POLICE, CRIME & VICTIMS’ PLAN FOR COUNTY DURHAM & DARLINGTON
2018 - 2021

Putting victims first in County Durham & Darlington
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How the PCVC Plan links to other partnerships
In 2016 I was delighted to be re-elected as your Police, Crime and Victims’ Commissioner. Now, half way through my current term of office, I am taking the opportunity to refresh my Police, Crime and Victims’ Plan for the period to 2021. The Plan sets out what I hope to achieve during that time, and lays foundations for the longer-term.

In 2016, I added the word ‘victims’ to my job title, to make it ‘Police, Crime and Victims’ Commissioner’. The needs of victims are at the heart of my work. Victims don’t ask to be victims. For the vast majority, the experience is completely unexpected. Many are vulnerable; some have mental health problems. All of them should be offered support to cope and recover. Since 2016 I have set up a number of victim-focused services, details of which you will find in this Plan. A key priority for me going forward is ensuring that victims receive the support they require to cope, recover and engage in the justice system; not just from the police, but other services as well.

Of course, I cannot achieve the ambitions set out in this plan by working alone, or even just by working with Durham Constabulary. Every day I have conversations with politicians and senior staff from our Local Authorities, NHS organisations, criminal justice partners and the other emergency services, so that we are as joined-up as possible in the work we do to serve local people. This refreshed plan emphasises that in order to achieve the objectives set out within it, partners across the criminal justice system, health and local government landscape need to work together.

Most importantly, I will want to work with local people. I want to be able to speak to local residents, hear what they have to say, and influence the work of others to meet local needs. It will always be important to me to be visible and accessible so that you can raise issues with me directly, and I will continue to use your money as efficiently as possible, to maintain Durham’s position as the most efficient Police force in the country. My Plan continues to be based firmly on the issues you have told me that you are facing.

Crime has changed over the past few decades, and it will continue to change in the future. There is no single type of crime called ‘cybercrime’. Many offenders use technology and the internet to support the offences they commit: tackling cyber-enabled and cyber-dependent crime is a mainstream activity for modern policing, and we need to continue to work in partnership to combat it.

I will continue to campaign nationally for fair funding for policing and victims’ services, and I will be looking to influence the Government to reform policy relating to alcohol and drugs, road safety, regulation of private landlords and other matters.

I will continue to hold the force to account. Durham Constabulary was rated as the best Police Force in England and Wales by HM Inspectorate of Constabulary and Fire and Rescue Services last year. The Chief Constable and I want to maintain these exceptionally high standards.

Ron Hogg
Police, Crime and Victims’ Commissioner

1 HM Inspectorate of Constabulary, Fire and Rescue Services
My Plan

My plan sets out my vision for County Durham and Darlington, and how I expect the vision to be achieved

**MY VISION**

County Durham and Darlington are areas where all communities are safe, victims and vulnerable people feel supported, crime and reoffending are low, and people have confidence in policing and the criminal justice system.

**OUTCOMES**

- Communities are safe and crime is reduced
- Victims and the vulnerable feel supported
- Reoffending is reduced and rehabilitation is improved
- People have confidence in the Police and the Criminal Justice System

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**KEY PERFORMANCE QUESTIONS**

I am setting some Key Performance Questions which will help to determine whether these outcomes are being achieved. I will use a range of qualitative and quantitative measures to answer these questions, and will publish progress updates against the outcomes in my quarterly performance report on my website.

**Those Key Performance Questions (KPQs) are:**

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Achieving these aims requires joint working between many local partners:

- The Police, under the leadership of the Chief Constable
- Agencies of the Local Criminal Justice Partnership and Local Authorities
- A wider range of services provided by other organisations in the public and voluntary and community sectors – including some services which I commission and fund.

**MY PRIORITIES**

I have also identified twelve priorities which I expect the Police and our partners to focus on in the course of us achieving the outcomes. The twelve priorities are:

- Improve road safety
- Reduce the harm caused by alcohol and drugs
- Improve community safety in rural areas
- Tackle and prevent anti-social behaviour
- Tackle and prevent modern slavery
- Tackle and prevent cyber-enabled crime
Your Community

The communities of County Durham & Darlington are varied & diverse

The Durham Constabulary policing area covers the Local Authority areas of Darlington Borough Council and Durham County Council. The area has a population of approximately 618,200\(^2\).

The Constabulary area is divided into the 12 neighbourhood policing teams shown on the map overleaf.

Durham Constabulary shares borders with Northumbria, Cleveland, Cumbria and North Yorkshire police forces.

Darlington is our largest town and lies in the south of the area. Durham City and the larger industrial towns are in the east and north of the area, contrasting with the west which is predominantly rural.

The population of the area is predominantly white British. Areas such as Durham City, with its large university population, Darlington, and some of our larger towns have more notably diverse cultures and populations, and it is vital that we understand the needs of people with protected characteristics, and work closely with them.

The force area is also diverse economically. It is experiencing significant direct investment in jobs and infrastructure, most visibly in Durham City and Darlington. Ensuring that we have safe communities where people want to live, work and do business will remain an essential part of continuing to drive economic growth in the area. There has also been substantial job creation in the east of County Durham, and Newton Aycliffe. But many of the towns and villages in the area have challenges related to industrial decline, with high degrees of unemployment – frequently inter-generationally.

