

DURHAM POLICE & CRIME PLAN 2021/24



MY VISION

To make the communities of County Durham and Darlington safer, stronger, and more resilient to crime and anti-social behaviour.



CONTENTS

SECTION	PAGE
1 Foreword from the Police & Crime Commissioner	1
2 Meet the Chief Constable	3
3 Force Area	5
4 The Public's Police and Crime Priorities - Plan on a Page	7
5 What Action Needs to Be Taken	9
6.1 Safer Communities	11
6.2 Safer Business	15
6.3 Safer Online	17
6.4 Safer People	19
6.5 Safer Roads	23
6.6 Safer Countryside	25
7 My Approach	27
8 Measuring Progress against the Public's Police and Crime Priorities	29
9 Relationship of the Police & Crime Plan to Community Safety Plans of Partners	31
10 Strategic Policing and National Policing Strategies	32
11 Collaboration	34
12 Policing Budget and Precept	35
13 Services for Victims and Grant Funding	40
14 Roles and Responsibilities	42





Prior to my election as Durham Police and Crime Commissioner, I reached out to the people of County Durham and Darlington to ask them what my police and crime priorities should be. They told me very clearly that anti-social behaviour (ASB), drug use and drug dealing, fly tipping, speeding, and vandalism were their main areas of concern.

They also shared their experiences of crime and the fear of crime in their communities and told me what they would like to see improved. I hope my vision to make the communities of County Durham and Darlington safer, stronger, and more resilient to crime and ASB will deliver what matters most to them.



FOREWORD

FROM THE POLICE & CRIME COMMISSIONER

Achieving this vision is important because resilient and cohesive communities are more likely to engage with services, report crime and ASB, and get involved in making their areas safer, stronger, cleaner, and greener.

To reduce crime and ASB we need to get better at targeting police and partner resources efficiently and effectively. This can only be done if residents report all crime and ASB to the relevant agencies. Unfortunately, this is often not the case. In fact, 34% of people responding to my Police and Crime Survey who had been a victim of crime did not report it which could be explained by the fact that 68% found it difficult to report issues.

Policing should be intelligence led and data driven. So, I intend to make it easier, faster, and more convenient to report crime and ASB, giving residents the confidence and reassurance they need to report issues. Good local intelligence enables analysts to provide our neighbourhood and specialist teams with timely and accurate information that identifies hot spots of crime. This in turn facilitates effective multi agency problem solving approaches, which enables us, along with our partners, to develop local solutions to local problems.

As your Police and Crime Commissioner, I will do all I can to prevent crime occurring in the first place. I was shocked to learn that only 6% of residents in my survey agreed they received regular crime prevention advice. So, I am determined to embed a prevention first culture to reduce crime, victimisation, offending, and the number of people killed and seriously injured on our roads.

I will work with the Chief Constable to ensure we do all we can to protect victims of crime and ASB and deter offending and re-offending by recognising the symptoms of crime, understanding the causes, and intervening early to stop offending behaviour.

We will endeavour to disrupt crime at every level and reassure the public that the police will relentlessly pursue those who profit from crime and ensure they are brought to justice.

This is my first plan that has been, and will continue to be, informed by residents, partners, and businesses. I look forward to working with everyone over the coming years to deliver safer, stronger, and more resilient towns, villages, and city.



2

MEET THE CHIEF CONSTABLE

Jo Farrell joined Durham Constabulary in November 2016 as Deputy Chief Constable and has contributed to the force's continued outstanding performance. She was appointed Chief Constable of Durham in June 2019, becoming the first woman to hold the post in the force's 180-year history, and has steered the force through the challenges generated by the Covid-19 pandemic.

As Chief Constable, Jo has made it her top priority to tackle high harm crime, with a fresh focus on those offences which have the greatest impact on victims and communities.

During her leadership, Jo has overseen additional resources allocated to Safeguarding teams and an emphasis on delivering justice for survivors of rape, through improved investigations and better ties to the CPS, which has led to Durham having one of the highest charging rates for rape of any force in the UK.

Jo is a powerful and visible advocate of equal rights for all and has championed the cause of inclusion at every level of the force, adding the principle to Durham's core values and making a public commitment through the force's new Inclusivity Charter, a pledge to address equality of opportunity at every level of policing.



She has adopted a problem-solving approach to policing, applying original and progressive thinking to some of the most stubborn issues facing policing, such as Durham's world-leading Checkpoint programme which aims to address the revolving door of reoffending by tackling the underlying causes of criminal behaviour. She has placed a very public emphasis on the wellbeing of her officers and staff: including an early commitment to equip and train all frontline officers with Taser and her pioneering use of victim impact statements in court to support officers who have been assaulted in the line of duty. On a national level, Jo works on behalf of the National Police Chiefs' Council in the areas of Information Management and Criminal Justice Case Progression.

Jo is looking forward to working with Joy on her Police and Crime Plan and to deliver the priorities in partnership across the county and borough.



3

FORCE AREA

Durham Constabulary provides policing services to the areas of County Durham and Darlington, covering 936 square miles with approximately 15 miles of coastline in the North East of England. It serves a residential population of around 0.6 million. The population is increased by University students and the large numbers who visit or travel through the area each year. Durham has many areas of outstanding natural beauty and is home to Durham Cathedral, a world heritage site attracting many visitors. Demographics are varied with both urban and rural communities, some affluent, others with significant poverty and deprivation. Four prisons operate in the area, one being a reception prison servicing Durham, Newcastle, and Teesside.

Our area's population is predominantly White British, but we do have pockets of diverse cultures and populations in Durham City, Darlington, and some of our larger towns. It is vital that we understand the needs of people with protected characteristics and work closely with them.

The force area is also economically diverse. It is experiencing a significant direct investment in jobs and infrastructure, most visibly in Durham City and Darlington. Economic growth will help contribute to our communities being safe and strong, and to places where people



want to live, work, and spend their leisure time. However, many people in our area live in very difficult financial circumstances. Many of the towns and villages, particularly in the east, have challenges resulting from industrial decline with high degrees of unemployment and poverty.

