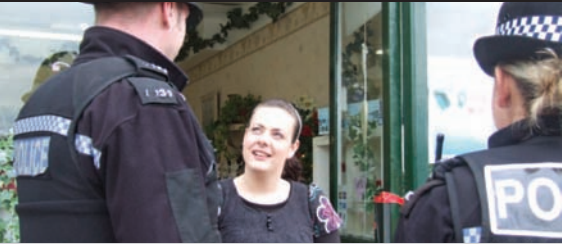
The next part of this plan explains what we have done to address these issues over the past 12 months. It then details the actions we will be taking during 2011-12 to ensure we continue to work with our communities and partners to effectively solve your problems when they arise.



Our Priorities

Tackling anti-social behaviour (ASB) - While we are recording 12 per cent fewer incidents of anti-social behaviour, it still represents nearly a third of all police incidents. We have been working with our partners to find problem-solving solutions to these issues and this has undoubtedly resulted in some of the significant reductions we have seen over the past year. We will continue to do this and to work more closely with communities to understand and address your concerns.

Some examples of how we have tackled ASB...



Anti-social behaviour is being tackled in Darlington

An operation was set up to tackle youth-related ASB in the town centre with officers and police community support officers (PCSOs) working in conjunction with partners to engage with young people at every opportunity. Letters were sent out to the homes of young people found to be involved in ASB. Repeat offenders were interviewed by the police and ASB team with parents present. Sanctions such as acceptable behaviour contracts and anti-social behaviour orders are then discussed.

Alcohol-related ASB incidents are down 7 per cent

A number of initiatives have been undertaken to reduce alcohol-related disorder. An operation in

Consett targeted youths who were drinking alcohol and resulted in £800 of alcohol being seized. Any youths aged 14 years or under, who were found to be drinking alcohol, or who were thought to be vulnerable, then received a visit from an "alcohol referral worker".

Problem-solving action in Bishop Auckland

We worked with local residents and the council to address issues caused by children playing football next to houses. By working with the residents and families as well as addressing environmental issues the problems were resolved to everyone's satisfaction resulting in a total reduction of calls for service relating to this problem.

Durham remains one of the top-performing police forces in the country in relation to the public agreeing that the police and council are dealing with the anti-social behaviour and crime issues that matter in their area. For more performance information please go to [the force website](#).



Our continuing commitment includes...

Durham Constabulary is an active member of both community safety partnerships. One of the main areas of action is to work towards successful delivery of their anti-social behaviour strategies.

We will continue to work with local multi-agency problem solving groups (LMAPS) to address emerging and long-term problems and escalating issues to the most relevant agencies for effective resolution.

We will establish an innovative approach to using volunteers empowering communities to identify problems and be involved in implementation of effective solutions.

"Restorative justice" is a voluntary victim-focused process. It aims to bring together everyone affected by a particular incident, to play a part in repairing the harm and finding a positive way forward. This complements traditional ways of dealing with offenders through the criminal justice system.

We will continue the development of restorative justice to ensure appropriate solutions are put in place to provide victims with a resolution to ensure offenders acknowledge the harm they have caused.



Our Priorities

Reducing the impact of drug and alcohol abuse on people and communities -

Drug and alcohol abuse can cause harm in many different ways. In terms of crime and ASB, this is often seen as low-level street issues, such as under-age drinking, disturbances fuelled by alcohol, or stealing to feed a drug habit. If these issues are seen in our communities it can damage the confidence the public have in the ability of the police to deal with these issues and affect their quality of life.

Some examples of how we have reduced the impact of drug and alcohol abuse...

Education about the dangers of "legal highs"

The constabulary has provided lesson plans to most schools in its area highlighting the issue of legal highs and the harm they can cause.

Alcohol referral scheme introduced

This scheme has been introduced for over-18s who have been brought into custody under the influence of alcohol. Its aim is to divert them away from committing crime by receiving care and education about the harm alcohol can cause.