Many people live in very difficult financial circumstances. Often in these villages, and in the rural areas to the west of the area, we also see problems associated with social isolation. These different challenges require different responses.
Here I am with the Horden Young Citizens Project taking part in the Big Spring Clean.
Visiting every community is very important to me. Here I am talking to the residents of Derwentside.
Communicating and engaging with our communities

I am your voice in policing, and it is therefore important that I have an ongoing dialogue with you to ensure that I am representing your views. It is also important that the Constabulary have meaningful and appropriate communication with local people to ensure that they are doing all that they can to address local needs.

It is vital that this communication is two way. We need to listen to our communities and hear about the issues that matter to them. We also need to ensure that we tell them, on an ongoing basis, how we are tackling those issues. I know that this is something we can improve upon. It is also important that we use the full range of communication methods available to us to ensure a greater reach across all communities.

The public tell me that it is important to them to see police officers on the street; in reality we don’t have as many officers as we used to – or as many as we would want. However this does not mean that the Constabulary are withdrawing from communities – quite the opposite. The Constabulary value all of the essential information which the community provides. The demands on the service today mean that a mix of traditional policing with targeted approaches and innovative solutions are needed to meet the demands of the business. This may mean that PACT meetings have changed in some areas: officers are now going along to other community activities and meetings to see what the issues are in the community. All of the neighbourhood teams now also use social media to be visible and engage with local communities.

As our black and minority ethnic populations are small in number this makes it even more important that we communicate and engage effectively with those communities. We have excellent relations with the university, faith groups and networks, and an Independent Advisory Group covering the interests of people from ethnic minorities, LGBT+ people, and people with disabilities across the Constabulary area. Going forward, I want to make sure that as much as possible we are seeking the views of people and taking them into account in how we deliver services.
MY ROLE

The roles and responsibilities of the PCVC and the Chief Constable are distinct and complementary

POLICE, CRIME AND VICTIMS’ COMMISSIONER (PCVC)

I am responsible for ensuring that the policing services across County Durham and Darlington are effective and efficient. As well as holding the Chief Constable to account on behalf of you, the local people, my role involves:

Representing and engaging with those who live and work in the various communities in the Constabulary area, including the vulnerable and victims, to identify their policing needs;

• Setting police and crime objectives through the Police and Crime Plan;
• Publishing an Annual Report;
• Appointing the Chief Constable, holding them to account for running the force, and if necessary calling on them to retire or resign;
• Setting the police precept and budget;
• Being responsible for holding community safety budgets and commissioning victim services;
• Addressing complaints against the Chief Constable;
• Bringing together partners to make sure the local criminal justice system is efficient and effective.

Crucially, the role I play extends well beyond that of the police service. Indeed, if I worked in isolation with the police and did not ensure the involvement of a range of other agencies, my objectives would be unachievable.

Nationally, I am also the lead portfolio holder for the Association of Police and Crime Commissioners (APCC) on Workforce matters, and I am Chair of the national Police Staff Council. I am a member of the APCC standing groups on Criminal Justice, Mental Health and Substance Misuse.
The Chief Constable, Michael Barton QPM, is committed to leading a force which delivers excellent policing to the people of County Durham and Darlington, and inspiring confidence in victims and our communities by: Protecting Neighbourhoods, Tackling Criminals, Solving Problems ...around the clock.

He is responsible for the ‘direction and control’ of the Police Officers and Police Staff to deliver effective and efficient policing services across County Durham and Darlington. He is operationally independent. The “Policing Protocol” sets out how the Police and Crime Commissioner and the Chief Constable must work together.

The Chief Constable works collaboratively with partners to make communities safer and tackle crime.

He holds several national positions including:

- Head of Crime Operations Coordination Committee for the National Police Chiefs’ Council (NPCC).
- Chair of the National Specialist Capabilities Delivery Board
ACHIEVING THE OUTCOMES
COMMUNITIES ARE SAFE AND CRIME IS REDUCED

Key Performance Questions:
How safe are our communities?
How well are we preventing and reducing crime?

Headlines
• Hold the Police and partners to account to ensure that they tackle and prevent crime and anti-social behaviour effectively
• Support campaigns to raise awareness of the importance of road safety
• Work with businesses and local people to help protect them from the threats of cyber-enabled crime
• Campaign for changes in the law which will help partners keep communities safer, including:
  ◦ Reform of the law on drugs so that people are not unnecessarily criminalised and can access the treatment they need
  ◦ Introduction of minimum unit pricing for alcohol, to reduce the harm caused by over-consumption of cheap drinks like white cider
  ◦ Bring in greater powers to regulate the behaviour of private landlords.

County Durham and Darlington remain amongst the safest places to live, work and visit in the country.

Keeping communities safe is the essence of policing. The Chief Constable and I want the communities of County Durham and Darlington to be safe and feel safe. We know that communities with low crime rates are more cohesive and resilient. They are more likely to engage with services and report crime and anti-social behaviour. From speaking to local people, I know that the number of people who are concerned about anti-social behaviour remains high. Anti-social behaviour can have a significant impact upon a victim’s quality of life. Increasing the confidence of our communities around this issue is very important, and we need to provide reassurance that it is taken seriously.

