



Durham Police Authority and Durham Constabulary

Altogether Better Policing



Annual Report 2011-12 & Policing Plan 2012-15

Forewords...

Welcome to the Durham Police Authority and Durham Constabulary Annual Report and Policing Plan. This plan outlines some of our achievements 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 to challenge the performance of the Constabulary to ensure local policing provides the best value for money within the Constabulary area.

Police Authority Foreword

The year has been a memorable one for the Police Authority for a variety of reasons. Against a backdrop of significant financial cuts to the policing budget from central Government, there was a need to continue to transform the delivery of services to ensure a “more and better for less” force.

The Authority has been fully supportive of the Chief Constable and his staff through the implementation of a new force operating model which went live in July 2011. This restructure has delivered significant financial savings and service efficiencies, enabling police officers to be directed where and when they are most needed.

While inevitably there has been a reduction in the number of officers and staff employed, there has been no reduction in the number of front-line officers or police community support officers (PCSOs) during this extremely difficult time and thanks to good management, the Constabulary has now embarked upon a programme for the recruitment of new officers and PCSOs.

The public can be assured that Durham Constabulary continues to be one of the top performing forces in the country. According to Her Majesty’s Inspectorate of Constabulary (HMIC), the Constabulary has one of the best crime solving rates across all 43 forces and performs well above the national average in achieving victim satisfaction for the way crime is dealt with.

As owners of the police estate, the Police Authority is investing in a modern and sustainable police headquarters which will generate substantial savings in the short, medium and long term and will enable the Constabulary to

deliver an even better policing service to the people of County Durham and Darlington, from a most cost effective and energy efficient building. Work has also been undertaken at other premises in Darlington and Bishop Auckland, in particular, to improve working and custodial facilities.

Both the Police Authority and the Constabulary have been positively appraised by HMIC for their imaginative and progressive approach in the recent “Valuing the Police” inspection. Further saving reductions were supported by the Inspectorate through proactive collaborative ventures relating to savings in expenditure and income amounting to £2.261m (as of January 2012). Inspectors also commended the drive of the Authority and Constabulary to reduce crime and anti-social behaviour both of which have been reduced by 3 per cent and 13 per cent respectively.

The introduction of the Police Reform and Social Responsibility Act will replace Police Authorities with Police and Crime Commissioners in November 2012. Extensive strategic planning is currently underway through the Police Authorities Multi Agency Transition Programme Board which will supervise the transition from Police Authorities to the Office of Police and Crime Commissioner. The public can be assured that, until that time, the Police Authority will continue to monitor and scrutinise police performance and productivity to safeguard against any reduction in public confidence or value for money, for the communities of County Durham and Darlington.





Altogether Better Policing

Durham Constabulary Foreword

I am delighted to present our Annual Report and Policing Plan. Against a climate of financial cuts and reduced resources, Durham Constabulary continues to be one of the best-performing forces in the country. Crime has fallen for the fifth consecutive year and is at its lowest level since 1983. The Constabulary's detection rate has remained one of the highest nationally, at nearly 38 per cent, and nationally, we have the second highest detection rate for serious sexual offences.

Work is continuing to ensure that the new force structure is an integral part of the way we do business. We will ensure that we provide a modern cost-effective neighbourhood policing service that is responsive to people's needs and enables officers to be directed where and when they are most needed, instead of being governed by geographic boundaries.

Over the past 12 months we have continued to demonstrate the value of Durham Constabulary. In August 2011, a number of our officers were despatched to other forces to assist during a period of unprecedented public disorder. I received letters of praise from the respective forces and would reiterate that praise for all officers who supported their colleagues. This shows the high regard in which Durham's officers are held.

I was approached by the Metropolitan Police Commissioner to undertake a review of the investigation into the illegal interception of telephones. The review team, which was led by a Durham officer, examined the structure, governance and investigative strategy of the current investigation, and

offered advice and support to a Metropolitan Police senior management team. A comprehensive document was presented to the Commissioner outlining a number of recommendations for action; the majority of which are currently being addressed.

The Government's shadow Strategic Policing Requirement sets out national threats that the police must address and the appropriate national policing capability required to counter those threats. The shadow Strategic Policing Requirement has been taken into account in the preparation of this report and is the thread that runs through when exercising our policing responsibilities.

I would like to pay tribute to the staff of Durham Constabulary and thank them for their continued commitment to the people of County Durham and Darlington.

Our Performance...

Crime reduction

Durham continues to be one of the best performing forces nationally.

2011-12 is the fifth consecutive year that total crime has reduced and sees crime levels at their lowest since 1983.

This year we have seen crime fall by just over 3% - from 36,505 to 35,327 crimes.

Tackling serious and organised crime

Durham, with a detection rate of 94 per cent, is ranked 13th highest nationally for detecting offences of drug trafficking.

Durham is also ranked fifth highest nationally for the detecting of serious violence, with 69 per cent of offences being detected.



Over 1,500 fewer victims

Domestic burglaries, thefts of vehicles and criminal damage have collectively fallen by over 13 per cent which has resulted in around 1,500 fewer victims.

Detection rates

We remain one of the top-performing forces for total crimes detected at 38 per cent, with a further 2 per cent resolved by means of restorative justice.

Response rate for incidents

We aim to arrive on the scene of immediate response incidents in urban locations within 15 minutes and rural locations within 20 minutes. Our target is to achieve this on 90% of occasions. Our current performance is 89.5%.