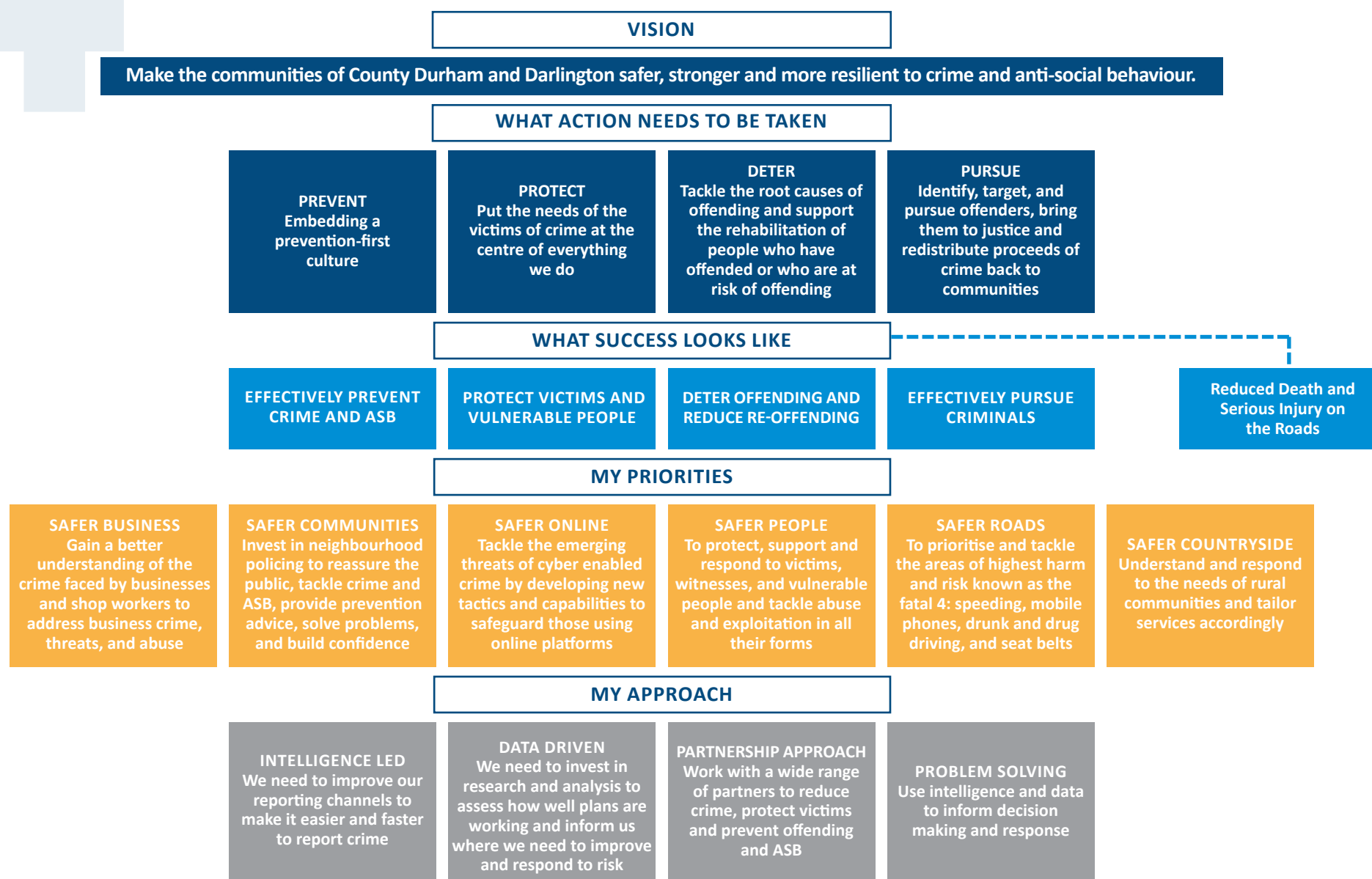
In our villages, and in the rural areas to the west of the County, we also see problems associated with social isolation. These different challenges require different responses, and it is incumbent that we work with all partners in all sectors and particularly communities themselves to tackle and resolve these problems.

There is a strong history of partnership working across County Durham and Darlington. We work proactively and determinedly to build productive relationships with agencies, to achieve our common aim of keeping our communities safe and enabling our people to thrive. Both Local Authority Areas within the Constabulary area have an overall partnership which is underpinned by a series of thematic partnerships including, Community Safety Partnerships (The Safe Durham Partnership and Darlington Community Safety Partnership). Effective partnership working has led to positive outcomes for the communities of County Durham and Darlington as these areas continue to be among the safest places to live and work in the UK.

We work closely with Durham County Council, Darlington Borough Council, local NHS Clinical Commissioning Groups, NHS England, Probation Service, North East Prisons, the Crown Prosecution Service, HM Courts and Tribunal Service, County Durham and Darlington Fire and Rescue Service, Home Office, Ministry of Justice, Association of Police and Crime Commissioners, National Police Chiefs' Council, and a wide range of voluntary and community sector partners.



4 THE PUBLIC'S POLICE & CRIME PRIORITIES - PLAN ON A PAGE





VISION

My vision is to make our communities safer, stronger, and more resilient to crime and ASB. I want people in County Durham and Darlington to feel safe and secure in their own homes and in their communities.

From my Police and Crime Survey, I know residents in County Durham and Darlington are concerned about the crime and disorder they see in their neighbourhoods, such as ASB, drug use and drug dealing, fly tipping, speeding, and vandalism.

I will work with the Chief Constable and local partners to get more funding for County Durham and Darlington and to enable police officers and Police Community Support Officers (PCSOs) to spend more time on our streets.

Policing alone cannot tackle crime and disorder – help is needed from our communities to provide better intelligence to help us prevent crime, protect individuals, deter offending and reoffending, and pursue offenders.

Resilient and confident communities are more likely to report crime and ASB, and they are also more likely to work with others to prevent crime and disorder. I want to make our communities feel safe and have confidence in working together.

5

WHAT ACTION NEEDS TO BE TAKEN

**MY PLAN IS CENTRED ON ACHIEVING FOUR KEY ACTIONS:
PREVENT, PROTECT, DETER AND PURSUE**

PREVENT:

I will seek to embed a prevention-first culture and promote a public health approach in our work and that of our partners.

By:

- Ensuring those working on the frontline are increasingly focused on preventing crime - as opposed to reacting to crime.
- Training all staff working in a public contact role in preventative policing to a nationally agreed standard.
- Enabling agile working by providing our people with the technological skills, capacity and personal support to prevent crime and reduce demand.
- Introducing specialist Cyber Prevention Officers and expand Cyber Volunteering opportunities to prevent cyber-crime and victimisation.

PROTECT:

I will put the needs of victims of crime at the centre of everything we do.

By:

- Protecting frontline policing to keep our communities safer, stronger and more secure.
- Reviewing services with the Chief Constable to ensure that victims of crime are given full support.
- Working alongside the Victims' Commissioner to influence national policy and ensure that best practice is reflected locally.
- Using proceeds of crime from Organised Crime Groups to help the recovery of victims and the restoration of our communities.



DETER:

I will tackle the root causes of offending and support schemes that prevent crime and the rehabilitation of people who offend or who are at risk of offending.