However keeping our communities safe, and cutting crime and anti-social behaviour, are not jobs for the Constabulary alone. It takes effort from a wide range of organisations across the public and voluntary sectors working together, and working with local people in all areas, urban and rural alike.

There are a range of powers and options available to partner organisations to tackle anti-social behaviour. I am keen to work with communities and our partners and to hold them to account, to utilise the options available to ensure that anti-social behaviour continues to fall, and to improve public confidence.
Road safety remains a key concern when I speak with local people across the Constabulary area. People are particularly concerned about speeding vehicles, and dangerous driving. The number of people killed and seriously injured in road traffic collisions remains too high. Education is a key tool in making our roads safer and I will continue to support awareness raising campaigns to change behaviour.

Cyber-enabled and cyber-dependent crime is increasing. Collaboration and partnership working is needed across the country to enhance our capability to tackle this growing area. This type of crime is thought to be largely under-reported, and it is now estimated that more than half of all crime is cyber-enabled. Awareness-raising plays an important role in tackling cybercrime: people often do not realise that they have fallen victim, or that there is help available to them. Education is key to ensuring that our communities, including the business sector, have the knowledge and ability to protect themselves against cyber-enabled crime. I will continue to work with partners to increase understanding of the threats and risks faced by businesses and individuals, raise awareness of the things people can do to protect themselves, and reduce the number of people who fail to do so.

The harm caused by alcohol and drug misuse continues to be a concern and places a huge demand on the police and across the wider front line public sector services. I will continue to campaign, in partnership with influential people locally and nationally, for changes in the law such as minimum unit pricing for alcohol. In addition to tackling the organised crime groups who supply illegal drugs, I believe that to support those with addiction an approach based on treatment and recovery, rather than criminalisation, is needed so that we can tackle the root cause of their behaviour. I set out my proposals in this area in **Towards a Safer Drugs Policy**, published in July 2017. I continue to support education programmes and campaigns to raise awareness of the harm caused by alcohol and substance misuse, as early intervention is key.

I will be monitoring the Constabulary’s response to the Strategic Policing Requirement (SPR) as set by the Home Secretary. The SPR focuses on those areas where there is a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality, including working with national agencies such as the National Crime Agency.

We are seeking to prevent threats including:

- Terrorism
- Civil Emergencies
- Public order
- Child sexual exploitation and child sexual abuse
- Serious and organised crime
- Cyber threats
Key Performance Questions:
How well are victims supported to cope and recover, and engage in criminal justice processes?
How well are vulnerable people supported?

Headlines

- Work through the Cleveland and Durham Local Criminal Justice Partnership to create an end-to-end system of care and support for victims and witnesses to help them cope and recover from the impact of crime and engage in criminal justice processes.
- Monitor the success of services which provide support for victims and vulnerable people, including those with mental ill-health, whilst always seeking to improve current services and identify any further areas of support that may be needed.
- Work with partners to commission new services for victims of domestic abuse.
- Seek to expand the Community Peer Mentors project so that it is embedded across the Force area.

I have emphasised throughout this Plan, the importance and priority I am giving to putting victims first. The impact of crime and anti-social behaviour can be devastating.

I want to improve the experience of victims and witnesses and to ensure that their voices are heard throughout the criminal justice process. I also want to ensure that support - practical and emotional - is available for victims and witnesses to help them to cope and recover, and that the support is suited to their individual needs. Creating an end-to-end system of care and support for victims and witnesses is a central objective of the Cleveland and Durham Local Criminal Justice Partnership Plan.

In 2016 I introduced, with my Cleveland counterpart, Barry Coppinger, the Victim Care and Advice Service (VCAS). VCAS focuses on the needs of individuals, helping them to cope and recover, and where appropriate signposting them to a specialist service to meet their specific requirements. Some of the more specialist services include the Hate Crime Advocacy Service and Mental Health Advocacy Service, which have helped victims to have a voice and a sense of confidence that they can achieve what they need from a prosecution or a trial in court.

Whilst I am pleased to have put in place a number of victim services over the past two years, I know there is more to do. The contract for the Hate Crime Advocacy Service has been renewed and revised, and I have recently contracted a voluntary sector organisation to work with victims of forced marriage, honour-based violence and female genital mutilation. I intend to build on what we already have to ensure that there are comprehensive support services. I am
exploring the need for additional services for victims of domestic abuse and sexual violence, working with the Police and partners in local authorities and the National Health Service. I am also leading work to improve the overall victim experience of the Criminal Justice System.

I am also supporting victims through investment in restorative justice. The Restorative Hub employs staff and delivers specialist training to volunteers. It supports victims by giving them the chance to communicate with the offender in the aftermath of a crime, with a facilitator present. This allows them to have a voice in the criminal justice process and a chance to get the answers or explanation they deserve. There is evidence that it helps victims to cope and recover whilst it also highlights the impact of their behaviour to those who offend. I intend to grow the use of Restorative Justice more over the next three years.