Metal theft down by 56 per cent

Metal theft has been a major problem both locally and nationally. During 2011, the Constabulary set up teams to tackle this issue and carried out a series of high-profile actions which has resulted in a 56 per cent reduction in metal theft since August.

What you have asked us to do...

Consulting and engaging with you

During 2011 we continued to take our show on the road and attended a range of community events including Darlington Carnival, Durham Miners' Gala and the Constabulary's own BikeWise event. At the events we asked people to complete community safety surveys and, following last year's success, we again jointly held a competition to win an iPod for all those who participated in the consultation. The information collected from the surveys is used to inform our core business, as community focus and community-based priorities remains at the heart of both the Police Authority's and the Constabulary's business.

During 2011, we have continued to use social media such as Facebook and Twitter as one way of connecting with our communities. During 2011 the Police Authority's Facebook friends increased from fewer than 100 to 550, and Twitter followers also increased by 250 people. Both our friends and followers continue to grow.

Last year was an exciting time for the Police Authority as we hosted our first ever Community Awards event, which encouraged communities to nominate community heroes and champions in a series of categories. Further details can be found on page 16.

We have continued to meet with the public through our Police and Communities Together (PACT) meetings. In 2011, we launched the first of a series of successful PACT meetings held in the virtual online community. Look out for posters in your area detailing your local PACT or visit our websites for further details.



Developing Policing Priorities for 2012-13

In 2011, we welcomed collaboration with a wider range of partners to come together to consult on the policing priorities for 2012-13. This consultation was very important to us as it reflects the views of local people. It is particularly important that we co-operate and collaborate with our partners at this time, as we all have to deliver our respective services within a more constrained budget.

- We went out into our communities where many local people voted for their top three priorities by completing the consultation at various locations across County Durham and Darlington. These included shopping centres, supermarkets and public meetings such as the Area Action Partnership Forums.
- We ran the consultation online and utilised a text-to-vote system for mobile phone users to ensure as many people as possible had access.
- We hosted our Annual Police Authority Forum where members of the public were able to debate issues with the Police Authority Chair, Chief Constable and senior representatives from both Community Safety Partnerships. The public were invited to comment on the proposed priorities and were asked to vote for their top three.
- We held an event for our partners and key stakeholders where we asked them to vote for their top three priorities.
- We publicised the consultation using existing networks and meetings, such as Town and Parish Councils, Independent Advisory Groups and Neighbourhood Watch, and via social media such as Twitter and Facebook.

Over 1,500 consultation responses were received which equates to over 4,500 votes being cast.

Priorities for 2012-13

The Police Authority has given Durham Constabulary the strategic direction to focus on the top three priorities of the public consultation, which are:

1. Tackling anti-social behaviour in partnership
2. Reducing the impact of alcohol abuse on people and communities
3. Protecting vulnerable people from harm

This being said, we will still continue to tackle other issues such as drug abuse, metal theft and burglary. We understand the importance of working in partnership to tackle crime and anti-social behaviour issues that matter to our communities.



Satisfaction and Confidence in our service...

Victim Satisfaction

Durham Constabulary is committed to ensuring its victims of crime and anti-social behaviour (ASB) receive the highest level of service from its officers and staff. To help us understand if we are achieving this, we carry out a survey each month, through which we ask victims of crime and ASB a variety of questions. The questions cover a range of elements about the police service including:

- timeliness of service (both answering the emergency call and getting to the incident)
- the actions our officers take to investigate the incident
- follow up information and support we give our victims and how we treat our victims. Victim satisfaction is paramount to our force vision

Our results show that over 95 per cent of our victims are satisfied with the treatment they receive from our officers and staff, and over 85 per cent of our victims are satisfied with their overall experience in dealing with us. While we are proud of such positive results, we also recognise that we have some room for improvement, particularly where our ability to provide our victims with follow-up information and support could be improved. With this in mind, we are currently working towards putting procedures in place which will help to improve this area.