By:

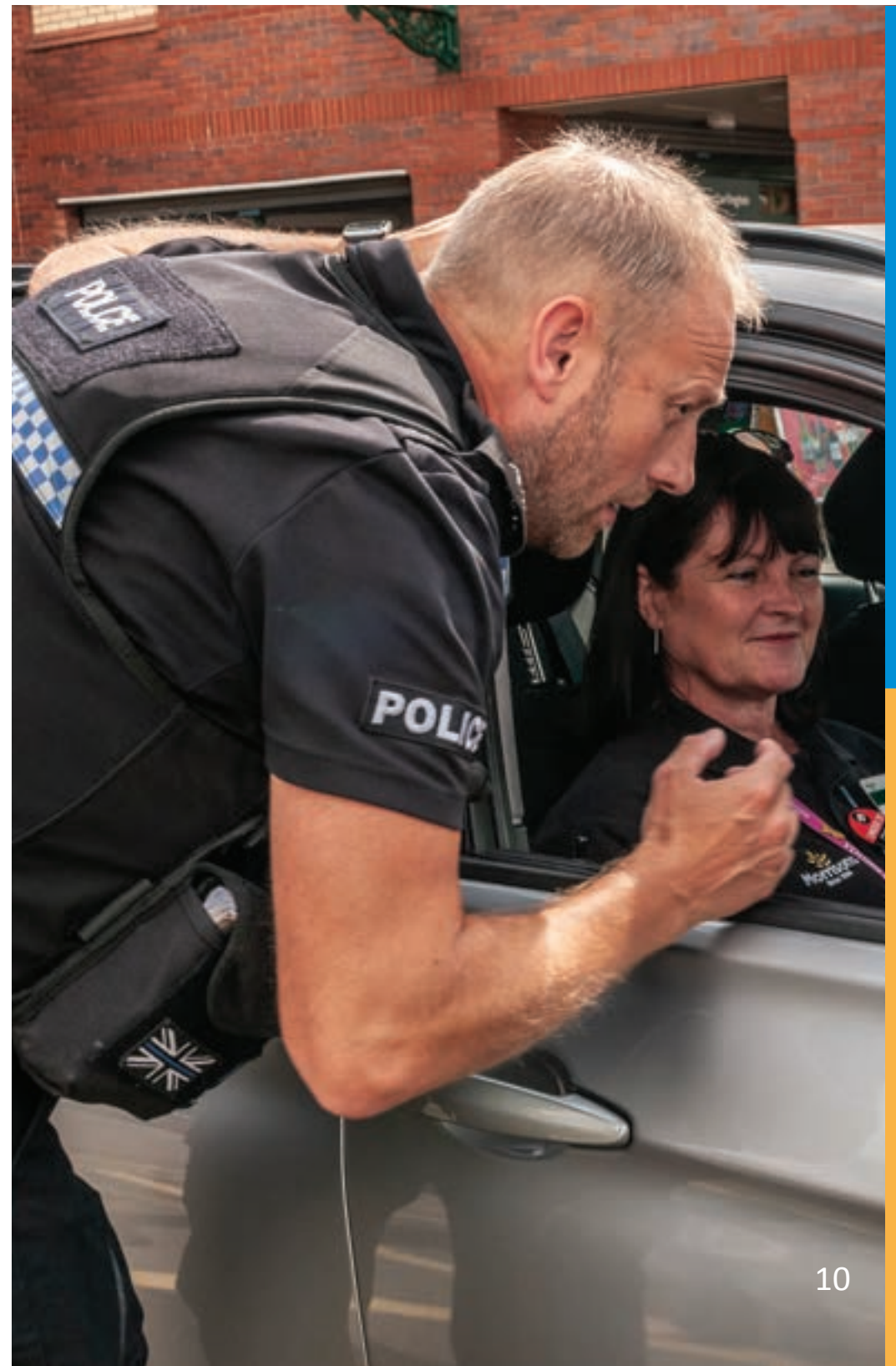
- Developing solutions that address repeat offending and break patterns of reoffending.
- Supporting local criminal justice partners and ensure that the Police, Youth Offending Services, Crown Prosecution Service, Courts, Probation Service and Prisons work together to support victims.
- Liaising with Public Health, Housing, Employment and Mental Health services to ensure that potential offenders get access to the support that they need to deter offending.
- Adopting a public health approach to reducing crime. Recognising the symptoms of drug use, alcoholism, gambling, mental health etc, by understanding the causes and intervening early to stop the escalation of symptoms to help reduce criminal and anti-social behaviour.
- Developing services based on our improved understanding of the needs profile of females who offend.
- Working with partners to further develop the use of Restorative Justice to prevent reoffending.

PURSUE:

We will identify, target, and pursue offenders to bring them to justice.

By:

- Disrupting organised crime at every level ensuring the public can see those who try to profit from crime are pursued and brought to justice.
- Ensuring the Police and partners use the full range of enforcement legislation available to them to address crime and anti-social behaviour.
- Taking enforcement action against those who endanger the lives of road users and pedestrians.



6.1

MY PRIORITIES SAFER COMMUNITIES



ENGAGE AND EMPOWER COMMUNITIES TO PLAY AN ACTIVE ROLE IN CRIME PREVENTION AND RESOLVING LOCAL ISSUES.

ANTI-SOCIAL BEHAVIOUR

I will work with the Chief Constable and partners to:

- Appoint an Anti-Social Behaviour Champion to spearhead multi-agency action to address persistent anti-social behaviour and chair Community Trigger resolution meetings.
- Tackle quality of life issues that matter most to residents such as anti-social behaviour, fly tipping, vandalism and dog fouling.
- Ensure signposting is reinforced with a clear distinction of who to direct ASB related issues to and how to get help.
- Lobby the Home Office to consider replicating legal powers currently available to police in Scotland to enable officers to serve warnings, fines, and seize equipment from noisy, inconsiderate neighbours.
- Ensure the availability of a trauma informed approach to support victims of persistent, unresolved anti-social behaviour.
- Display guidelines on how to enact the (ASB) Community Trigger prominently on websites, notice boards and publications to enable all victims of anti-social behaviour to seek redress.
- Address student related ASB problems, working alongside Durham University and the local authority.
- Encourage victims to submit a written account of the impact of ASB and be entitled to read it or have it read out on their behalf at the Community Trigger Meeting.

- Review how the Police, Darlington Borough Council and Durham County Council take ownership of ASB reports to ensure people get the right support at the right time by the right organisation.
- Use the full suite of criminal and civic tools and powers to address anti-social behaviour effectively.
- Enable victims of ASB to attend a resolution meeting to explain the impact the ASB behaviour is having on them.
- Provide ongoing communication on what is being done locally to tackle ASB across a variety of media platforms, including social media, website, local press, and community visits.



NEIGHBOURHOOD CRIME

I will work with the Chief Constable and partners to:

- Enhance area based multi-agency hubs that support collaborative problem-solving approaches to reduce crime, anti-social behaviour and victimisation.
- Ensure Police teams are more visible and accessible - and there is a nominated and visible local officer or PCSO in every neighbourhood.
- Put more Police Officers back on our streets.
- Explore the feasibility of establishing a Community Orientated Policing (COP) bank similar to the NHS nursing banks to address demand pressures and provide additional capacity to respond to localised problem-solving solutions.
- Set up Community Safety Volunteer, Employment and Training (VET) Agency to support, promote careers and volunteering opportunities in the criminal justice sector.
- Involve people with lived experience when working with victim of crime, anti-social behaviour, addictions, and abuse.
- Ensure the public know where to report issues and access the right services, at the right time from the right agency.
- Promote and support a multi-agency problem-solving strategy to prevent and address neighbourhood crime (burglary, robbery, theft from the person, and vehicle crime).
- Ensure an effective integrated offender management scheme for identifying neighbourhood crime offenders and intervene to prevent reoffending.
- Promote and increase the take up of 'Keep In The Know', a free messaging service to keep local communities informed on what the local neighbourhood police and partners are doing.
<https://www.KeepintheKnow.co.uk/>
- Encourage residents to report crime and anti-social behaviour to enable positive action.



