

# 2016 – 2020 Police and Crime Plan

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## Introduction from Barry Coppinger

We have made progress in a number of areas over the 4 years from 2012-16, working with police, partners and communities and despite financial and other challenges. I was delighted to be re-elected PCC in May to continue this work and we now set out commitments, challenges and opportunities moving forward for the period 2016-2020.

I have appointed a new Chief Constable. Iain Spittal is implementing a series of positive changes which have been recognised as such and will make sure all available police resources are best used and targeted and key objectives around vulnerability; neighbourhood policing; workforce development; and reductions in crime and disorder can be met.

We continue to develop services for victims with police and partners, with the aim of meeting needs and ensuring all who need them can receive support and safety. We see a number of opportunities emerging to better tackle re-offending, with new partners and ways of working, which will hopefully lead to greater flexibility in response and innovation.

Partnership working in Cleveland is second to none and on a daily basis, as well as in the production of this plan, agencies are coming together to share resources, ideas and actions. The continuation of this is essential with a backdrop of continuing government austerity and we will work and encourage others to pursue further collaboration at every opportunity. I view engagement and support of our communities as fundamental to the work we are doing, having undertaken over 360 public and community meetings since 2012.

I have met recently with the Local Authority Leaders in the Cleveland area and Middlesbrough's Mayor, to discuss future collaboration around community safety and emergency services. All of us have agreed to work together to explore and develop areas of collaboration around community safety, including how we can make our emergency services more efficient, effective, and responsive for Teesside, going forward. We will work together as Council leaders/Mayor and PCC, and via the Tees Valley combined authority, to develop ways of working to make best use of resources and services owned, controlled and delivered within the Teesside area.

You will get a flavour of this within this plan and also see details of the scrutiny and accountability processes we have introduced and participate in. This plan has been developed in consultation with, and is supported by, many organisations in Cleveland and our Police & Crime panel.

I will report to all on our progress and thank you for your interest and support going forward.

Barry Coppinger  
Police & Crime Commissioner for Cleveland

## **PCC Objectives**

1. Investing in our Police
2. A better deal for victims
3. Tackling re-offending
4. Working together to make Cleveland safer
5. Securing the future of our communities

## **Introduction from Chief Constable Iain Spittal**

I am excited and proud to have been appointed to serve our communities as Chief Constable.

This is the Policing and Crime Plan set by the Police and Crime Commissioner for Cleveland. I have a firm vision and plan for the development of Cleveland Police, my intention being to deliver outstanding police services in a way that makes communities safer and stronger; my vision aligns closely with that of the Police and Crime Commissioner. It is my responsibility to lead the Cleveland Police response to delivering the objectives and outcomes set out in the plan, where they relate to policing activity.

As a force we are committed to working closely with the Commissioner, his team and with our partner organisations to ensure that the plan is delivered to the tangible benefit of the communities we both serve.

It is important that the Commissioner holds me, as Chief Constable, to account for the delivery of policing across the Cleveland Police area. It is my expectation that the holding to account will be testing and determined whilst underpinning the value that the Commissioner and I both place on maintaining the operational independence of the police.

# Investing in our Police

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I have appointed Iain Spittal as the Chief Constable for Cleveland who shares my strategic vision for policing and who will be responsible for putting it into practice in Cleveland. In November 2015, I enabled the investment of around £2m into protecting the most vulnerable in our community, this included the creation of a multi-disciplined protecting vulnerable people support team and dedicated Vulnerable, Exploited, Missing and Trafficked Team (VEMT). We are in the process of changing our contract with our enabling services partner Sopra Steria to provide a more efficient service at a reduced cost. This has allowed me to provide the Chief Constable with an additional £1.5m for investment in Neighbourhood Policing. I will support the Chief Constable in delivering a new neighbourhood policing model that will place neighbourhood officers and Police Community Support Officers (PCSOs) where they are needed most and will give them time to engage with communities and undertake crime prevention and problem solving activities.