£87,000-worth of drugs seized in Peterlee

A joint operation with the Safe Durham Partnership was conducted as part of a "Not in my neighbourhood" week campaign to remove drugs from the streets. This resulted in over £87,000 worth of drugs being seized and five arrests being made.

Recorded levels of assault with less serious injury (a measure linked to alcohol- and drug-fuelled crime) has fallen during the year in both County Durham and Darlington. For more performance information please visit [the force website](#).

"Best Bar None", the award-winning scheme which aims to reduce the risk of alcohol-related crime and disorder has been extended to Consett and Darlington. It helps establish and reward responsible licensed premises, raise awareness of well-run premises and promote a positive image of the town centre night-time economy.



Our continuing commitment includes...

Tackling issues related to alcohol abuse. To achieve this it is essential that community safety partnerships work closely with the retail sector to ensure alcohol is sold in a responsible manner.

We will establish a community alcohol partnership (CAP) pilot, involving work with the retail sector to tackle underage drinking in the Stanley area.

We will continue to promote the successful Best Bar None initiative across the whole constabulary area to have a positive impact on the issues caused by the night-time economy.

Over the past two years Operation Nimrod has had a substantial impact on the closure of open drug markets in communities.

We will continue to disrupt and dismantle drugs supply networks.

We will continue to develop our integrated offender management approach to target reoffenders and address their drug habits through rehabilitation management.

Our Priorities



Protecting vulnerable people from harm - The protection of people – including the elderly, vulnerable children or people at risk of domestic abuse and communities at greatest risk of harm - remains a priority for the constabulary.

Examples of how we have protected vulnerable people from harm are...

Operation Bombay: Durham, Northumbria and Cleveland police forces have pooled resources to combat bogus officials and rogue trader crime. Victims of these crimes are usually vulnerable elderly people.

- During 2010 there were 70 fewer distraction burglaries
- Over 50 offenders have been arrested for distraction offences or rogue trading.
- More than £350,000 worth of assets seized under the Proceeds of Crime Act in relation to rogue traders.

Sarah's Law has been introduced nationally and is fully embraced by Durham Constabulary. It is designed to safeguard children against harm from sex offenders who may pose a risk. The scheme is solely intended to equip parents and carers with the knowledge required to effectively safeguard their children.

What time is kick-off in your house?

Durham took part in a joint campaign with Cleveland and Northumbria to raise awareness of the potential for domestic abuse during last summer's World Cup. Marketing activity included advertising on buses and local radio, as well as the wide distribution of leaflets incorporating fixtures.

A 60.7 per cent sanction detection rate has been achieved for serious sexual offences. For more performance information please visit [the force website](#).

Our continuing commitment includes...

Providing an effective multi-agency approach to identify and manage high-impact households to help safeguard communities, and help create a sustainable, long-term solution for households at risk of being socially excluded, as well as for neighbourhoods and communities around them. A small percentage of households across the constabulary area have a substantial impact upon the demand for services, both for us and many other agencies. This is often due to their particular circumstances.

We will effectively identify the most vulnerable adults and children in the constabulary area, to ensure appropriate action can be taken to protect them from harm.

Continuing to work proactively with our partners to ensure a joint approach is taken to