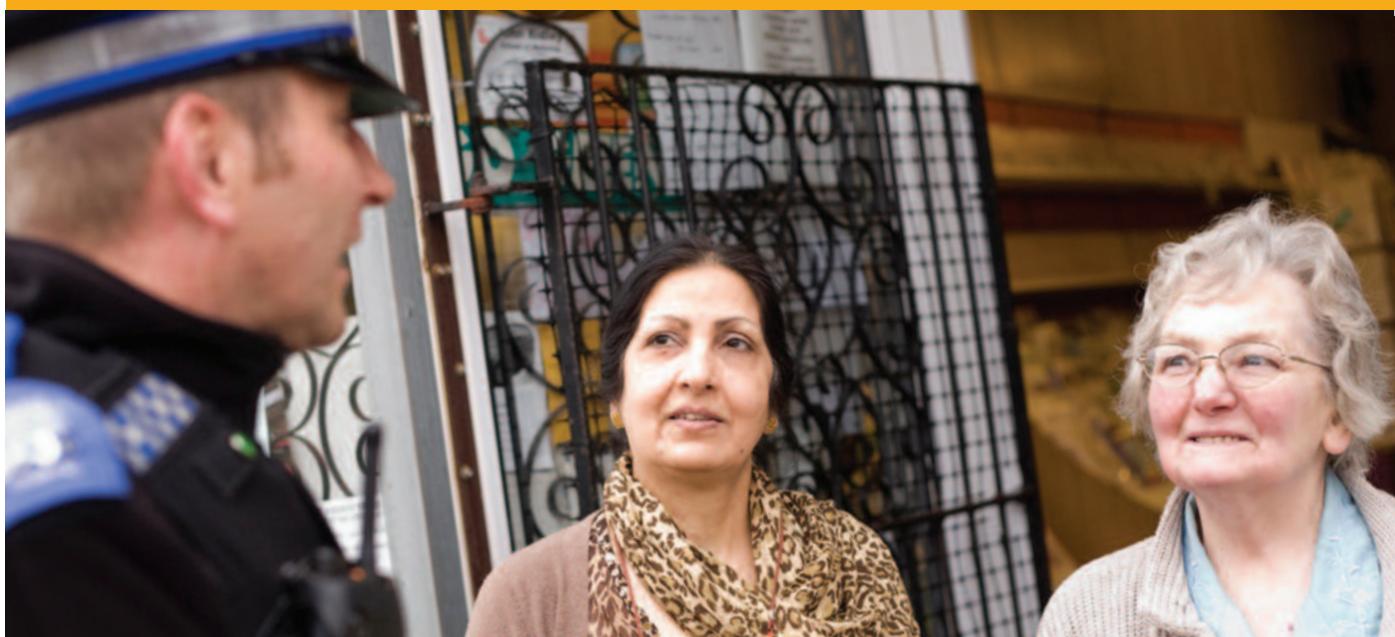


Public Confidence

We are committed to ensuring victims of crime and ASB are satisfied with the service they receive. We also want to ensure the people of County Durham and Darlington are confident we are doing as good a job as they expect and deserve in protecting their communities, and that we are there for them around the clock. To do this we use a quarterly public survey which asks a wide variety of questions around local crime and ASB issues, as well as what they think of us and how we can improve the service we offer. Public confidence is also intrinsic to our force vision.



Results show that over 70 per cent of our public are confident in the police in their local area. This is a reassuring result, however, we want to continue to improve and instil a higher level of confidence in our communities by communicating our good work and good news stories more widely. With this in mind, each of our neighbourhood inspectors has signed up to an annual project which will involve our police and PCSOs getting out and about in their local areas to speak to the residents and ask them, "What can we do that will make you feel more confident?"



Our Priorities...

Tackling anti-social behaviour (ASB)

While incidents of anti-social behaviour are down by 23 per cent over the last two years, they still represent around a quarter 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 their concerns.

Some examples of how we have tackled ASB...

Sherburn Neighbourhood Teams break down barriers

Sherburn village was experiencing high levels of ASB, in particular youth nuisance. The team's officers arranged meetings and football matches to give the young people the chance to get to know their local policing team and influence how it works locally. This led to a 51 per cent reduction in ASB. The good work was recognised by Investing in Children, the Durham County project which works to protect and promote the human rights of children and young people.



Safer Neighbourhood Units

We have created four Safer Neighbourhood Units covering County Durham and Darlington. Each unit contains a mix of police and local authority staff, which enables local issues to be identified and resolved quickly. The units include ASB Officers, Community Cohesion Officers, Crime Prevention and Neighbourhood Watch.

Restorative Justice

Restorative justice enables criminals and their victims, across the force area, to have the opportunity to meet face-to-face to make offenders more accountable for their actions. One example of how restorative justice has been used was, when a youth, under the influence of alcohol, was throwing stones at one of his friends and inadvertently smashed a bathroom window. The youth admitted damaging the window and offered to pay for repair. The victim was aware that the youth had little money to pay for the window and suggested that he help with some gardening work as recompense. The youth agreed and his parents thanked the victim for their kindness and consideration. This avoided the need for arrest and criminalisation of the youth and the situation was dealt with to the satisfaction of all parties involved.



Our continued commitment...

We will continue to identify and resolve the issues associated with High Impact Localities (HILs) through the safer neighbourhood units.

High Impact Localities have a high rate of crime and/or anti-social behaviour, with associated risks. Associated issues such as poor housing, lack of youth provision and environmental problems can then exacerbate crime-related problems, resulting in an overall reduction in quality of life for residents.

Through our membership of the Investing in Children project, we will continue to work to improve relationships between young people and the police in high ASB areas.

We will continue to take an active role in both the Safe Durham Partnership and the Darlington Community Safety Partnership thematic groups to improve escalation processes and harmonise services, as well as focusing on issues within neighbourhoods.

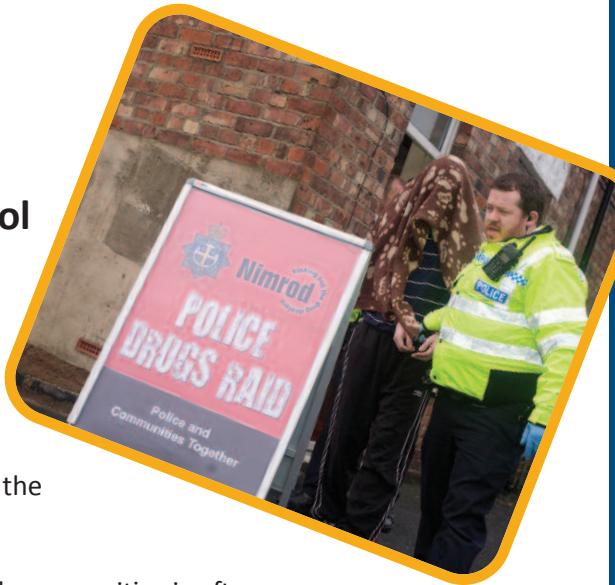
For more performance information please go to the [force website](#).

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, it is often seen as a low-level street issue, such as under-age drinking, disturbances fuelled by alcohol, or stealing to feed a drug habit. If these issues are seen in our communities they can damage the public's confidence in the police's ability to deal with them.