SERIOUS AND ORGANISED CRIME

I will work with the Chief Constable and partners to:

- Ensure the police force has the necessary resources to respond to serious and organised crime threats (firearms, drugs, child criminal exploitation, fraud, economic crime, cyber, modern slavery, human trafficking).
- Deliver on the strategic policing requirement.
- Tackle and disrupt organised crime groups behind drug activity.
- Recognise the exploitation of children and young people and continue to identify and safeguard those most at risk.
- Support the coordination of the local, regional and national response to modern slavery through the National Anti-Trafficking and Modern Slavery Network.
- Develop a public health approach to shape the partnership work to prevent and reduce serious violence.



6.2

SAFER BUSINESS



TO INCREASE OUR UNDERSTANDING OF THE CRIME, THREATS AND ABUSE FACED BY BUSINESSES AND SHOPWORKERS.

I will work with the Chief Constable and partners to:

- Strengthen engagement with local businesses by providing targeted crime prevention advice, to protect them and retail workers.
- Gain a better understanding of the crimes faced by businesses and ensure they get the support they need to keep themselves and customers safe.
- Take steps to tackle violence against shop workers and support to the Co-op's Respect for Shop Workers and the Union of Shop, Distributive, and Allied Workers campaigns.
- Promote the use of SentrySIS as an online tool for business crime recording.
- Support the roll out and development of shop/retail watch schemes and supportive partnerships that address business/retail crime.



6.3

SAFER ONLINE



TACKLE THE EMERGING THREATS OF CYBER ENABLED AND DEPENDENT CRIME BY DEVELOPING NEW TACTICS AND CAPABILITIES TO SAFEGUARD THOSE USING ONLINE PLATFORMS.

I will work with the Chief Constable and partners to:

- Fund and promote cyber fraud awareness campaigns.
- Support the roll out of Cyber-Crime Prevention Volunteers who educate the public on how to protect themselves from cyber enabled crime.
- Introduce specialist Cyber Prevention Officers.
- Invest in digital investigation and intelligence to improve understanding of the digital footprint to combat internet cyber enabled and cyber dependent criminality.
- Pursue and bring to justice those who groom children online or those who download or share images of abuse and protect those at risk.
- Raise awareness of how children and adults can stay safe online, how to recognise online grooming, exploitation, and radicalisation.
- Support vulnerable people to be safe online through educational programmes.
- Contribute to national policy discussions to support local practice.



6.4

SAFER PEOPLE





INVEST IN NEIGHBOURHOOD POLICING TO REASSURE THE PUBLIC, PROVIDE PREVENTION ADVICE, SOLVE PROBLEMS, PROTECT THE VULNERABLE, AND BUILD CONFIDENCE.

VICTIMS OF CRIME AND ASB

I will work with the Chief Constable and partners to:

- Help keep people safe in their homes by working with the Local Authorities, Health and the Fire and Rescue Service to provide Total Home Safety advice.
- Appoint a Victims' Champion to ensure the voice of victims is at the centre of everything we do.
- Ensure delivery of seamless high-quality support for victims that enables them to cope with, and recover from, their experience.
- Ensure victims feel empowered and confident in reporting crime to the police, reassuring them of the journey through partner services.
- Ensure compliance with the Code of Practice for Victims of Crime so that victims are aware of and can access their rights.
- Commission high quality services so that victims have access to a range of specialist support services for them and their families at any point and whether they report to the police or not.
- Ensure victims are read their rights at the point of report or as soon after as possible as with offenders.
- Improve safeguarding for vulnerable adults and children.
- Continuously review and seek to improve those services we commission and co-commission to support victims of crime.

HATE CRIME

I will work with the Chief Constable and partners to:

- Promote hate crime prevention initiatives and encourage and facilitate the reporting in all forms of hate crime.
- Introduce voluntary recording of misogyny as a hate crime indicator and lobby for misogyny/misandry to become an official hate crime category and support educational campaigns to tackle the issue.

MENTAL HEALTH

I will work with the Chief Constable and partners to:

- Ensure that the police are the service of last resort and not the service of first resort for people suffering a mental health crisis, working closely with Community Mental Health Trusts.
- Liaise with Public Health, Housing, Employment and Mental Health services to ensure that potential offenders get access to the support that they need.
- Maintain a multi-agency approach to enable an appropriate response to support people with mental health needs who come in contact with the police and criminal justice system.
- Ensure that mental health concerns are addressed for those identified as missing from home, working with the force to promote and develop their links with services such as missing people, the Samaritans, familiar faces, and street triage.





YOUNG PEOPLE

I will work with the Chief Constable and partners to:

- Support the work with schools to reduce school exclusions and off rolling so that we keep children in school education.
- Ensure policies about young people will be made after engaging and involving young people.
- Keep care-experienced young people out of the criminal justice system.
- Divert young people from becoming involved in crime and anti-social behaviour through a range of education, employment, leisure, and training activities.

DOMESTIC ABUSE AND SEXUAL VIOLENCE

I will work with the Chief Constable and partners to:

- Support the use of robust domestic violence perpetrator interventions to prevent domestic violence and abuse happening in the future.
- Prioritise developing a violence against women and girls' strategy aimed at changing attitudes and improving our knowledge of and response to the crimes that predominantly affect women and girls so that no woman needs to live in fear and girls grow up knowing they are safe.

- Ensure the full powers included in the Domestic Abuse Act are used to protect and support victims and result in meaningful consequences for perpetrators including the effective use of domestic abuse protection notices, domestic abuse protection orders and restraining orders.
- Deliver on the recommendations included in the national End to End Rape Review.
- Develop and maintain a high-quality Sexual Assault Referral Centre service that meets local needs and national standards.
- Deliver high quality support for victims of rape and sexual violence and their families where appropriate.
- Monitor and promote the use of stalking legislation and powers to measure effectiveness.
- Ensure the police force works in partnership with probation to manage High Risk Offenders through Multi-Agency Public Protection Arrangements (MAPPA), Sexual Offender and Foreign National Offenders initiatives.
- Support the appointment of a Domestic Abuse Victims Voice Worker to ensure the voice of victims is at the centre of everything we do.



DRUG, ALCOHOL AND GAMBLING HARM

Develop partnership work to reduce substance, alcohol and gambling misuse which are closely linked to crime and reoffending.

I will work with the Chief Constable and partners to:

Drugs

- Divert those suffering with chronic addiction away from the criminal justice system towards treatment and harm prevention
- Support the recommendations made in the review of drug use by Dame Carol Black, contributing to and encouraging a partnership approach to address issues more efficiently.
- Support the ongoing use of Naloxone to prevent deaths from drug use.
- Develop multi-agency strategies and fund initiatives to reduce the harm caused by drugs in the community.

Alcohol

- Commission research into the cost of alcohol harm to Durham Constabulary.
- Lobby for Minimum unit pricing, working with Balance North East.
- Promote the voluntary use of sobriety tags and alcohol interlocks.
- Promote awareness of the dangers of excessive alcohol consumption through engagement with charities such as 'One Punch North East'.
- Prevent and manage violent incidents by continuing to promote the use of the 'Cardiff model' combining data from the force and local hospitals to highlight areas where violence is more prevalent.
- Support the introduction of alcohol harm reduction partnership to tackle underage drinking and related anti-social behaviour.
- Support the work of the licensing unit to reduce the harm caused by alcohol and gambling in the community.