I will continue to work with partners to support vulnerable people, so that they do not become victims of crime and anti-social behaviour or become involved in crime. Significant numbers of incidents which the Police deal with involve people with mental health issues, for example. My partners such as the Local Authorities and the NHS Clinical Commissioning Groups (CCGs), and I have signed a Mental Health Crisis Care Concordat. The Concordat sets out how organisations will work together better to make sure that people get the help they need when they are having a mental health crisis. Last year I liaised with the CCGs who began to fund a team of mental health nurses, operating in the Police Control Room. As mental health professionals, they advise police on good
practice when dealing with people in difficult circumstances.

In addition, I promote referral to Liaison and Diversion services. These identify people who have mental health, learning disability, substance misuse or other vulnerabilities when they first come into contact with the CJS as suspects, defendants or offenders. The services can then support people into appropriate health or social care or enable them to be diverted away from the CJS into a service more focused on their health needs.

I will continue to work with partners to understand and tackle the rising problem of Modern Slavery in the area. I will work to raise its profile and ensure that there are effective mechanisms for ensuring victims recognise that they have been trafficked and/or enslaved and have the confidence and knowledge to report. I will ask the police to ensure that potential victims are referred to the National Referral Mechanism and provided with the necessary support.

I will be looking to expand the Community Peer Mentor project further to ensure that it is embedded across the whole of the force area, that the number of available mentors increases, and that people who would benefit from the service can be identified and supported successfully. This unique service aims to support those suffering from anti-social behaviour and neighbourhood disputes, seeking to find solutions which take away the stress and upset which they are facing. A significant number of clients have tended to be frequent callers to the emergency services. They have often found that those services were unable to meet their needs, and were therefore left feeling vulnerable and isolated. The Community Peer Mentors provide a different approach, looking to identify solutions and support from other service providers, including charities and community groups.

I am also reviewing, with my NHS, local Authority and Constabulary colleagues the support provided to victims of sexual abuse at the Sexual Abuse Referral Centre. It is so important that victims of these terrible crimes are provided with the treatment they need, and we will make sure that services such as crisis care and counselling meet their needs as far as possible.
ACHIEVING THE OUTCOMES

REOFFENDING IS REDUCED AND REHABILITATION IS IMPROVED

Key Performance Questions:
How well are we reducing reoffending?
How well are we rehabilitating people who have offended?

Headlines

• Work through the Local Criminal Justice Partnership to create an end-to-end system for people who have offended.
• Work with partners to:
  ◦ Identify individuals at risk of reoffending
  ◦ Implement measures to ensure adults and young people are supported to desist from crime
• Continue to invest in Youth Offending Services that focus on avoiding unnecessary criminalisation of young people.
• Continue to support and potentially expand the Checkpoint diversion scheme.

Offending and reoffending rates both nationally and locally have remained stubbornly high. In Durham and Darlington around a third of people who offend reoffend within 12 months. There are also many examples of inter-generational reoffending, where members of the same families are locked into a pattern of criminal activity. I am committed to reducing this.

In order to prevent crime and stop people who have offended from committing further crimes, partners need to work together to implement effective measures to ensure adults and young people who offend are challenged and supported to desist from crime. Support for offenders with mental ill-health is a key part of this.

Prevention and early intervention initiatives can have an impact on diverting individuals away from offending in the first place. Many people who offend come from vulnerable backgrounds and have had many challenges in their lives. Whilst this does not excuse their behaviour, it does mean that we should look at the root causes of their offending and tackle them. Targeted and desistance-based interventions are also required to rehabilitate individuals effectively and reduce reoffending. The Criminal Justice System needs to be effective in turning lives around and stopping people reoffending, rather than serving as a brief interlude in a criminal career. This will reduce crime, reduce the number of victims and make our communities safer.

3 MoJ binary reoffending measure
There are three key elements to this:

1. We need to identify who is at risk of offending, and ensure that appropriate support is in place to break the cycle of intergenerational offending.

2. We should intervene early so that, where appropriate, individuals who want to change are diverted away from the Criminal Justice System and enabled to have positive outcomes.

3. We should provide targeted, desistance-based interventions, and meaningful sentences which are effective at rehabilitating individuals.

Furthermore, I want to ensure that at every stage of the Criminal Justice System, people who have offended have access to services which are going to help reduce their offending in the future.

I am increasingly looking to invest resources to solve problems early and prevent escalation into larger and more complex issues which ultimately cost society and the taxpayer more to fix. I will continue to invest in Youth Offending Services, and promote approaches which do not criminalise young people unnecessarily.

I remain fully committed to implementing evidence-based early intervention strategies with the aim to divert individuals from the Criminal Justice System and to receive positive outcomes. This is crucial if we want to get to the root causes of involvement in crime and to prevent problems before they escalate. The Checkpoint Diversion scheme which is in place in our area is assisting in achieving this and it should reduce reoffending in the long term.

It was introduced in April 2015 and is a multi-agency initiative that takes a problem solving approach to exploring why someone has offended and what can be done to stop them by tackling that root cause. Offenders who are eligible and agree to comply are placed on a four month contract tailored to suit their individual case, for example a drug or alcohol intervention, voluntary work and wearing a GPS tag. Should they successfully complete the contract then they will not have to progress through the criminal justice system, but if they fail to complete the contract, including reoffending of any kind, they will be prosecuted.