Accountability is important across policing. It drives improvements in public confidence and assures everyone that the dedicated staff and officers, who work hard every day to keep Cleveland safe, do so with integrity and perform to the highest standards. Where there are complaints and concerns about conduct or service standards, they will be addressed thoroughly and fairly. We will embed a culture of openness and transparency in the way that we work and encourage independent scrutiny through our Ethics committees and our Joint Independent Audit Committee. My aim is for Cleveland Police to be seen as a national lead in terms of professional standards and the way in which we handle complaints from the public. I will hold the Chief Constable accountable for embedding the code of ethics and shaping an innovative programme of development across the whole organisation which enables staff to be confident in challenging inappropriate behaviours, strengthens and improves the working environment and establishes genuine recognition of the value of diversity.

I have put in place plans to invest in a multi-million pound Community Safety Hub on land at Hemlington Grange in Middlesbrough. The 3600 sq ft building will provide a cost-effective and viable base for policing in the future – with state-of-the-art technology, positioning the force to fight crime in all its forms.

The Community Safety Hub will be an innovative, efficient, and technologically capable building, providing a work space for policing and community safety specialists. It will be a base for decision-making during major incidents, and will house the epicentre of contact with the public – the police control room. The site of the current Cleveland Police headquarters at Ladgate Lane has been sold to provide for local housing, with the funds generated by the sale used for the Community Safety Hub in Hemlington.

We must invest in new technology and infrastructure to deliver modern and effective policing and the building will support our aims for further collaboration with agencies.

## *My commitment to you*

- I have already enabled the Force to invest around £2m extra in protecting vulnerable people and I will support the Chief Constable in seeing this into effect.
- I will continue to invest in local policing with a costed £1.5m two-year plan to further pro-actively tackle crime through prevention activities.
- Supporting Neighbourhood Policing and Police Community Support Officers – commitment to funding for neighbourhood policing, which includes, funding for PCSOs.

- The term "citizens in policing" covers those people who give freely of their time and ability to help make communities safer. There are many different ways to volunteer: as a Special Constable, Police Support Volunteer, "Watch" member or community leader. The national Citizens in Policing Community of Practice is developing a strategy to help consider how volunteers can benefit from, and contribute to, the aims of policing and broader society.
  - Volunteer programme launch and refresh.
  - The College of Policing has raised standards for Specials and this has resulted in fewer people applying and some of our Special Constables leaving the service. I will support the force in promoting the good work of our volunteers and encourage applications.
  - Further develop the Police Cadets Programme and promote the positive work of the cadets.
  - Operate an efficient and effective Independent Custody Visitor Scheme.
  - Arrange the annual Cleveland wide Criminal Justice volunteer fair in partnership with Teesside University.
- Continue to recruit and support apprenticeships.
- Continue to ensure we retain accreditation as a Living wage foundation employer.
- More support for vulnerable groups including students, businesses, asylum seekers and the rural community.
- Ensure police staff and officers have the resources and technology to properly investigate crime and bring offenders to justice.
- Review of our current outsourcing contracts with Tascor 2017 and Steria 2020.
- Support the further development of agile working practices.
- Implement our Estates Strategy (including the Community Safety Hub).
- Work in collaboration to establish a new approach to the way complaints and professional standards are handled by the organisation, including expanding the role of the PCC's office in police complaints handling.
- Working with the Chief Constable to review and develop the Professional Standards Department ensuring we have the best model possible.

### *Working together with Cleveland Police*

We will continue to ensure that the local policing model is working effectively and delivers responsive and flexible policing services to our communities based threat and harm. This includes the continuing implementation of the neighbourhood policing model, the changes to the delivery of incident resolution and the investment in the units involved in the protection of the most vulnerable in our communities, such as Protecting Vulnerable People and the Cybercrime units.

We will continue to work with our strategic partners, Sopra Steria, to ensure that our contract for policing support services continues to provide best value for the Force and our communities. Working with them, we will ensure that the Force delivers the most effective mobile platform for frontline officers and those technical solutions that improve the effectiveness and efficiency of operational policing are developed and implemented.

We will develop a four year plan as part of Everyone Matters to address the key themes of serving our communities, supporting our people and organisational processes. The work we have already undertaken with Equality North East to help us to identify our gaps against the Equality Standard, will drive the development of the plan and the detailed activities contained within it.

A programme of cultural awareness sessions and activities which aim to enhance the knowledge and understanding of all officers and staff in supporting the delivery of a culturally sensitive and effective

service will be developed and delivered. In addition a programme of training on understanding and identifying unconscious bias, underpinned by a series of equality, diversity and human rights learning opportunities, will be delivered.