GAMBLING

- Commission research into gambling related harm (GRH) and gambling disorder.
- Consider gambling related harm when investigating crimes.
- Encourage those presenting with GRH to be referred to appropriate support to prevent further harm and crime.
- Add additional questions to ask victims of domestic assault to specifically include gambling (in addition to drugs/alcohol).
- Advocate introducing a gambling treatment requirement as part of community sentences at court.
- Support the force to train police officers and PCSOs to identify gambling addiction and to understand the links between suicide, mental health, homelessness, domestic abuse, child neglect and gambling.
- Press for the Gambling Commission to thoroughly investigate operator's code of conduct to identify negligent behaviour before charging and sentencing.
- Introduce mandatory screening questions around gambling at the point of arrest in custody.



6.5

SAFER ROADS



PRIORITISE AND TACKLE THE AREAS OF HIGHEST HARM AND RISK: SPEEDING, MOBILE PHONES, DRUNK AND DRUG DRIVING AND SEAT BELTS.

- Invest in analytical capability necessary to identify risks and threats on the road network.
- Support social media strategies that promote safer driving.
- Improve signposting to enable parishes, towns, schools, individuals, and communities to share their concerns about road safety issues in their locality.
- Work with the community and local elected members of all parties to tackle road safety concerns in our communities.
- Adopt a Vision Zero approach to reduce deaths and serious injuries from our roads.
- Encourage, develop and support volunteer action to improve road safety such as community speed watch and junior road safety.
- Enhance support for victims of road traffic accidents and families.
- Take enforcement action and educate those who endanger the lives of road users and pedestrians and support tougher sentences for dangerous driving.
- Lobby for educational programmes to be used alongside enforcement/criminal prosecution for more serious categories of road traffic offences.
- Ensure resources allocated to policing the strategic roads network are sufficient and be satisfied that effective partnership arrangements are in place.
- Lobby the government to ensure a more effective, efficient, and sustainable forensic collision capability.
- Campaign for the government to allow local retention of income from enforcement to be directed towards local road safety initiatives.

- Work with the Chief Constable to introduce as soon as practicable **Operation Snap** and encourage drivers to purchase dash cams. This initiative uses video footage from road users to pursue dangerous drivers.
- Continue to invest in **Operation Endurance** to tackle the menace of off-road bikes and take enforcement against illegal e-scooters
- Work with the local authorities on road safety improvements that would reduce speeding.



6.6

SAFER COUNTRYSIDE



UNDERSTAND AND RESPOND TO THE NEEDS OF RURAL COMMUNITIES AND TAILOR SERVICES ACCORDINGLY.

I will work with the Chief Constable and partners to:

- Tackle fly-tipping in rural areas and invest in and support rural policing to prevent crime.
- Support the force and rural communities in their use of new technologies to keep our communities safe.
- Strengthen and support Rural Watch.
- Introduce a Rural Road Users Advisory Panel and bring Local Authorities, elected members, rural business, farmers, horse riders, cyclists, and ramblers to address and respond to dangerous road users and accident black spots.
- Support the Royal Society for the Prevention of Accidents campaign targeting rural motorcyclists.
- Increase levels of crime reporting in rural communities.
- Expand the community safety responder programme in rural areas.
- Work with the Home Office, Ministry of Justice and Police and Crime Commissioners to facilitate a co-ordinated approach to rural crime.
- Ensure rural police teams are more visible and accessible - and there are nominated and visible local officers or PSCOs.
- Increase confidence of rural communities in policing by improving community safety through a Rural Safety Plan, to be developed in consultation with the rural community (via bespoke surveys) and Durham Constabulary.
- Encourage effective cross-border collaboration on rural crime and affairs.
- Work with partner organisations to identify ways to make it easier and quicker to make safety improvements on country roads to address rural speeding and undertake targeted rural safety enforcement.
- Ensure reports of crime in rural areas are investigated in a timely manner.



7 MY APPROACH

I will work with the Chief Constable and partners to:

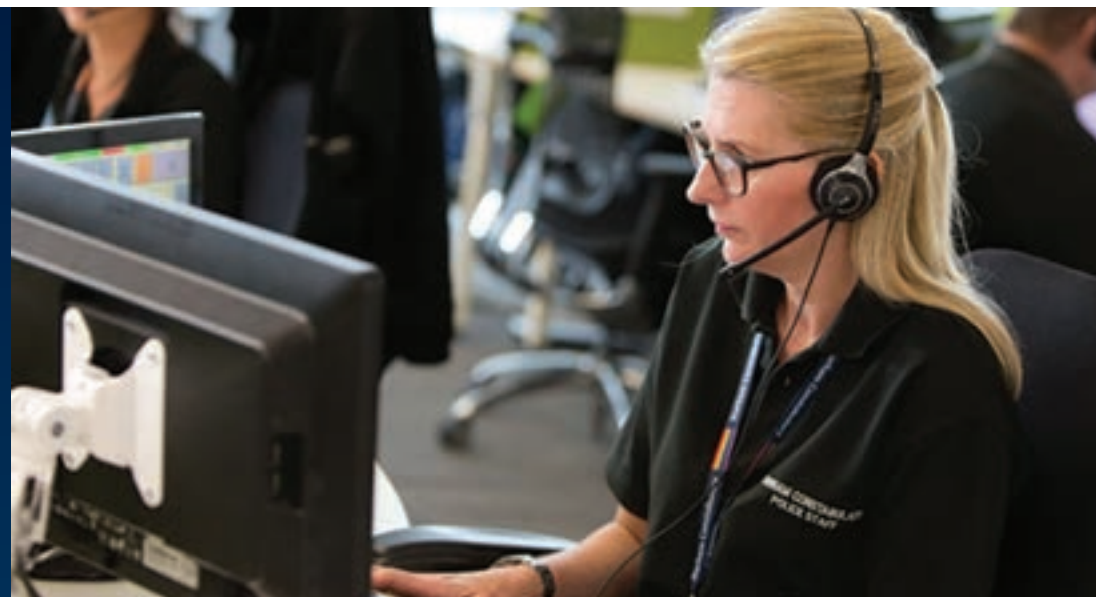
INTELLIGENCE LED

Residents have told me that it is not easy to report crime, and that just over a third of them did not report it to the police. The College of Policing estimates that for any given force, between 60-80% of demand on police time comes from non-crime related incidents. Residents are often confused about where to report issues, be it the Police, Council, Fire & Rescue, or health services. Because of this, the force experiences significant and increasing demand for non-crime incidents, which are often linked to issues of vulnerability, public protection and safeguarding.

I will improve our communication channels to make it easier and faster to report crime and ASB to the police and appropriate agencies.

By:

- Procuring technological solutions to enable officers to gather information about victims, offenders and location to enable them to target resources efficiently and effectively.
- Encouraging the public to report issues to the appropriate agencies.
- Improving responsiveness of 101 (Single Non-Emergency Number) service.



DATA DRIVEN

I will invest in research, evaluation of initiatives and analytical capability to provide timely and accurate information of what works and facilitate evidence led practice.