The Local Criminal Justice Partnership (LCJP) is the main vehicle to deliver an end-to-end system for rehabilitating offenders and reducing reoffending, ensuring that the police, youth offending services, Crown Prosecution Service, Courts, Community Rehabilitation Company, National Probation Service, and Prisons, work together to reduce reoffending. The LCJP plan for 2018-21 was published in January 2018. In addition to those core criminal justice agencies, it requires the support of those partners responsible for supporting victims and providing the services which help to prevent people offending, including Public Health, Housing, Employment, and Mental Health services, so that people can get access to the support that they need.
ACHIEVING THE OUTCOMES

PEOPLE HAVE CONFIDENCE IN THE POLICE AND THE CRIMINAL JUSTICE SYSTEM

Key Performance Questions:
How confident are people in the Criminal Justice System?
How confident are people in the Police?

Headlines

- Maintain my commitment to having neighbourhood policing teams in place and ensure the Force continue to engage with local communities.
- Visit all parts of Durham and Darlington so that I can understand the issues they face; and then be the voice of communities in my conversations with the Chief Constable and other partner organisations.
- Grow use of technology and social media to connect with communities.
- Continue to identify issues facing rural communities, and work with partners to address them.
- Work with partners to maintain and improve confidence in policing and the criminal justice system.

Communities who feel confident in their local Police are also more likely to feel safe, report crimes, and provide information and intelligence about offenders or crimes. That’s why I have maintained my commitment to having neighbourhood police teams in place, across the area, despite the heavy cuts to the Police budget since 2010.

There are now 88 regular PACT (Police and Communities Together) meetings, at which local officers hear from local residents about the issues they face, and provide reassurance about how they are dealing with them. The Police will also continue to engage with local communities in a range of other ways depending on the local circumstances, for instance through established community groups, Area Action Partnerships, and Town and Parish Councils.

It’s also important to me that local people feel they can speak to me and raise issues. I want to be the voice of local communities when I speak to the Chief Constable, and our partners across the criminal justice system, expressing your opinions and priorities and seeking to ensure that they are addressed. That’s why I try and spend at least a day each week with a local community, across all parts of County Durham and Darlington.

In order to maintain the dialogue between communities and the Police, we have invested in technology that minimises the time that officers spend away from the front line. The Constabulary are also making the best use of social media, with many neighbourhood policing teams having their own Facebook or Twitter accounts, connecting them directly to thousands of local people. The Keep in the
Know system adds more capacity: it allows the Police and other organisations to send information direct to residents, including appeals for information and advice about crime prevention. It also enables the public to send information to the Police, quickly and confidentially.

Of course, every community is different, and has its own needs. I have spent a lot of time in the more rural parts of the Force area in recent years, and my annual Rural Statement includes commitments to keeping in touch, and to putting in place relevant interventions to support rural communities, such as night vision goggles, and a mechanism for farmers and others to mark their property so that it can be identified if stolen. Similarly, I am working with religious and minority ethnic groups to understand their needs, and to ensure that they feel confident to report matters to the Police.

In addition to people having confidence in the police, I also want them to have confidence in the criminal justice system which serves their community. Over the next three years, I will be working with partners, building on progress achieved so far, to improve the local system so that it improves outcomes for victims, communities, and people who have offended. People need to know that, if they are a victim of crime, not only will the police treat them with respect and dignity and support them to recover, but the system as a whole will support them as well.
Policing Vision 2025 includes these commitments:

LOCAL POLICING: by 2025 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable.

SPECIALIST CAPABILITIES: by 2025, to better protect the public we will enhance our responses to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond.

WORKFORCE: by 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

DIGITAL POLICING: by 2025 digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.

ENABLING BUSINESS DELIVERY: by 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.

By 2025 there will be clear accountability arrangements to support policing at the local, cross force and national levels.

I will be holding the Constabulary to account for the achievement of these objectives in Durham. The Constabulary is carrying out an annual self assessment of its own activity against the vision. I am pleased that good progress is already being made towards achieving the objectives and I will include updates each year in my annual reports.
My key partner for achieving the outcomes which I have set is of course Durham Constabulary, under the leadership of the Chief Constable. However, I work with a much wider range of partners every day. The ambitions of this Plan are therefore delivered in a variety of ways including:

**BY THE POLICE**

I set high-level objectives for the Chief Constable every year, and monitor the progress towards meeting those objectives every month. This happens at my monthly meetings with the Chief Constable and through frequent engagement between my team and police officers and staff. The Police’s high-level objectives are set out in a Policing Plan, which sets out strategic objectives and operational tasks for the Constabulary. You will find a copy of on my website.

**THROUGH THE LOCAL CRIMINAL JUSTICE PARTNERSHIP**

The Cleveland and Durham Local Criminal Justice Partnership (LCJP) brings together agencies with responsibility for delivering criminal justice, and services for victims and people who have offended. The partners have agreed a clear vision: ‘County Durham, Darlington and Cleveland are areas where people have confidence in a local criminal justice system which supports victims, rehabilitates offenders and reduces reoffending, and delivers value for money’.