## Outcomes

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Organisational efficiency and effectiveness

Improve victim satisfaction

Enhance public confidence in the Force across all communities we serve

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# A better deal for victims

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Crime can have a devastating impact on someone's life. It is crucially important that victims are given swift and effective help and support to cope, and that their needs are identified and met. As Police and Crime Commissioner for Cleveland I am responsible for ensuring that service is in place locally.

I have worked in partnership with the Police and Crime Commissioner for Durham, Ron Hogg to put in place a victim care and advice service for Cleveland and Durham and have appointed Safe in Tees Valley to run the service. We share a joint ambition to make services for victims in our area the best in the country. Victims must be at the heart of criminal justice processes. Every victim of crime should benefit from the best possible service according to their needs.

Through these arrangements we look forward to further improving and enhancing our offer for victims and ensuring their satisfaction with our service is as high as it can be, even during what can be a very difficult time. As Chair of the Cleveland and Durham Local Criminal Justice Board I will seek to ensure criminal justice agencies comply with the victims and witness code standards and through the Cleveland multi-agency victims strategic planning group work together to identify and address gaps in service provision for victims.

In November 2012, I came together with the Police and Crime Commissioners for Durham and Northumbria to develop a joint Violence Against Women and Girls Strategy for the North East. Much has been achieved since its introduction; however this is a long term process in creating a change in cultures and behaviours. I am committed to continuing to develop the prevention strategies and activities to support this agenda in my second term in office.

We must not underestimate the harm hate crimes causes to both individuals and the wider community. The term 'hate crime' refers to any crime against a person which is perceived to be motivated by a person's hostility or prejudice against certain characteristics; race, religion, disability, sexual orientation and gender identity. Nationally we have seen an increase in hate incidents following the recent EU referendum and I am absolutely committed to placing this at the top of my agenda. This type of offence is unacceptable and no one should suffer in silence. I will bring people and partners together to tackle all forms of hate crime. Ensuring people have the confidence to report, know how they can report and ensure support is available.

## ***My commitment to you***

- Delivered a comprehensive Victim Care and Advice Service through a £600k contract with Safe in Tees Valley from April 2016.
- Further develop Restorative Cleveland and raise awareness of restorative approach opportunities amongst all victims.
- More dedicated support for vulnerable victims of anti-social behaviour.
- Violence Against Women and Girls Strategy
  - Including dedicated support for victims of Honour Based Violence, Forced Marriage and Female Genital Mutilation.
  - A Cleveland wide Independent Sexual Violence Advisory Service.
  - A better offer for males victims of rape and domestic abuse.
  - Promote the Domestic and Sexual Abuse Champions in the workplace scheme.
  - Ensure all vulnerable victims are able to access video conferencing facilities so they can give evidence outside of the court buildings.

- Raise awareness of and proactively seek intelligence amongst agencies and the community of human trafficking and modern day slavery.
- Understanding the commissioning landscape for Child Sexual Exploitation to ensure the most vulnerable receive the best possible support.
- Continue to support the Rape Scrutiny Panel to scrutinise case files and look for lessons to learn.
- Monitor the impact and support the wider development of Operation Encompass – an initiative to provide support to young victims of Domestic Abuse via their school and the development of multi-agency Children’s Safeguarding hubs.
- Support Clinical Commissioning Groups and health partners in developing digital care records to enable early identification of domestic abuse.
- Develop pathways for victims and witnesses through the criminal justice process and look to address any gaps in services.
- Research into victimisation of older people and fraud awareness provision for vulnerable members of our community and their families/carers.
- Work with NHS England to enhance the services provided by the Sexual Assault Referral Centre.
- Work in partnership to tackle all strands of hate crime, including awareness raising, improving reporting and support.
- I will adopt and abide by the Ethical Checklist promoted by the Committee on Standards in Public Life and will support the Police Code of Ethics, including expecting my own employees to abide by it where it is applicable to their work.

### *Working together with Cleveland Police*

Our new neighbourhood policing model will allow officers and PCSOs to refocus on problem solving and engagement in those areas where the need is greatest. We will provide a joined-up and consistent approach to problem solving with our partners using evidence of what works. We will provide officers, staff and partners with the appropriate training, tools and guidance to work together to strengthen communities to resolve those problems that cause them the greatest harm.