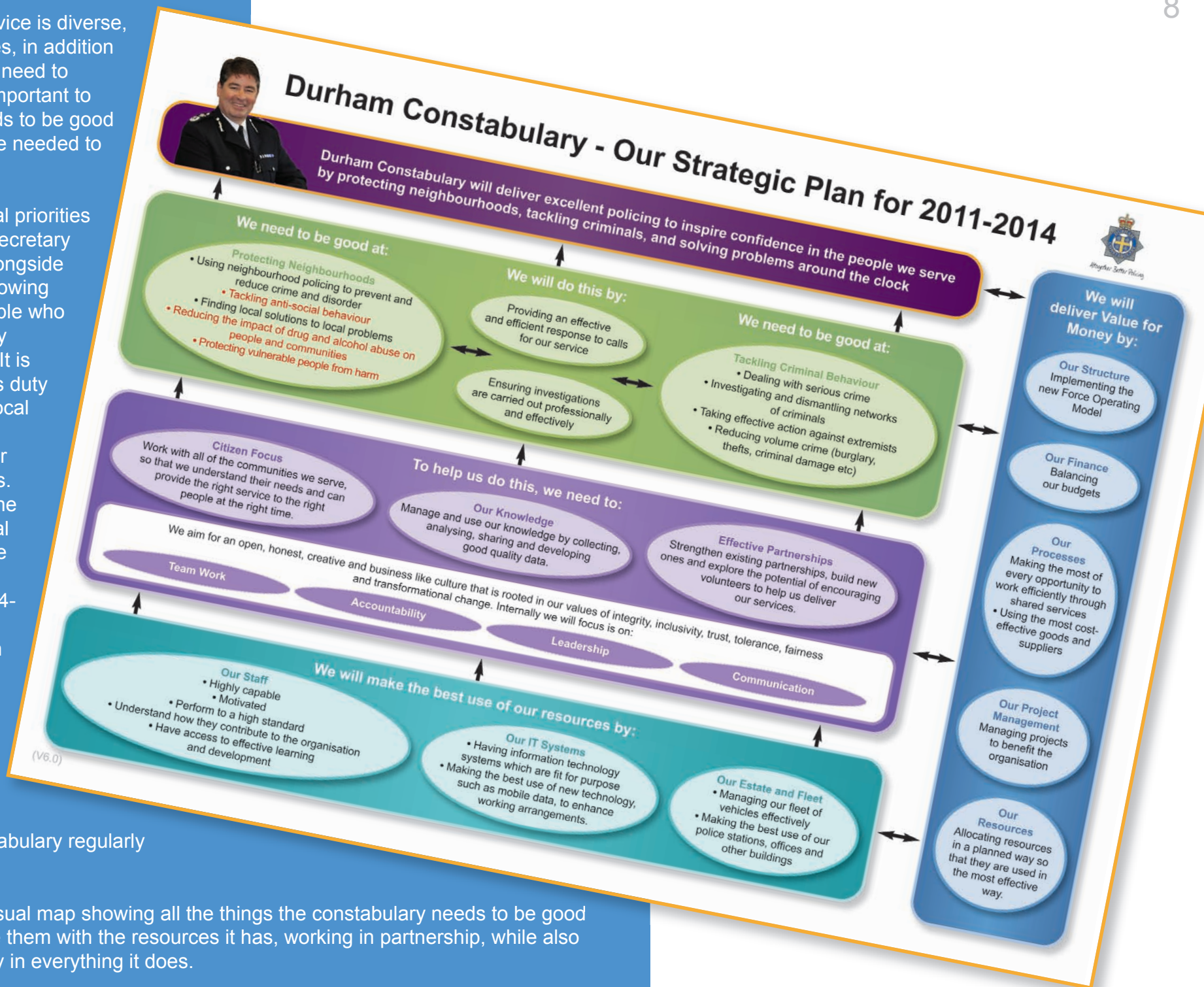
prevent victims from suffering repeated and sustained domestic abuse. For this purpose, we have utilised multi-agency risk assessment conferences (MARAC) of which Durham Constabulary plays a key role within the region. This provides a co-ordinated community response to domestic abuse, working with victims, children and the alleged perpetrator.

We will continue to support the work of MARAC to ensure appropriate referrals are made and assist in breaking the cycle of abusive behaviour.



The role of the police service is diverse, and there are many issues, in addition to local priorities, that we need to address. Therefore it is important to know what the force needs to be good at and what resources are needed to do the job.

To determine this, national priorities laid down by the Home Secretary have to be considered alongside local priorities agreed following consultation with the people who live, work and visit County Durham and Darlington. It is Durham Police Authority's duty to consult annually with local people to determine the policing issues that matter most to local communities. This consultation was done with partners and the local priorities you voted for are highlighted in red on the strategic plan. On pages 4-6 of this document, local priorities are outlined with some information about what has been done to address them and the areas that will be focused on in the next 12 months. The police authority scrutinises the performance of the constabulary regularly throughout the year.