The impact of both drug and alcohol abuse on people and communities is often very different and, therefore, different approaches are needed to tackle it. Unlike previous years, this year we listed them as separate priorities to enable the public to determine the issues of most concern to them. As a result, **reducing the impact of alcohol abuse** was chosen as one of the three main priorities.



Some examples of how we have tackled alcohol and drug abuse...

Community Alcohol Partnership (CAP) – Stanley

In response to the issue of under-age drinking, the Safe Durham Partnership, of which Durham Constabulary is a partner, established a six-month CAP pilot to address both the demand and supply side of under-age drinking through engagement, education, public perception and enforcement. The scheme has been identified as national 'best practice' and has attracted the interest of other forces.

Operation Oceanic

A joint operation between Durham, Cleveland and Merseyside forces led to the breaking of a £1 million drugs empire, and saw three Darlington men jailed for a total of 23 years and 28 kilos of cocaine recovered.

Alcohol Harm Reduction Partnerships

Durham Constabulary is an active member of the Safe Durham Partnership and Darlington Community Safety Partnership Alcohol Harm Reduction thematic groups, both of which are working hard to tackle all aspects of alcohol abuse ranging from education, to improving links with the licensing trade, to resolving the issues that lead to alcohol abuse.

Over the past year the force has seen an 11 per cent reduction in alcohol-related incidents, which means over 2,300 fewer incidents where alcohol was not a factor.

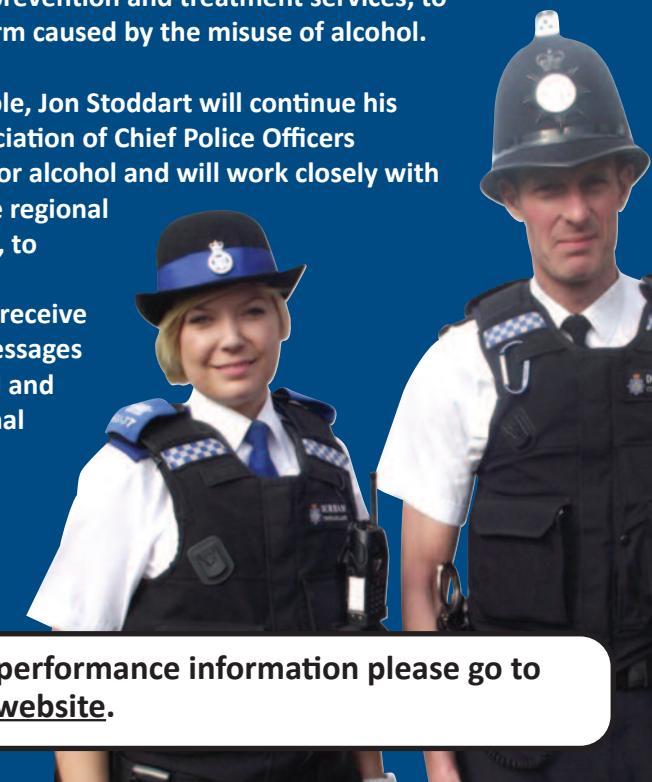
Our continued commitment will focus upon alcohol...

We will continue to work with the NHS and Youth Services to deliver alcohol awareness talks to schools, community groups and work places.

We will roll out the 'Punched out cold' campaign force wide following a successful pilot in Bishop Auckland. The campaign highlights the risk of unintentionally causing serious injury by getting involved in a violent confrontation after consuming too much alcohol.

We will create an alcohol harm reduction unit, which will be the first of its kind in the country, to ensure effective integrated working with the local authority, licensing, environmental health, NHS and fire & rescue. The unit's aim will be to enforce and control the availability of alcohol and provide prevention and treatment services, to tackle the harm caused by the misuse of alcohol.

Chief Constable, Jon Stoddart will continue his work as Association of Chief Police Officers (ACPO) lead for alcohol and will work closely with BALANCE, the regional alcohol office, to ensure our communities receive consistent messages about alcohol and deliver regional initiatives.



For more performance information please go to the [force website](#).

Our Priorities...

Some examples of what we have done...

Organised Crime Groups

Tackling organised crime continues to be a priority for the constabulary.

The victims of these crimes are usually vulnerable elderly people.

Durham, Northumbria and Cleveland police forces have continued to pool resources as part of Operation Bombay, to combat bogus officials and rogue traders who prey on vulnerable people by charging vast amounts for unnecessary work.

Durham Central Referral Unit pilot

This enables the police, senior practitioners and social workers to work together to provide joint screening, share information and make appropriate referrals of people deemed to be at risk. It is also now a recognised point of contact for partnership agencies to obtain immediate safeguarding information, allowing for earlier identification of risk.

Problem solving protects vulnerable people

Durham Constabulary received over 40 reports of youths congregating in a residential area for the elderly. The residents reported that they felt like prisoners in their own homes. The area is secluded, enabling the youths to drink alcohol unseen. The outdoor play area was repeatedly damaged and showered with litter. As a result, the area where the youths were gathering, was caged to deter and prevent further incidents. Agencies such as 4Real were asked to offer advice and support to youths on alcohol-related issues. A Challenge 25 scheme was introduced at local shops and regular test purchasing operations carried out to stop under-age drinking. Officers who made regular contact with residents stressed the importance of reporting incidents and gave them extra reassurance and, since the introduction of the caged area, the number of incidents of anti-social behaviour has reduced dramatically.



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

Our continued commitment...