By:

- Using data to inform decision making, target resources to areas of high demand and risk, to tackle crime and protect victims.
- Providing suitable resources for collecting, compiling, analysing, and disseminating data.
- Improving data and intelligence sharing between agencies.





PARTNERSHIP WORKING

I will work with a wide range of partners to reduce crime, victimisation, offending and anti-social behaviour.

By:

- Involving key stakeholders and partners at all levels (nationally, regionally, and locally) to address crime trends, root causes and break inter-generational cycles of harm.
- Supporting the roll out of multi-agency Problem Orientated Partnership Hubs to help build cohesive and resilient communities.

The overall approach to tackling crime and ASB requires effective partnerships with the police - in collaboration with local residents and representatives from the public, private and voluntary sector.

This approach is the foundation of my vision.

PROBLEM SOLVING

I will use intelligence and data to inform our local decision making and response.

By:

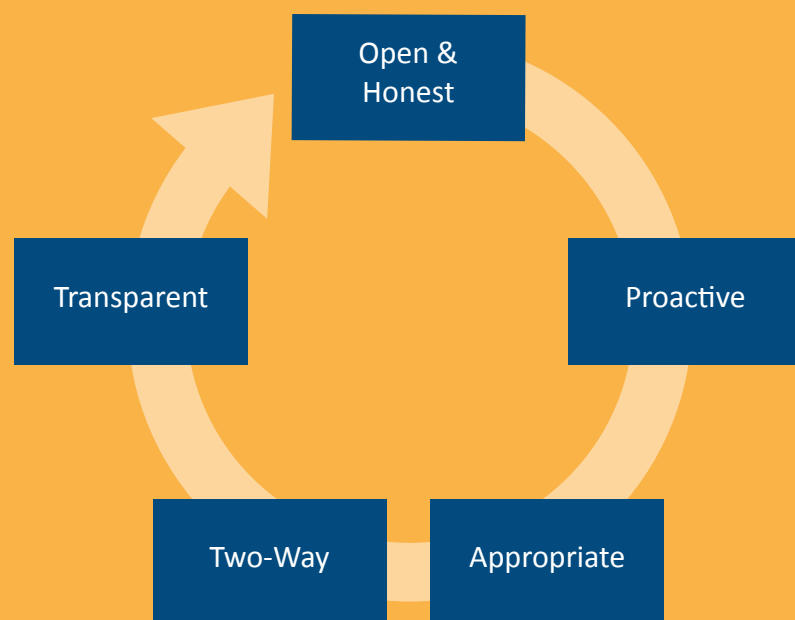
- Ensuring availability of analytical capacity for the development of thematic and geographic problem solving.
- Championing the adoption of problem-solving approaches between partners.
- Ensuring availability of appropriate architectural liaison capacity to 'design out' crime in housing estates, town centres, car parks, children's homes etc.
- Working with partners to identify co-commissioning opportunities for problem solving initiatives.



8

MEASURING PROGRESS AGAINST THE PUBLIC'S POLICE AND CRIME PRIORITIES

As Police and Crime Commissioner, I am committed to enabling local communities to have a voice on policing, victims, and community safety matters. I am here to ensure that community needs are met as effectively as possible, and to improve local relationships by building confidence and restoring trust. Community engagement is one of the central responsibilities of my role. I will work hard to be visible in our communities during my time in office. My approach to communicating and engaging with you is illustrated here:



There are four main types of communication which I will be using to achieve effective and efficient communication with you as residents, businesses, and stakeholders.

EDUCATE:

We will proactively educate local communities on the work of my Office and continue to grow awareness of the work we do with local partners and organisations.

INVOLVE:

We will involve our partners in joint releases and campaigns where possible. This will build relationships and amplify the key messages we need to deliver.

INFORM:

We will be open and honest, and keep you informed on the activities of the Office, community safety, victims and criminal justice issues.

CONSULT:

This allows informed strategic planning and decision making, such as consultation on a proposed increase to the precept. My media team will engage with the press and media outlets to publicise our work to the widest audience. Analysis of results will be presented and I will make informed decisions based upon the consultation outcomes.



I will do this through the following routes:

- One-to-one private appointments;
- Drop-in surgeries;
- Consultations and surveys (online as well as through community centre hubs);
- Social Media;
- Independent Custody Visitors;
- Independent Scrutiny Panels - BUS (BAME arrests, Use of Force, Stop and Search), Domestic Abuse, Rape, Out of Court Disposals, Ethics Committee, Hate Crime, and Complaints;
- Press and transparency;
- Website;
- Community meetings- for example, Police and Communities Together (PACT) and Area Action Partnerships (AAPs);
- Community events;
- Consultation with those who have lived experience;
- Public accountability meetings.

All the above provide a wealth of feedback by which services can be improved and the police held to account.



9 RELATIONSHIP OF THE POLICE & CRIME PLAN TO COMMUNITY SAFETY PLANS OF PARTNERS

Keeping vulnerable children and adults safe is a key priority for me and it is important there are close links with the Safe Durham Partnership, the Darlington Community Safety Partnership, and the Local Criminal Justice Partnership. The Police & Crime Plan has been developed in close collaboration, drawing on a clear body of evidence and understanding of the needs of communities in County Durham and Darlington. The priorities which each plan sets are therefore aligned, and the partners work closely to ensure they are delivered to meet the needs of our local communities. Please refer to the table below to see how the Police and Crime Plan aligns to other plans.

Police and Crime Plan	Safe Durham Partnership Plan	Darlington Community Safety Plan	LCJP Plan
Safer Communities	- Promote being safe and feeling safe in your community - Reduce Reoffending	- Promoting Safer Places - Building Strong and Cohesive Communities	- An end-to-end system for supporting victims and witnesses - An end-to-end system for rehabilitating offenders and reducing offending - Efficient and integrated criminal justice system
Safer People	- Support victims and protect vulnerable people from harm - Alcohol and substance misuse reduction	- Protecting and Supporting Vulnerable People - Violent Crime and Domestic Abuse	
Safer Business	Tackle and prevent cyber enabled crime	Promote Safer Places	
Safer Online	Tackle and prevent cyber enabled crime	Protecting and Supporting Vulnerable People	
Safer Roads	Promote being safe and feeling safe in your community	Promoting Safer Places	
Safer Countryside	Promote being safe and feeling safe in your community	Building Strong and Cohesive Communities	



10 STRATEGIC POLICING AND NATIONAL POLICING STRATEGIES

The government's Beating Crime Plan aligns with the priorities laid out in my Police and Crime Plan as well as the Strategic Policing Requirements (SPRs) and Policing measures respectively. I will take the Beating Crime Plan into account during the delivery of my own plan, specifically around, serious violence and serious and organised crime, neighbourhood crime and ASB, victim support, 'hidden harm', fraud and online crime.

STRATEGIC POLICING REQUIREMENTS (SPRS)

SPRs support the Chief Constable and I to ensure we fulfil forces' national responsibilities. It enables us to plan effectively together for challenges that go beyond force boundaries. The SPRs also support my ability, and statutory obligation, to hold the Chief Constable to account for the ability to deliver these functions:

- Contribute to the Counter Terrorism Strategy to Pursue, Prevent, Protect, and Prepare;
- Contribute to the Serious and Organised crime Strategy to Pursue, Prevent, Protect, and Prepare;
- Respond adequately to a national cyber security incident;
- Ensure the ability to keep the peace by preventing and managing public disorder;
- Respond adequately to civil emergencies which require a national response;
- Respond adequately to reports of Child Sexual Abuse.