This strategic plan is a visual map showing all the things the constabulary needs to be good at and how it can achieve them with the resources it has, working in partnership, while also providing value for money in everything it does.

Working With Partners

Crime and anti-social behaviour exist within our communities for a variety of reasons and it is essential to fully understand the underlying causes before addressing them and putting in place actions to solve problems when they arise. To do this the constabulary must work with a variety of partnership organisations to ensure multi-agency approaches are implemented. Doing so saves duplication of effort and provides more effective and efficient action. In order to effectively address your chosen priorities we will be working with these partners.

Tackling anti-social behaviour	Reducing the impact of drug and alcohol abuse on people and communities	Protecting vulnerable people from harm
Co Durham Community Safety Partnership	Co Durham Community Safety Partnership	Co Durham Community Safety Partnership
Darlington Community Safety Partnership	Darlington Community Safety Partnership	Darlington Community Safety Partnership
Safer Schools Partnership	Safer Schools Partnership	Safer Schools Partnership
Darlington Borough Council	Darlington Borough Council	Darlington Borough Council
Safer Neighbourhood Units	Safer Neighbourhood Units	Safer Neighbourhood Units
Durham County Council	Durham County Council	Durham County Council
Durham & Darlington Fire and Rescue	Local Criminal Justice Board	Local Criminal Justice Board
	Health	Children's Trust Durham
		Children's Trust Darlington

Sleuth

The system allows officers easy access to operational information, thereby enabling them to return to operational duty more quickly.

Mobile data
is a completely new way of working and officers use mobile data terminals to remotely access all the computer programmes they could otherwise access in the office.

Other forces have proven this is a viable method of using mobile services and Durham hopes to follow.

Use of mobile data terminals will enable officers to deal with a point of need. Officers will be more visible as they are able to input information.

Other forces have proven this is a viable method. The introduction of mobile data terminals will enable officers to deal with members of the public at point of need. Officers will be more visible as they are not required to return to the station to input information.



Review of training courses

The Learning and Development Team has reviewed training courses to ensure that time away from operational duties has been minimised. This has saved over 4,100 student days and reduced the length of 30 courses. Head of Learning and Development, Amanda Form, said: “Our primary concern when reviewing the length of courses was to ensure that all learning events were relevant for the students and met the needs of Durham Constabulary, as well as the police service.”

Police authority community awards

Police authority members have been impressed and amazed by the heroic and selfless acts which take place in County Durham and Darlington communities. It is keen to acknowledge individuals and groups who have had a positive impact on community safety and public assurance across the constabulary area.

To this end, the police authority launched a community awards scheme last year. It would like to know about any individuals or groups in your community who it is felt should receive an award. Further details about categories or the awards scheme overall can be obtained from the authority's website at:

www.durham-pa.gov.uk
or call **0191 3835511**.



Our People Are Achieving Excellence

Problem-orientated Policing Awards

The problem-solving achievements of teams within Durham Constabulary are being acknowledged with these awards. They are also helping to further embed a problem-orientated approach to policing within the organisation. The intention is also to share best practice within the constabulary and partner organisations, and both complement and reflect the national Tilley Awards, run by the Home Office. Projects undertaken over the last 12 months have focused upon targeting anti-social behaviour, fear of crime, violence affecting the night-time economy, absentee landlords and the problems they caused, travellers and local communities. The winning team comprised PC Kimberly Marshall and PCSOs Andrew Linton and Nicola Shaw who dealt with anti-social behaviour in a particular area. A successful outcome was achieved by working with local residents and the local multi-agency problem-solving group (LMAPS).

Tackling Drugs



Insp Kevin Tuck and PC Mick Urwin received chief constable's commendations after their research into the drug mephedrone, regarded as a "legal high", resulted in it being made a class B

substance. PC Urwin's work had a significant influence regionally and, to some extent, nationally. He demonstrated tenacity, innovation and problem solving when communicating with the wide range of people involved in the project – from users of mephedrone to MPs, school groups, journalists, health professionals and drug action teams. His work raised awareness and highlighted the issues around mephedrone, while at the same time he was a fine ambassador and representative of Durham Constabulary and the police service as a whole.