The force will fulfil its three-year sexual violence strategy which aims to build on existing working arrangements across all partner agencies to enhance levels of provision and protection for victims of sexual violence, and improve the means by which sexual violence can be prevented from occurring in the first place.

Durham Constabulary is working with its partners to identify high impact households (HIHs) across County Durham and Darlington. HIHs are identified as those households that have a disproportionate impact on partner agencies as either perpetrators, or victims of crime or anti-social behaviour.

We will continue to identify HIHs across the force area, to ensure any vulnerable person is protected by assessing the individual needs of each household, and work with partners to provide the appropriate levels of support and guidance.

Following the successful Durham pilot, the force will roll out the Central Referral Unit, across the constabulary area, to ensure all people deemed to be at risk receive immediate care.



Durham Constabulary has the second highest detection rate for serious sexual offences.

For more performance information please go to the [force website](#).

Strategic Plan-on-a-Page...



Durham Constabulary Plan-on-a-Page

Why we are here:

Durham Constabulary will deliver excellent policing to inspire confidence in the people we serve by protecting neighbourhoods, tackling criminals, and solving problems around the clock



Altogether Better Policing

O1 - Inspire confidence in our victims and our communities

What we need to be good at - (Our Core Deliverables)

CD1 Protecting Neighbourhoods:

- Prevent and address anti-social behaviour
- Reduce the harm caused by alcohol
- Protect vulnerable people
- Address high impact locations and households

CD2 Tackling Criminals

- Ensure investigations are carried out to a high standard and focus on the victim
- Prevent and reduce volume crime.
- Reduce the threat and harm from major, serious and organised crime
- Counter terrorism

CD3 Solving Problems

- Accurately identify the problem
- Work with people to find solutions (consider RJ)
- Use OSARA and share best practice
- Prevent recurrence

What will help us to do it (Enabling Factors)

EF1 Provide effective and efficient response

- Identify who should attend first
- Get there on time
- Get it right from the outset

EF2 Manage and use our knowledge:

- Collect, analyse, share and care about good quality data.

EF3 Effective Communication

- Ensure the message is clear
- Remove communication barriers
- Promote 'Brand Durham Constabulary'
- Tell everyone

EF4 Working together with others

- Strengthen formal partnerships to improve problem solving
- Consider who else can help to solve problems
- Work with Communities to solve problems
- Help people to help themselves

EF5 Reinforce an 'Aiming For Excellence' Culture

- Embrace our values
- Empower our people
- Encourage transformational leadership

How we will align our Resources

R1 Our Staff:

- Have the skills to do the job
- Remember feedback is good
- Promote fairness in all aspects of the organisation
- Understand their role in delivering the vision
- Are engaged and motivated
- Are supported in their own Professional development
- Embrace the wider police family (volunteers, special constables)

R2 Our Stuff:

- IT systems are integrated and fit for purpose
- Our estate is optimised
- Effectively managed fleet

R3 Use of our Resources

- Prevent and reduce demand
- Strategically allocate resources effectively based on evidence
- Ensure resources are in the right place, at the right time.
- Increase capacity

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, which are 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 our local communities and this consultation was done with our partners. On pages 6 to 8 of this document, our 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...

We understand the importance of working in partnership to tackle crime and anti-social behaviour issues that matter to our communities. We work with a variety of partner organisations to avoid duplication of effort and provide effective and efficient delivery of service. Working together gives us greater success in problem solving as we can get to the root causes of the issue. To achieve strategic priorities we work with a variety of partners, some of which are listed below:

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

Achieving Excellence...

Aiming for Excellence (AFE) is a philosophy that represents the Constabulary's beliefs and values, and is the way that it does its business – that is to 'Aim for Excellence' in everything it does. This page highlights some of the initiatives the Constabulary has achieved during the past year, thus demonstrating its commitment to providing excellent support functions and front-line service delivery.

The Police National Database

A new data-sharing system that allows the force to share intelligence more easily is now up and running in Durham.

The Police National Database (PND) allows named users to search full data records of all UK forces and provides key links with other national information systems, such as the Police National Computer.

Deputy Chief Constable Mike Barton firmly believes PND will give the police the chance to proactively tackle crime. "It is an intelligent system, and will reveal patterns in offending and links between individuals about which we have previously been unaware."

The new system went "live" across all forces in England and Wales at the end of June 2011.

Restorative justice benefits are aired

In October 2011, a number of officers were "stars of the small screen", after taking part in a BBC Panorama programme about police complaints.

Deputy Chief Constable Mike Barton agreed to take part in the programme to widen the debate about the use of restorative justice for police complaints.

The Panorama film team spent several weeks with the force, interviewing senior police officers, and following a PC out on patrol.

It also filmed two restorative justice interviews in which members of the public were able to discuss their complaints face-to-face with the officers involved and reach a resolution.

"We've found that the restorative justice approach has proved very successful in a number of cases where people complain about police actions," said Mr Barton.



Price checking tool and Amazon-style purchasing will cut costs

The force has pioneered the use of a "price policing" tool to reduce costs and help push forward an overall efficiency drive. The software system allows us to compare prices of over 500,000 products within the national IT chain.

The new approach, which is in use in both Durham and Northumbria forces, is expected to save time and money, as well as streamline current processes.

Durham is also proceeding with the implementation of the National Police Procurement Hub. The system will allow users to access supplier contracts via an "Amazon-style" portal where products can be searched, browsed and loaded into a 'shopping cart'. It will allow goods to be sourced via local, regional and other UK forces national agreements; but also may provide better deals via other public sector agreements.

Our People Achieving Excellence...