The LCJP partners launched an innovative new plan in January 2018. It has three core objectives to be delivered by 2021:

1. An end-to-end service for supporting Victims and Witnesses.
2. An end-to-end system for rehabilitating offenders and reducing reoffending.
3. The most efficient and integrated local criminal justice system in the country.

Delivery of the LCJP plan will in particular aid delivery of the outcomes I have set.

Too often victims are let down by the system because they are passed from one agency to another and not properly supported. This has an impact both on their ability to cope and recover from crimes, and on the likelihood of justice being done. The plan will address this by creating seamless services for victims.
The Ministry of Justice delegates funding for victims’ services to Police and Crime Commissioners. I use this funding for the Victims’ Care and Advice Service, which assesses victims’ needs after they have suffered a crime and then provides them with direct support and, if necessary, gets them access to other more specialist services that will meet their needs. VCAS supports all victims of crime who request help whether the incident has been reported to the police or not. The grant also pays for services including Restorative Justice, Community Peer Mentors, and the Hate Crime Advocacy Service.

People who commit offences need to be challenged and dealt with appropriately, however they often have many problems in their lives, in particular with accommodation, substance misuse, relationships, self-esteem, finances and employment. In order to break the cycle of offending, partners are going to work together to address the underlying causes of offending. This will help to prevent crime and result in fewer victims.

Through commissioning and influencing a range of local services to promote community safety and prevent crime

Every day I and members of my staff are working with colleagues from a wide range of partner organisations. In addition to the police, these include other emergency services, Durham County Council and Darlington Borough Council, organisations within the National Health Service and a large number of community and voluntary sector organisations.

Our discussions cover many of the issues which I have included as priorities. For example, road safety is a matter for all of us, as is tackling hate crime and preventing it by improving community cohesion. My aim is to ensure that we are all working to the same agenda, putting victims first and reducing the risk of crime and anti-social behaviour.

I have developed clear policy positions on those areas, and these are set out in the Policy Position Statements on my website. I use these to influence the delivery of services by others, where I have an interest: services to help people who use drugs and alcohol are commissioned by Durham County Council and Darlington Borough Council, for example.

Where there are gaps in services, or services which need additional funding to help meet my objectives, I have budgets to commission services. In addition to the grant I receive from the Ministry of Justice for Victims’ services, I also retain about £1.2m of the Police Grant to fund services which reduce reoffending and promote community safety.

In determining how this money is spent, and to put in place services which help meet the objectives in this plan, I work with local partners including the two local Community Safety Partnerships: the Safe Durham Partnership and the Darlington...
Community Safety Partnership. I will publish a Commissioning Strategy which sets out my approach to commissioning services.

My Community Safety Fund enables local community groups and voluntary organisations to benefit from £150,000 of grant funding across the area. The fund is managed by County Durham Community Foundation (CDCF) and includes a wide range of projects aiming to reduce crime and improve community safety. CDCF adds £50,000 to the £100,000 which I contribute, giving a total fund of £150,000.

Durham Constabulary has long standing and well established collaboration agreements and working arrangements with other forces and a range of partners, including councils, the fire and rescue service and criminal justice agencies (HM Courts and Tribunal Service, Crown Prosecution Service) etc. These initiatives maximise outcomes not only for the agencies involved but for the communities of County Durham and Darlington.

I am also working closely with partners in the Police, NHS and Local Authorities to co-commission a range of services for victims of sexual violence and child sexual exploitation.

We continue to collaborate with other police forces and PCCs, primarily Northumbria, Cleveland and North Yorkshire police forces on a range of specialist capabilities and we are looking to expand and extend this over the next few years through the North East Transformation, Innovation and Collaboration programme. This programme will identify new areas for collaboration to improve capacity, effectiveness and value for money, and will also enable us to implement, on a regional basis, national changes to the way that certain services are provided.

Partnership working helps make the best use of our resources and often involves our wider police family, including those who give their valuable time by volunteering in a wide variety of roles. This is a great way of bringing communities into policing.
**VISION:** County Durham and Darlington are areas where supported, crime and reoffending are low, and people have

### OUTCOMES

- **Communities are safe and crime is reduced**
- **Victims and the vulnerable feel supported**

**KPQ1:** How safe are our communities?

**KPQ2:** How well are we preventing and reducing crime?

**KPQ3:** How well are victims supported to cope and recover, and engage in criminal justice processes?

**KPQ4:** How well are vulnerable people supported?

### PRIORITIES

- Ensure that victims are supported at all stages of the criminal justice system
- Address the root causes of offending and support the rehabilitation of people who have offended
- Safeguard vulnerable people
- Improve road safety
- Reduce the harm caused by alcohol and drugs
- Improve community safety in rural areas

### SERVICE DELIVERY

#### POLICING

An Outstanding Constabulary which delivers efficient and effective policing, inspires confidence, supports victims, tackles crime, solves problems and keeps communities safe, and which will deliver the 2025 Policing Vision

- Set strategic objectives through the Police, Crime and Victims’ Plan and Policing Plan
- Set the police force budget
- Hold the Chief Constable to account
- Work in partnership to support objectives

#### LOCAL CRIMINAL

An end-to-end local criminal justice and rehabilitation at every stage, and works agency boundaries to reduce

- Set strategic objectives and a local criminal justice plan
- Commission and influence enable them to cope and
- Commission and influence and support rehabilitation
all communities are safe, victims and vulnerable people feel confidence in policing and the criminal justice system.