POLICING MEASURES 2021

The National Crime and Policing measures are set by the Home Office and are intended to lay out the Government's key national priorities on crime. It will be important for me to inform the public on how Durham Constabulary is performing against these measures and contribute to setting of local priorities where appropriate.

- Reduce Murder and other homicides;
- Reduce Serious Violence;
- Disrupt Drugs and County Lines;
- Reduce Neighbourhood Crime;
- Tackle Cyber Crime;
- Improve satisfaction amongst victims - focusing on Domestic Abuse

POLICING VISION

The Policing Vision 2025 can only be delivered if the whole of policing work together collaboratively in the public interest. Along with the Chief Constable, I will work with national bodies like the College of Policing, National Crime Agency and staff associations, our officers, staff, and volunteers at every level and our many partners across the public sector. We all have a vital role to play in delivering these reforms. The Police Reform and Transformation Board, with membership from across policing, will oversee and support the changes. The force is currently working to the National Police Chiefs' Council Diversity, Equality & Inclusion Strategy (2018 - 2025) so that by 2025 policing will be a profession with a more representative workforce, by aligning the right skills, powers, and experience to meet challenging requirements.



Policing Vision 2025



11

COLLABORATION



County Durham and Darlington
Fire and Rescue Service

NERSOU North East Regional Organised Crime Unit

EXAMPLES OF COLLABORATION WITH PARTNERS INCLUDE:

- **Evolve Legal Services** - This is a three-way collaboration with Durham Constabulary, Cleveland Police and North Yorkshire Police. Through the programme, each of the police services explore ways to work together across organisational boundaries, to increase operational resilience, improve services for communities and achieve financial savings.
- **NERSOU** - (North East Regional Special Operations Unit) - This was established in October 2013 and is the North East Regional Organised Crime Unit, a collaboration between Northumbria, Cleveland and Durham Constabulary. The unit creates additional specialist capacity and capability through effective partnership working and collaboration to deliver an increased response to tackling serious and organised crime that transcends force borders in the region.
- **ICT development** - Digital technology collaborative arrangements in place between Durham Constabulary and Cumbria Police.
- **Fire Collaboration** - The Constabulary share buildings with Fire & Rescue, located in Barnard Castle and Newton Aycliffe. This works well in terms of sharing costs and engaging team working and sharing knowledge.



12

POLICING BUDGET
AND PRECEPT**BUDGET**

I have a budget of £135.8m for 2021/22. Of the revenue budget £133.4m is delegated to the Chief Constable to fund the operational policing service. The balance of £2.4m is held by me to fund the office budget, audit and governance, community safety and victim services.

The cost of my office budget, audit and governance services is £1.1m. I will spend the balance of £1.3m on community safety, reducing reoffending and victims' services activities. I also receive government grants of £1.3m to commission services for victims of crime.

I will work with partners where shared needs and priorities exist to problem solve and support the joint resourcing necessary to implement the agreed solutions. The resourcing can be in the form of matched funding, specialist expertise or use of assets. I will participate in collaborative funding and resource bids to maximise the benefits for the communities of County Durham and Darlington. I recognise the community must be at the heart of the conversations leading to solutions that are delivered in partnership within the community.

I have also set a capital budget of £13.2m which includes investment in buildings, fleet, technology, and equipment. This is funded from a combination of government grant, council tax and the proceeds from the sale of assets.

PRECEPT

The precept was increased by £15 for 2021/22. This has increased the precept to £230.24 per household for a Band D property in County Durham and Darlington. This is around £11 below the national average. This will enable the Constabulary to retain the number of police officers and Police Community Support Officers (PCSO). Most of the properties liable for council tax are in the lowest band, Band A, which has a police precept of £153.49.



FAIR FUNDING

Like other forces, Durham receives its funding from two sources: central government grant and local precept. Durham currently receives 71% of its funding from government, and 29% from precept. Durham has above average spend per head for overall funding but below average funding per head for the funding raised through the local precept. The ability to raise funding through the local precept is limited by the high proportion of households in the force area that fall into the council tax Band A category. This means that a 1% rise in precept does not have the same impact as our neighbouring force in North Yorkshire and also Surrey (which raises the highest percentage of total funding through the local precept).

Police Funding in 2020/2021

Police Force	Gov't Funding £m	Precept £m	Total £m	Gov't Funding %	Precept %	£ Raised per 1% Precept £m
Durham	95.6	37.7	133.3	71.8%	28.2%	0.377
Northumbria	252.5	54.7	307.2	82.2%	17.8%	0.547
Cleveland	102.8	40.7	143.5	71.6%	28.4%	0.407
North Yorkshire	85.5	80.7	166.2	51.4%	48.6%	0.807
Surrey	112.4	137.0	249.4	45.1%	54.9%	1.370

Fair funding is essential if policing is to deal effectively with the rising complexity in its demand. A new funding formula should include provision for the fact that policing deals with harm as well as volume, and that policing is required, in the first instance, to prevent crime where possible. A great deal of policing work is taken up with non-crime related demand issues. County Durham and Darlington have a combination of urban and rural areas, affluence and deprivation which presents substantial challenges to providing an effective and efficient policing response. Further research needs to be conducted to ensure the needs of police forces across the country get a fair deal in any revised funding formula.

Council tax funding is an important aspect of local funding which must be considered in any future formula review.

Police Officer Strength by Force Area.

Police Force	31st March 2010	31st March 2020	Change	% Change
Durham	1,507	1,099	408	27.1%
Northumbria	4,187	3,069	1,118	26.7%
Cleveland	1,724	1,267	457	26.5%
Cumbria	1,238	1,183	55	4.4%
North Yorkshire	1,486	1,425	61	4.1%
Surrey	1,890	1,833	57	3.0%

THE POLICE UPLIFT PROGRAMME

The Police Uplift Programme (PUP) aims to recruit 20,000 new officers by March 2023. Durham's share of this is 226 additional officers. This does not include the officers who will retire and be replaced as part of normal business. It is essential that the force supports those younger in-service officers or there are likely to be risks regarding retention, which would have a negative impact upon efficient and effective recruitment.

Our police officers provide an outstanding public service in keeping the Queen's Peace, and I am committed to ensuring their bravery, sacrifice and dedication is recognised. They protect the public from criminality, protect the vulnerable, deter offending and reoffending through their neighbourhood presence and proactive working, and they pursue criminal justice through their response and investigation work.



I am committed to ensure Durham Constabulary continue Attraction, Recruitment, Retention and Progression (ARRP) across all areas of protected characteristics, to attract, develop, progress, and retain a diverse workforce, which is representative of the communities we serve in line with the National Workforce Representation Toolkit.



MAXIMISING FUNDING OPPORTUNITIES

I will encourage the continuation of partnership funding bids such as the Safer Streets Fund which has successfully secured substantial sums for improvements in community safety in parts of County Durham and Darlington.