Frank Taylor Award

Sgt Steve Norris received this top in-house award for a number of initiatives. He was involved in a pioneering scheme to improve standards in licensed premises and helped develop the "Best Bar None" scheme covering the vast majority of Durham's bars and clubs. The initiative has been recognised nationally as best practice. Sgt Norris also co-ordinated "Operation Fagan", which tackled shoplifting in the city's main retail areas and carried out shift training on new "direction to leave" legislation aimed at curbing disorder in public places. During the last year he has also assisted training on a series of presentations relating to personal development reviews. His latest project is a "Farmwatch" scheme covering the west of Durham City. Night-time operations involving the police and "Farmwatch" volunteers have already taken place and the plan is to extend the

scheme across a wider area. Sgt Norris' collective efforts have now landed him with the award, named after former Durham chief constable Frank Taylor (1988-97). The award is made each year for excellence at work and can go to either an individual or a team.



WOW! Awards

If a member of our staff has particularly impressed you why not nominate them for a WOW! Award. Go to the force's website (www.durham.police.uk) and follow the WOW! Awards link.

The WOW! Awards scheme is the UK's only national award for customer service based purely on customer nominations and aims to raise standards of customer service throughout all industries in the UK. The programme helps organisations improve customer service by recognising staff when they have gone above and beyond their normal duties to help someone. This initiative will support the constabulary's Aiming for Excellence (AFE) philosophy and promote increased morale, motivation and both personal and professional development.

The constabulary will continue to encourage all of its officers and staff to go that extra mile so that its customers receive the best possible service.

Keeping You Safe

Protection from serious harm

Durham Constabulary, supported by the Durham Police Authority, has made significant investment over the past few years in its capacity and capability to deal with “protective service” incidents.

Protective services include: serious and organised crime, major crime, critical incident

management, public order, civil contingencies, roads policing, protecting vulnerable people, firearms, counter terrorism and domestic extremism. Work is underway nationally to include identity theft, e-crime and fraud.

Over recent years the constabulary has made improvements in its ability to “protect and connect” with communities across County Durham and Darlington both from within existing resources and working in collaboration with other forces and external partners. There has been revenue investment totalling over £3 million and capital investment at the same level, to ensure the constabulary has the necessary equipment and appropriately-trained staff, working with partners, to ensure procedures are best practice and to deal effectively with demands. These improvements mean that we fully comply with the national minimum standards around protective services. The police authority scrutinises this work through its protective services panel and effective policing committee. The committee oversees progress in relation to developments around the constabulary’s capacity and capability (with appropriate partners) to respond to identified strategic risks within the protective services arena.



Collaboration with partners and other forces

Collaboration and saving taxpayers’ money has never been so important. Durham Police Authority and Durham Constabulary work closely with neighbouring and regional police forces and a number of other partners to address the strategic risks to service delivery and to increase our value for money. These activities cover the whole spectrum of collaboration, from legally binding contracts to ad hoc arrangements between managers on a regional or local level. There are currently around 60 separate initiatives for collaborative working with partners, including intelligence, serious and organised crime, firearms and criminal records.

In March 2011, police authority members agreed the Durham Collaboration Programme Model. This is a strategic approach that will be used to strengthen future collaborative arrangements for new and existing partners, and identify productivity and financial gains for future initiatives with partners.

Roads policing

Officers from the constabulary’s roads policing unit supported the national Association of Chief Police Officers’ drink/drug driving campaign which ran over the Christmas 2010 period. During this time, they administered a total of 1,799 breath tests; an increase of over 360 tests (2.89 per cent) on the previous year. As a result of this and other proactive awareness campaigns, such as “Wise Drive”, “BikeWise” and the introduction of “Community Speedwatch” schemes, during 2010 the constabulary recorded its lowest number of fatalities (16) on the county’s roads since local government and police boundaries were changed in 1974.