The **Frank Taylor Award** is presented each year for excellence at work and was awarded to a team of analysts and researchers who have developed a process, and a number of supporting analytical products, to enhance the force's ability to map Organised Crime Groups.

The process and products allow analytical teams to 'map' the members of the OCGs to enable a structural hierarchy to be developed. The products are designed to be 'put on a wall and written on' and have been used to ensure that partner agencies are aware of their need to be involved in the disruption of OCGs.

The analytical process and products were showcased at last year's National Intelligence Conference. As a result the process and products have been identified as 'best practice to be adopted nationally' by the ACPO lead for serious and organised crime.

The process and products have been used to support a number of operations resulting in convictions ranging from drug offences to conspiracy to commit grievous bodily harm.

WOW! We're an award winning police force!

Durham Constabulary was runner-up in the best newcomer awards at the national WOW! Awards last year.

The award scheme sees officers and members of police staff nominated for their work by colleagues or by members of the public. It is a national scheme which includes both public and private sector organisations. The gala awards ceremony was held at Stevenage Arts & Leisure Centre.

PCSO Theresa Moore was also a finalist in the 'WOW! You've Changed My Life' category.

The awards ceremony was a chance to celebrate the successes. We're planning on getting even more nominations in the year ahead and hope we'll be there again picking up more awards in 2012.

To nominate a member of staff for a WOW! Award visit the force website and click on the WOW! Awards link.



The Thompson Award is presented to the neighbourhood policing team which has made the most significant contribution to improve the lives of residents in the communities we serve.

Barnard Castle neighbourhood policing team were awarded the trophy for the work they did to dispel some of the concerns, of the local residents and the travellers, around the annual migration to Appleby Fair.

Working with local land owners, environmental services, the Highway Agency, county and parish councillors and traveller liaison services, they formed a working group that has created five temporary areas of acceptance in the Teesdale area. These are designated areas where travellers can stay on their way to and from Appleby Fair and where the local authority provides portable toilets, waste collection and fresh water for horses. These amenities are not provided at unauthorised sites.

There is now year-round planning for this event, with joined up activity and positive media management, driven by the neighbourhood inspector in partnership with the local and regional newspapers to consult, inform, update and educate the public.

The Problem-Orientated Policing (POP) Awards are sponsored by the Safe Durham Partnership, and recognise the efforts of neighbourhood policing teams who have adopted a POP-approach and involved partner agencies and organisations to address issues of concern in their neighbourhoods.

Horden North neighbourhood policing team's idea was to break down the barriers between the generations by getting them to chat over a cuppa, and has been running for about 14 months.

The "intergenerational café" came about following a floodlit police and communities together (PACT) meeting at the Centrefield Pavilion in the Horden North beat area. Older attendees highlighted concerns that young people were gathering near their homes, or on adjoining fields, to cause anti-social behaviour and intimidate them. However, the youths were unaware their presence caused intimidation or raised residents' fear of crime and disorder. They said they gathered in groups to feel safe and hung around outside people's homes as there was nowhere else to go and nothing to do.

Since the meetings began reported incidents of youth-related anti-social behaviour in the Horden North beat area have fallen by 27 per cent and calls regarding all youth-related incidents by 31 per cent.

Keeping you safe...

The work that we do in this area takes account of the shadow Strategic Policing Requirement, and demonstrates our commitment to the national agenda.

Protection from serious harm

Durham Constabulary, supported by the Police Authority, has made significant investment over the past few years in its capacity and capability to deal with 'protective service' incidents and ultimately protect our communities from serious harm.

Protective services includes: Serious and organised crime, major crime, critical incident management, public order, civil contingencies, roads policing, protecting vulnerable people, firearms, counter terrorism, domestic extremism and work is underway nationally to include: identity theft, e-crime and fraud.

Over recent years the force 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. Over this period there has been revenue investment totalling over £3.5 million and capital investment to a similar level, to ensure that we have the necessary equipment and appropriately trained staff working with partners to 'best practice' procedures to deal effectively with demands. These improvements mean that we are well placed to meet the Government's proposed Strategic Policing Requirement which will provide legislative backing for forces and authorities to have regard to policing requirements 'beyond the local'.

The Police Authority oversees this work through its Protective Services Panel which reports to their Effective Policing Committee. This committee oversees progress in relation to developments around the force's capacity and capability (with appropriate partners) to respond to identified strategic risks within the protective services arena.

Roads Policing

Durham Constabulary has joined Cleveland Police in a collaborative venture, bringing together assets and staff to make our roads safer. The unit includes many specialist functions such as collision investigations, motorcycle section and the roads policing unit.

Alcohol consumption is still a significant factor in around 10 per cent of all collisions resulting in death or serious injury. Officers from the forces' roads policing unit supported the national Association of Chief Police Officers' drink / drug driving campaign which ran over the Christmas 2011 period. During this time, 3,243 breath tests were administered, an increase of 1,444 tests (80 per cent) on the previous year. The percentage of occasions resulting in a positive test or where the driver refused to provide a specimen fell from 3 per cent to 2 per cent of all tests.



The force has launched a new scheme called 'Community Speed Watch', which allows members of the public to join neighbourhood beat officers and police community support officers (PCSOs) in monitoring the speed of vehicles and raising awareness of the fight to cut the number of road deaths. A 'Speed Watch' operation can be implemented if the issue is identified as a priority at a local PACT (Police and Communities Together) meeting. It is not an enforcement tool but is designed to address public concerns while educating and encouraging drivers to change their behaviour.