SOCIAL VALUE

I will include social value principles in all the Durham Police and Crime Commissioner's Office and Constabulary procurement policies and processes and encourage the awarding of contracts for goods and services to organisations based in County Durham and Darlington. Social value criteria will form 10% (or more) of scoring for the award of high value contracts, such as the construction of a centralised custody and investigations facility. By attributing a 10% weighting to social value criteria, we will be the first police service in the UK to use this scoring approach to evaluate tender submissions in a high value procurement exercise. I will ensure that we get maximum social value benefits from any high value procurement projects.

SUSTAINABLE POLICING

The pandemic has changed the way we operate and I will actively support the de-carbonisation agenda via:

- Developing the infrastructure, in terms of buildings and fleet, in order to comply with legislative requirements and carbon reduction targets.
- Encouraging my team and the Constabulary to consider sustainable working practices.
- Working with the community and partners to improve environmental outcomes in relation to social value and biodiversity.

SOCIAL CAPITAL / CIVIL SOCIETY

The Constabulary has worked with communities through a process called 'mutual gain' where local organisations and members of the community invest their time and energy to achieve beneficial results for the community. I will work with partners and communities to extend these community based opportunities and encourage the delivery of activities that lead to outcomes defined by the community.



13

SERVICES FOR VICTIMS AND GRANT FUNDING

COMMISSIONING STRATEGY

My commissioning strategy sets out how I will commission services to support the delivery of the Police & Crime Plan.

There are three groups of local services which need to be in place to deliver my Vision: the Police Service, Local Criminal Justice Services, and community-based services to support those who have been victims of crime cope and recover, prevent crime and anti-social behaviour and keep communities safe.

Commissioning forms a crucial part of establishing, maintaining, and improving these local services, and ensuring that they are producing the outcomes that communities need. Commissioning involves understanding where gaps exist and what services are necessary, working in partnership to ensure they are delivered well, and evaluating their effectiveness.

My preferred approach is to co-commission services with a shared service provider which supports victims of domestic abuse and includes an overarching service that assesses the needs of victims of crime and refers them to support organisations.

COMMISSIONING PRINCIPLES

My commissioning principles are grounded in the need to spend public money wisely, transparently, and in line with the objectives in the Police & Crime Plan.

I will:

- Work with other commissioners in the private, public, and voluntary sector to meet local need and achieve best value, by developing priorities that are jointly owned and solutions that facilitate the pooling of local skills, expertise, and assets.
- Include your views and your communities' views to ensure the services commissioned will improve confidence and address specific needs.
- Ensure robust contractual and financial arrangements are in place to review service delivery and make timely adjustments as needed.
- Embrace the principle of equal opportunities, by encouraging equity, equality and recognition of diversity by providing services that respond to the different needs and service requirements of people regardless of gender, race, disability, age, religious belief, marital status, ethnic origin, sexual orientation or gender identity.
- Be open and transparent about processes and decisions.
- Make decisions based on evidence of need.

VICTIMS SERVICES

Police & Crime Commissioners are responsible for commissioning local services to support victims of crime. To help with this, I receive an annual grant from the Ministry of Justice. I currently commission several specialist services to support young victims of crime, victims of domestic abuse and sexual violence as well as an overarching service that any victim of crime can receive support from. Support from these services is available even if a victim chooses not to report the crime to the police. Details of these services are available on my website.



All commissioned services are subject to initial quality assurance processes and ongoing performance management arrangements to ensure they are fit for the purpose of delivering support that meets the needs of our County Durham and Darlington communities. In 2021/22, I have allocated £592,000 to support victims of domestic abuse, £327,000 to support victims of sexual violence and £351,000 to support the overarching service that assesses the needs of victims of crime and refers them to support organisations that help them cope with the impact of crimes committed against them. This funding will help the delivery of my Safer People strategic priority and my Protect strategic aim.

The domestic abuse and sexual violence support uplift funding has enabled money to be targeted at specialist services providing tailored support to communities that have not accessed these services previously. The funding has enabled an increase in capacity to take extra referrals, reduce waiting lists and increase the equality of access to these much-needed services.



ASB

Police & Crime Commissioners are responsible with agencies from the community safety partnerships to provide support to the victims, survivors, and alleged perpetrators of ASB. I have committed £207,000 for our nationally recognised and award-winning Community Peer Mentor service, which has problem solved many cases referred to the police, helped socially isolated and vulnerable individuals in our communities and reduced demand on the policing service. I have committed just over £1,000,000 to support the delivery of my Safer Communities strategic priority and my Prevent and Deter strategic aims.



My Office, in collaboration with the police and two local authorities applied for and succeeded in achieving substantial sums of money to improve the community safety infrastructure and target home security activities in both County Durham and Darlington.

14

ROLES AND RESPONSIBILITIES

The Police Reform and Social Responsibility Act (2011) established the role of Police & Crime Commissioner. The Act set provisions for the replacement of the police authorities with directly elected Police & Crime Commissioners aiming to improve police accountability by 'reconnecting' the public with policing.	Role	Responsibilities
	POLICE & CRIME COMMISSIONER	• Setting the strategic direction for policing in County Durham and Darlington • Publishing a Police & Crime Plan • Setting the budget and precept for policing in County Durham and Darlington • Commissioning of victims' support services • Holding the Chief Constable to account for delivering policing that is efficient, effective, and responsive to the needs of the public as set out in the Police & Crime Plan • Appointing, and if necessary, dismissing the Chief Constable of Durham Constabulary
	CHIEF CONSTABLE	• Keeping the communities of County Durham and Darlington safe and secure • Delivering an efficient and effective policing service which responds to the needs of the public • Manage the resources and budgets of the Constabulary
	POLICE & CRIME PANEL	• Reviewing, reporting, and making recommendations on the Police & Crime Plan and the policing precept • Scrutinising key strategic decisions and documents • Making recommendations to the Police & Crime Commissioner on the discharge of their functions • Holding confirmation hearings for the proposed appointments of Chief Constable, Chief Executive and Chief Finance Officer • Power to suspend the Police & Crime Commissioner if charged with an imprisonable offence or appoint an acting Police and Crime Commissioner where the incumbent is incapacitated, resigns, or is disqualified

Role	General	Complaints
POLICE & CRIME COMMISSIONER	The Police and Crime Commissioner is elected every four years and is the chair of the corporation sole. (Incumbent Commissioner will serve a three-year term due to delays from Covid-19 pandemic). Further statutory duties and powers are set out within the Act.	Local oversight of the complaint handling by Durham Constabulary. Independent Review Body for certain complaints made through the formal complaints system within Durham Constabulary and dealing with complaints made against the Chief Constable.
CHIEF CONSTABLE	The Act protects the operational independence of the police by making it clear that the Chief Constable retains direction and control of all officers and staff.	Consider and investigate any complaints or conduct matters against police officers and staff.
POLICE & CRIME PANEL	Scrutinise the decisions of the Police and Crime Commissioner. Membership contains of a maximum of 10 local councillors from each of the local authoritiesLocal Authorities in County Durham and Darlington, plus two independent members. There is a requirement for political and geographical balance amongst the elected members of the Panel.	Consider any complaints or conduct matters against the Police & Crime Commissioner.



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