Our People

Durham Constabulary's human resource strategy

During 2010, the constabulary updated its human resource (HR) strategy with a view to developing and delivering a workforce plan. The plan has been devised to assist us to:

- decide upon numbers of staff needed now and in the future
- manage staff-related expenditure
- assist in implementing modern working methods/asset management
- bring together service, HR and forward planning
- develop staff as part of continuous improvement

In light of the Government's Comprehensive Spending Review (CSR), the constabulary will see a 20-per cent reduction in funding over the next four years.

This has led to the constabulary implementing a redundancy process which was conducted in full consultation with staff representatives. This led to 54 compulsory redundancies, 81 voluntary redundancies and 13 early retirements. There were also a number of vacant posts during 2010-11 that will no longer be filled. Further reviews are planned for 2011-12 and all identified savings have been included in the budget-planning process. *** Disclaimer - correct as of 31 March 2011 ***

For employment monitoring statistics please visit [our force website](#).



Special Constabulary

The "specials" gave 32,000 hours to work in the constabulary area last year. The Special Constabulary is set to grow from 150 to 200 officers over the coming year.

A new structure

Alongside the human resource strategy, the constabulary is moving to a new structure in April 2011, with the aim of delivering a victim-focused service and preventing and detecting crime under tighter financial constraints. It also aims to improve processes and design out bureaucratic and unnecessary procedures to provide sustained or improved performance and improved efficiency.

The new structure has also identified how the constabulary can offer the same service but with fewer officers. Further details of the new model can be found on page 15.

How you are helping us...

The constabulary has over 1,600 community volunteers helping with initiatives such as "Speedwatch" and "Farmwatch".

Our Finances

The budget

Durham Police Authority's budget comprises both "revenue" and "capital". The revenue budget is used to fund salaries, allowances, pension commitments and operational running costs. The capital budget is used to invest in assets such as land, buildings, information technology, vehicles and equipment.

Following the Comprehensive Spending Review, Durham will see a reduction in central government funding of around £17 million during the next four years, which will mean the budget-setting process will be particularly demanding and challenging.

Following consultation, it has been agreed that the budget for 2011-12 is to be set at £121.3 million. This is to be met with £92.2 million from central government and £29.1 million from council tax.

Cost-saving initiatives

The authority is also undertaking a number of cost-saving initiatives, which include:

- A freeze in police officer recruitment
- Working together with partners with over 50 different potential activities that may be suitable for collaborative work, for example, the joint firearms unit with Cleveland Police
- An early retirement/voluntary redundancy program for police staff
- Closure and demolition of the sports centre
- Further workforce modernisation with the implementation of the constabulary's new structure
- Streamlining training provision
- Offering opportunities for home working wherever this is possible

A review of capital expenditure has also been undertaken which has seen a significant reduction in the proposed spending in this area over the next four years, in particular in relation to major building works. Any capital expenditure will be based on risk assessments and focused on key priorities.

These savings have allowed Police Authority Members to freeze the police part of the Council Tax for 2011-12, helping to ease the financial burden for council taxpayers within County Durham and Darlington.

Achieving value for money

The authority and the constabulary are committed to providing value for money and identifying efficiency savings. Since 2000 this has generated over £20 million, with £2.8 million identified in 2010-11. Work will continue to allow us to balance the budget and ensure high levels of productivity from officers and staff. Cash savings will be delivered to allow the former. This year the authority and the constabulary made the difficult decision to reduce police staff posts to achieve necessary savings. High levels of productivity are necessary to give the public what they need in terms of front-line support and improved performance.

Other recent efficiency savings have seen the merging or scrapping of a number of internal meetings, amalgamation of departments, co-location with the Crown Prosecution Service and realising cost benefits of new technology.

The authority and constabulary have looked at a range of bold and innovative measures aimed at cutting costs and increasing productivity (one example is the procurement of goods and services). The resulting savings have allowed police authority members to freeze the police part of the council tax for 2011-12, helping to ease the financial burden for council taxpayers within County Durham and Darlington.