Collaboration

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

Durham Police Authority and Durham Constabulary have, for some time, worked 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. This strategic approach was further strengthened in March 2011 when Police Authority members agreed the Durham 'Collaboration Programme Model'. This model will be used to ensure maximum benefit from future collaborative arrangements for new and existing partners.

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

Our people...

Human Resources Strategy

During 2012, the Constabulary will be updating its human resource strategy which will assist the force to develop and deliver its workforce plan. The plan will assist us to:

- decide upon numbers of staff needed now and in the future
- identify the right people with the right skills at the right time
- manage staff-related expenditure
- implement modern working methods
- develop staff as part of continuous improvement

In light of the Government's Comprehensive Spending Review (CSR), a full force review of staffing, budgets and processes has been undertaken. Further reviews, albeit on a much smaller scale, will be carried out when necessary to ensure that we remain fit for purpose.

Special Constabulary

We currently have 112 members of the Special Constabulary. Last year, they gave 40,000 hours to support the work of the Constabulary.



Volunteers

The Constabulary has over 100 Police Support Volunteers who provide a supporting role within the force.

We have over 3,500 individual 'watch' schemes across the force area, which are also staffed by volunteers.

These cover areas such as:

- Neighbourhood Watch
- Farm Watch
- Allotment Watch
- Church Watch
- Shop Watch

A recent recruitment drive for volunteers was held in the Darlington area and a further 25 volunteers were recruited. The volunteers, from a wide range of backgrounds and experiences, support the Constabulary in a variety of diverse roles, with the aim of improving confidence.



Our staff are working 'Altogether Different'

Around 150 members of our workforce, both police officers and police staff, have taken part in the 'Altogether Different' programme, a leadership training course for middle management and supervisors.

The training was delivered by 'Pearl Catchers' who are renowned for their innovative approach to learning and development. The aim was to inspire those involved through different ways of thinking and different approaches.

'Altogether Different' was part of a wider programme of development work under the auspices of Aiming For Excellence (AFE), to maintain and improve performance during a time of fewer resources and significant change.

In addition, learning events will be available as part of other key projects under the AFE development programme which will target different individuals to ensure development is provided fairly and appropriately.

For employment monitoring statistics please visit our force website

Our people...

Equality & Diversity

The public sector equality duty set out in Section 149 (1) of the Equality Act 2010 applies to Durham Police Authority and Durham Constabulary. In full compliance with this duty we are fully committed in the exercise of all of our functions to give due regard to the following in respect of both our staff and the people we serve:

- 1. Eliminating unlawful discrimination, prejudice, harassment and victimisation**
- 2. Improving equality of opportunity between those with protected characteristics and those without, and**
- 3. Fostering good relations between those with protected characteristics and those without**

The act has strengthened and streamlined previous equality legislation and updated and amended the strands previously covered by anti-discrimination law. The organisation's aim is to provide targeted specialist support to members of staff, and the public we serve, who are considered to have protected characteristics as defined by the act: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion, sex or sexual orientation.

All public bodies must publish information to show that they have consciously thought about the three aims of the equality duty as part of the process of decision-making. To find out how Durham Police Authority ensures effective governance of equality and diversity matters within local policing, please visit the Police Authority's website: www.durham-pa.gov.uk or the Durham Constabulary website www.durham.police.uk.

Alternatively, specific details around the Equality Act 2010 can be found on the Equality and Human Rights Commission Website www.equalityhumanrights.com and the Home Office website www.homeoffice.gov.uk/equalities.



Our PCSOs have the power!

Chief Constable Jon Stoddart has recently given Durham's PCSOs additional powers, several of which particularly relate to community environmental issues, such as dog fouling, littering, graffiti and fly-posting. These powers are discretionary and can only be designated by the chief officer and will allow PCSOs to issue warnings or fixed penalty tickets, depending on the nature of the offence. The new powers are in addition to the standard powers which the force's 173 PCSOs already have.

Chief Constable Jon Stoddart said "I've listened to community concerns and enhanced the role of PCSOs by giving them extra tools to do the job."

The extra powers also cover licensing offences which can lead to public disorder and anti-social behaviour.



The constabulary has recently appointed ten police officers and recruitment and selection is ongoing for more officers, PCSOs and call handlers.

Our Communities...

Police Authority Community Awards

Members of Durham Police Authority were keen to acknowledge the heroic and selfless acts which take place in our communities that have had a positive impact on community safety and public assurance within County Durham or Darlington. A Community Awards scheme was launched in the summer of 2011 and nominations were received for individuals and groups across the policing area covering the six award categories: Caring, Serving, Volunteering, Achieving, Courageous and Dedicated.

The Community Awards event took place on 1 December 2011 at the Ramside Hall Hotel, Durham. Two hundred and fifty eight guests attended the event, including 120 members of the public as winners, nominators of the awards and their guests.



To find out the Community Awards winners for each of the six categories please go to our website
www.durham-pa.gov.uk/Pages/CommunityAwards.aspx

The feedback received confirms the Community Awards scheme was a huge success.

Peter Thompson, Chair of Durham Police Authority said: "In terms of community safety, Durham Police Authority recognises that it is not just the police and community safety partners who do good work in keeping our streets and communities safe. There are local people and groups in our communities who have gone to extraordinary lengths to make their area a better place to live. With the demise of Police Authorities later this year, I hope that the future Police and Crime Commissioner will consider having a Community Awards or similar scheme in future years".



Our finances...

Achieving value for money

The Authority and Constabulary are committed to providing value for money and identifying efficiency savings. Since 2000, this has generated over £30 million, with £10.3 million identified in 2011-12. There is a continuous process to identify efficiency opportunities that will contribute to cashable savings and to ensure high levels of productivity from officers and staff.