**Reoffending is reduced and rehabilitation is improved**

**KPQ5:** How well are we reducing reoffending?

**KPQ6:** How well are we rehabilitating people who have offended?

**People have confidence in the police and the criminal justice system**

**KPQ7:** How confident are people in the Criminal Justice System?

**KPQ8:** How confident are people in the police?

- Tackle and prevent:
  - domestic abuse and sexual violence in all their forms
  - hate crime
  - fraud
  - anti-social behaviour
  - modern slavery
  - cyber-enabled crime

**JUSTICE SYSTEM**

justice system which delivers efficiently, supports victims in partnership and across reoffending

- a programme for change through services to empower victims and recover services to reduce reoffending

**COMMUNITY SAFETY AND PREVENTION**

Effective and efficient local services, delivered in partnership to prevent crime and the causes of crime, promote community safety, and reduce demand in the long term.

- Commission and grant fund community safety programmes
- Work in partnership to secure services that support prevention and early intervention
- Influence partnership plans
I have developed a robust accountability framework to monitor the performance of Durham Constabulary and to enable scrutiny of the objectives as set out in this Plan. I formally meet with the Chief Constable and the other senior officers every month at the Executive Board meetings. This is where I hold the Chief Constable to account and any key decisions relating to the policing service are documented. At the meetings a wide variety of topics are discussed, including: Progress towards the achievement of the Police and Crime Plan;

• Performance management;
• Budget and financial information; and
• Emerging threats and issues.

On an annual basis I undertake a formal Performance and Development Review with the Chief Constable. This appraisal process is where I agree his personal objectives for the year ahead and discuss his performance.

I will issue a public performance report on a quarterly basis to document the achievement of this Plan. The report includes data for the key performance indicators as set out in the outcomes of this plan, as well as containing key performance information and explaining what lies behind the data for each of the objectives in the plan.

I have developed additional scrutiny mechanisms to help to hold the Chief Constable to account. These include:

• Joint Audit Committee;
• Independent Custody Visitor Scheme; and
• Rape and Domestic Abuse Scrutiny Panels.

Further information about each of these mechanisms can be found on my website www.durham-pcc.gov.uk.

In addition to the formal accountability mechanisms in place, the Chief Constable, my office and I have excellent working relationships which allows us to have a regular dialogue, and day-to-day accountability.

GOVERNANCE AND ACCOUNTABILITY

As the police have a duty to serve the public, and are funded by the taxpayer, it is vital that they are publicly held to account. As your elected representative, giving you a voice in policing, I am dedicated to ensuring that this happens.
The Police and Crime Panel (PCP) provide checks and balances on my work and activity. The Panel does not scrutinise Durham Constabulary but rather how I carry out my statutory responsibilities. While the Panel is there to challenge me, it also has a key role to support me in my role in enhancing the public accountability of the police force.

The panel is composed of seven councillors from Durham County Council, three councillors from Darlington Borough Council, and two independent co-opted members.

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

The panel has a number of powers and responsibilities, including to:

- Review my draft police and crime plan;
- Publicly scrutinise my annual report;
- Review and scrutinise the decisions and actions I take;
- Review and veto my proposed precept levels;
- Review my conduct;
- Review and confirm my proposed appointments of Chief Constable, Chief Executive, and Chief Finance Officer; and
- Handle and determine complaints against me.
RESOURCES

RESOURCES WILL CONTINUE TO BE TIGHT, AND WE WILL ALWAYS NEED TO BE EFFICIENT

Finance and Efficiency

I need to ensure that taxpayers’ money is used as effectively and efficiently as possible. I am required to:

- Secure an efficient and effective policing service for the area;
- Set the police precept (police element of Council Tax) and set the budget; and
- Commission services to support victims and vulnerable people, and improve community safety.
- Set the annual budget for the Constabulary.

I am committed to ensuring that this plan will be delivered in the most efficient and effective manner to ensure that the service provided offers value for money to the communities of County Durham and Darlington. Effective and efficient use of resources coupled with a good understanding of the demand on services allows us to coordinate and align resources so that we can invest in preventative services to address issues before they worsen and cause us greater harm.

I am also committed to innovation. Durham Constabulary is a leader in innovation with initiatives such as:

- Checkpoint, a diversion scheme for low level offending.
- The region’s first Community Safety Responders who work for Durham Constabulary as PCSOs, for County Durham and Darlington Fire and Rescue Service as retained firefighters and as first responders for the North East Ambulance Service (NEAS).
- The use of body worn video technology which encourages early guilty pleas, which in turn saves resources and achieves better outcomes for victims.
- Emergency Services Hub at Barnard Castle, which is home to the Police, Fire and Rescue Service, North East Ambulance Service, and the Teesdale and Weardale Search and Mountain Rescue Team.

DURHAM CONSTABULARY HAS BEEN, FOR THE LAST THREE YEARS, THE MOST EFFICIENT POLICE FORCE IN THE COUNTRY

HMICFRS
As Government funding for policing and crime continues to be constrained, I will continue to highlight how important it is for funding levels to meet the needs of County Durham and Darlington, and campaign for **fair funding**.