For more financial information please visit the [force and police authority websites](#).



Our Future

To help maintain or improve performance with reducing resources the constabulary is in the process of being re-shaped to completely transform all areas of the organisation while protecting front-line services.

Under the “Altogether Forward” programme, the constabulary will operate through a structure of functions, instead of the current system based on geographic locations.

Chief Constable Jon Stoddart says: “Our ultimate aim is that members of the public will experience no change in the way we operate - other than a continuing focus on improved service delivery.

“Neighbourhood policing remains at the heart of everything we do. Local people will still see local officers and PCSOs in their local communities, providing the kind of service which has made us one of the country’s top-performing forces. And when members of the public need help in an emergency, they will receive it.”

Why change?

The need for change was identified in 2010 as the constabulary faced the prospect of public spending cuts and the need to do more with less. Complete transformational change was identified as the best way to restructure while maintaining or improving performance. To find the best way of doing this, a project team was set up which carried out a full review of how the constabulary was operating, considered various options for change and visited other forces to see how they had adapted their operating practices.

In place of the current two geographic basic command units (BCU), the constabulary identified the “Hub and Spoke” model as the preferred option for a new structure. A project team was asked to develop a firm proposal for staged implementation starting from April 2011.



That was then...

Under the existing structure the constabulary was split into north and south area BCUs. Uniformed response and neighbourhood policing teams each operated out of the majority of the constabulary’s 12 main stations - six in the north and six in the south.

Neighbourhood teams also operated from section offices based in each BCU. There were also teams of detectives working at 11 of the main stations. Officers rarely crossed area boundaries.

The constabulary also has headquarters departments, including crime investigation, professional standards and operational support, plus centralised services like personnel and legal.



This is now...
With “Hub and Spoke” the constabulary will operate functions, as follows:

- Neighbourhood policing and partnerships
- Response policing and communications
- Crime and justice
- Support services
- Tasking and co-ordination

The new structure will make for a much more effective use of resources. Officers will be directed where and when they are most needed, instead of being governed by geographic boundaries as at present. They will also become more specialised and have fewer day-to-day disruptions and abstractions.

Durham Police Authority has been involved every step of the way. Chair, Peter Thompson, says: “The police authority has engaged in this exhaustive planning process from day one. It has ensured that as many partners as possible have been consulted about the constabulary’s intentions. “We have listened to the observations of all those who have been engaged and ensured that constructive suggestions have been recognised and incorporated into the final model which we are pleased to have endorsed.”

How To Contact Us



Durham Constabulary currently has 12 police stations that operate 24-hours a day, as well as police headquarters at Aykley Heads in Durham City. 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. For information regarding station addresses and opening times either

telephone 0345 60 60 365

or visit the constabulary website
(www.durham.police.uk)



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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

CrimeMapper

CrimeMapper is the national system for providing the public with local crime and anti-social behaviour. Users can visit the www.police.uk website and by entering their postcode find statistics for their neighbourhood, as well as a street-level map with crime and anti-social behaviour incidents plotted to the nearest large postcode (12 addresses or more).

Users are also presented with information on who their policing team officers are, community events coming up at which police will be present, Twitter and Facebook feeds, and various ways of contacting the police.

Facebook

To access the constabulary's Facebook accounts type one of the following and then add "Neighbourhood Police Team" -

Barnard Castle
Bishop Auckland
Chester-le-Street
Consett
Crook
Darlington
Durham City
Peterlee
Seaham
Spennymoor
Stanley
Newton Aycliffe, Sedgefield, Shildon

facebook®



Altogether Better Policing

Twitter and YouTube

Members of the public can also follow us on...

Youtube.com/durhampolice999

You Tube
Broadcast Yourself

twitter.com/DurhamPolice

twitter



Police Authority

You can now also find us on:

Twitter:

<http://twitter.com/DPAAuthority>

Facebook:

www.facebook.com/durhampoliceauthority

YouTube:

www.youtube.com/user/DurhamPAAuthority