The Authority and Constabulary are now benefiting from savings that resulted from the prompt but painful action completed in 2010-11 to reduce police staff posts. The Force Operating Model introduced in July 2011, has enabled the efficient allocation of changing police officer numbers to provide service resilience and to give the public what they need in terms of front-line support and improved performance.

The Authority and Constabulary have considered a range of bold and innovative measures aimed at cutting costs and increasing productivity (through managing demand for services, consolidation of suppliers, challenging whether expenditure is needed and if so to what extent).

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 £13.8 million between 2010-11 and 2014-15, which makes financial planning and budget-setting both demanding and challenging.

Following consultation, it has been agreed that the budget for 2012-13 is to be set at £116.1 million. This is to be met with £86.6 million from central government and £29.5 million from council tax.

Please visit the [Police Authority website](#) for more information.

Cost-saving initiatives

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

- Working together with partners on 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 programme for police staff
- Further workforce modernisation within the new Force Operating Model
- Streamlining training provision
- Offering opportunities for home working wherever this is possible
- Reviewing contracts through an effective procurement process

A review of capital expenditure has seen a significant reduction in the proposed spending 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 recommend the freezing of the police part of the council tax for 2012-13, helping to ease the financial burden for council taxpayers within County Durham and Darlington.



Our Future...

Force Operating Model

In 2010, the Constabulary faced the prospect of public spending cuts and the need to do more with less. Our response to the changing policing environment and challenging economic climate was to look at new ways of delivering a policing service that made better use of our resources.

Our Force Operating Model (FOM) operates on a functional rather than geographic model, commonly referred to as 'Hub and Spoke'.

The aims of the model are to deliver effective and efficient policing with:

- improved performance,
- high standards of service at the point of delivery; and
- neighbourhood policing as the foundation.

The model uses response bases at five hubs within the force area:

- Darlington
- Bishop Auckland
- Durham
- Peterlee
- Consett

The new force operating model will enable us to provide a modern cost-effective neighbourhood policing service that is responsive to the needs of our communities and enables officers to be directed where and when they are most needed, instead of being governed by geographic boundaries.

Since the launch of the new force operating model, crime and incidents have reduced, and we are improving our response rates. The task now is to continue to improve our performance.



Our Estate

Plans for a new headquarters building are continuing to progress.

The Constabulary's estate strategy was approved in 2006 and good progress has continued in the implementation of the action plan in the interest of making better use of resources.

Within the action plan is a recommendation to replace the existing Police Headquarters building. The building was built in 1968 and is no longer fit for purpose to support modern policing. In addition, the building would require extensive capital investment if it were to be retained. In 2011-12, substantial progress was made in the detailed design of a new building and pre-application discussions commenced with the local planning authority.

Public and staff consultation exercises were undertaken in October 2011, and an application for full planning permission to develop a new three-storey building has been submitted.

The building is being designed to be sustainable and to reduce the Constabulary's impact on the environment. In addition, the building will be considerably smaller than the existing Headquarters building, as an open plan office environment will be created. This will maximise use of space and allow flexible, modern methods of working to be adopted. This approach is also being adopted in other parts of the estate to improve overall use of assets.

Over the last year we have improved our interview suites at Bishop Auckland and Durham City, and have refurbished the custody area in Darlington.



Our Future...

Changes to Police Governance

There will be a major change to policing governance this year; the Government is set to abolish Police Authorities and replace them with directly elected Police and Crime Commissioners. The aim of this is to reduce central bureaucracy, increase democratic accountability and empower local communities.

The first elections for Police and Crime Commissioners in England and Wales will be on 15 November 2012. The Government expects that current Police Authorities will oversee the effective transition to the Office of the Police and Crime Commissioner.

Durham Police Authority has set up a multi-agency local transition board to help it to deliver its transition programme. While being mindful of the continuing ongoing financial challenges, it is important to the Police Authority that the handover to the Police and Crime Commissioner is as smooth and seamless as possible. Until then, the Police Authority will continue to monitor 'value for money'.

Her Majesty's Inspector of Constabulary (HMIC) has given praise to the preparedness of the transition from the Police Authority to the Office of Police and Crime Commissioner. The Inspector highlighted that "The Police Authority has been a national lead in progressing arrangements; it was one of the first nationally to establish a local multi-agency transition board and has provided advice to numerous other authorities".

To find out 'All you need to know' about Police and Crime Commissioners please visit the [Police Authority website](#).



How to contact us

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Many of our neighbourhood policing teams are now 'tweeting', access twitter.com/DurhamPolice to receive tweets relevant to you.

Twitter address for Police Authority: twitter.com/DPAuthority



YouTube.com/durhampolice999

YouTube.com/user/DurhamPAuthority

If you require a copy of this document in large print, Braille, audio format or in a language other than English, please call: **0191 383 5511**. This document is available on Durham Police Authority's and Durham Constabulary's websites. If you require a printed copy, please email: durham.pa@durham.gov.uk or call **0191 383 5511**.

CrimeMapper

CrimeMapper is the national system for providing the public with information about local crime and anti-social behaviour. You can visit the www.police.uk website and by entering your postcode, find statistics for your 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).

There is also information on your policing team officers, community events coming up at which police will be present, Twitter and Facebook feeds, and various ways of contacting the police.



To follow us on Facebook, type one of the following and then add 'Neighbourhood Police Team' -

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



Facebook address for Police Authority:
facebook.com/durhampoliceauthority