The two main sources of funding for Durham Constabulary are Government grant and the police precept (police element of Council Tax).

Whilst continuing to reduce the amount of grant I receive every financial year the Government also only allow me to increase the precept by a certain level. This means if our area’s precept did not increase in any particular year, the baseline (and therefore the budget) would be lower for every subsequent year. This would make the Constabulary less resilient to future budget reductions. Indeed, as Government funding has reduced, our dependence on the precept has increased.

In collaboration with the Constabulary I have updated the Medium Term Financial Plan (MTFP), which projects our financial position over the next four years. The projections in the plan will require some difficult decisions. It is anticipated that the Government’s public sector funding reduction programme will continue beyond 2020. This will require the ongoing need to find efficiencies across both the force and my office.

<table>
<thead>
<tr>
<th></th>
<th>2017/18 £000</th>
<th>2018/19 £000</th>
<th>2019/20 £000</th>
<th>2020/21 £000</th>
<th>2021/22 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant</td>
<td>84.7</td>
<td>84.7</td>
<td>84.7</td>
<td>84.7</td>
<td>84.7</td>
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<tr>
<td>Council Tax(^5)</td>
<td>28.6</td>
<td>31.5</td>
<td>33.7</td>
<td>35.0</td>
<td>36.5</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>113.3</strong></td>
<td><strong>116.2</strong></td>
<td><strong>118.4</strong></td>
<td><strong>119.7</strong></td>
<td><strong>121.2</strong></td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td>113.3</td>
<td>116.2</td>
<td>118.4</td>
<td>119.7</td>
<td>121.2</td>
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<tr>
<td><strong>Difference</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
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</table>

\(^5\) Assumes a £12 Band D increase in 2019/20 and 2% per annum thereafter

My total budget in 2018-19 is £116.2m. I have allocated the Constabulary a budget of £113.7m. This leaves £2.5m for commissioning activity and my office costs. I have also received £0.7m from the Ministry of Justice for the development of Victims’ Services, making my total additional budget £3.2m. This is allocated as follows:

- £2.1m to commission services to promote community safety, support victims and reduce reoffending;
- £1.1m to my office. This funds the team which assists me in fulfilling my role, and associated costs. I am determined to keep this as lean and efficient as possible, at the same time as ensuring that I have sufficient support to work with partners to deliver the reforms and improvements that are necessary. My office costs represent less than 1% of the total budget.

In addition, I have received funding totalling £0.59m from the Police Transformation Fund to support development of a Whole System Approach to Domestic Abuse, and to develop initiatives to increase the capacity and resilience of the voluntary sector to support vulnerable people in our communities.
The Chief Constable and I recognise that our people are our organisations’ greatest assets. Their knowledge, passion and attitude are the driving force which makes Durham unique and different – the Durham Difference.

This means ensuring that officers and staff are recruited, trained and developed as effectively as possible. It is also expected that officers and staff numbers will be stable over the next four years. In addition, the Constabulary will also continue to recruit Special Constables and volunteers in addition to the regular recruitment of PCSOs, Police Officers and police staff.

I am a strong advocate of diversity across County Durham and Darlington. I aim to achieve a culture that values difference, and I expect the Chief Constable to attract and retain a workforce which reflects the local community. Consultation with the public and key stakeholders will be carried out in respect of diversity where necessary.

You can contact me in a variety of ways, including on social media. Just search for Durham PCC on the following sites:

Address
ODPCVC
Police Headquarters
Aykley Heads
Durham
DH1 5TT

Phone
0191 375 2001

Email
general.enquiries@durham.pcc.pnn.gov.uk

www.durham-pcc.gov.uk
## APPENDIX

### How the PCVC Plan links to other partnerships

<table>
<thead>
<tr>
<th>PCVC Plan Outcomes</th>
<th>LCJP Plan</th>
<th>One Darlington: Perfectly Safe</th>
<th>Safe Durham Partnership Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communities are safe and crime is reduced</td>
<td>Tackling Anti-social behaviour</td>
<td>Reduce Anti-social behaviour</td>
<td>Counter terrorism and prevention of violent extremism</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Implement measures to promote a safe environment</td>
</tr>
<tr>
<td>Victims and the vulnerable feel supported</td>
<td>An end-to-end system for supporting victims and witnesses</td>
<td>Supporting vulnerable people, with a particular focus on addressing domestic abuse, hate crime and sexual violence</td>
<td>Protect vulnerable people from harm</td>
</tr>
<tr>
<td>Reoffending is reduced and rehabilitation is improved</td>
<td>An end-to-end system for rehabilitating offenders and reducing offending</td>
<td>Reducing offending and reoffending</td>
<td>Reduce reoffending</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reducing the harmful effects of drugs, alcohol and tobacco.</td>
<td>Embed the Think Family Approach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Working with families with multiple problems</td>
<td>Alcohol and substance misuse harm reduction</td>
</tr>
<tr>
<td>People have confidence in the police and the criminal justice system</td>
<td>The most efficient and integrated local criminal justice system in the country</td>
<td></td>
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</tbody>
</table>