We will continue to develop the provision of services to protect vulnerable people in our communities including the development of the Vulnerable Exploited Missing and Trafficked (VEMT) team launched in July 2016 and Operation Nightwatch working with Barnardos and social services to protect those at risk from child sexual exploitation.

We will review and evaluate the impact of body worn camera on prosecutions, ensuring that we provide the best possible evidence in order to secure convictions where possible.

We recognise that the most serious incidents and crimes will generally have a significant impact on the individual or community; however it is important to recognise that the more vulnerable within our communities may be disproportionately affected by less serious crime and instances of antisocial behaviour. We have therefore introduced the Victims First policy to ensure that we coordinate our interventions with other agencies, ensuring that vulnerable and victims of antisocial behaviour and crime receive the most appropriate support for their needs.

We will continue to develop multi-agency safeguarding hubs with our partners, ensuring that services meet the needs of the vulnerable people that we deal with.

We will continue to provide a 24 hour a day, seven days a week ability to intervene in crime and antisocial behaviour, based upon an assessment of the threat, harm and risk ensuring that we have

the right people, in the right place at the right time. However, we also recognise that we are not always the most appropriate agency to deal with the issues that people call us about. Where a request for assistance does not require police powers and others are better placed to help, we will ensure that the caller is signposted to the correct agency.

## Outcome

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Improved victim satisfaction

Victims of crime are able to cope and recover

Reductions in repeat victims as a result of effective problem solving and prevention activity

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# Tackling re-offending

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Crimes are often committed by a small number of people, those repeat offenders cause the most harm to our communities. The cycle of re-offending needs to be broken and persistent behaviour addressed. This is why tackling re-offending was a priority for me in my first term of office and will continue to be a priority for the next four years. We have already made great progress in establishing an Integrated Offender Management Unit based at Holme House Prison – a Cleveland wide multi-agency hub that works together to support and manage our most prolific offenders.

There is still much to be done. Preventing prolific offenders from committing further crime is a complex and difficult task as offenders lead chaotic lifestyles and have multiple needs. The rehabilitation landscape is going through a time of massive reform. Local probation services have been dismantled and split into two new bodies, the National Probation Service that will manage high risk offenders and the Durham Tees Valley Community Rehabilitation Company that will manage those individuals who are assessed at medium or low risk of harm to our communities.

In 2015, the Ministry of Justice announced a national review of youth justice services. An interim report was published in February 2016 and recommendations include young people serving their custodial sentences in secure schools rather than youth prisons and that local areas are best placed to make the decisions about the delivery of community based youth justice services.

The scope of the review has now been expanded to incorporate the youth justice system in its broadest sense, including how children and young people are managed and sentenced by courts. The full report is due to be published in the summer/autumn 2016 and future planning for the Youth Offending Service is likely to be influenced by its findings.

The Queen's Speech on 18 May 2016 announced that a Prison and Courts Reform Bill would be introduced. At the centre of these legislative proposals are plans to give Prison Governors "unprecedented levels of control" over all aspects of prison management (the Government has compared this to the academy model in schools), introduce new performance measures for prisons and overhaul prison education. The planned changes to the system, which the Government has labelled as the 'biggest shake-up of prisons since the Victorian times' are focusing on long-term rehabilitation; with a view to reducing levels of reoffending.

The Government has now announced the six prisons piloting their prison reform scheme including; Holme House and Kirklevington Grange. Holme House is a large local prison, with the capacity to hold up to 1,210 inmates. It currently houses both convicted and unconvicted adult men, from the age of 18 upwards. Holme House's governor, will have greater autonomy over how the prison is run – with less direct interference from the government.

As part of the reform, the Governor will also have greater freedom to establish systems and policy within Holme House. As Police and Crime Commissioner I am committed to working with the team as they design prisoner education systems that work with their inmates, and assist them in forging strong partnerships with criminal justice agencies and the voluntary and community sector to encouraging rehabilitation.

I believe that with increased autonomy comes greater local accountability. I am committed to working with criminal justice partners as we embark on a journey to deliver better, more effective and integrated local services with a common purpose of reducing reoffending.

## *My commitment to you*

- Take responsibility for criminal justice through the Cleveland and Durham Local Criminal Justice Board work with criminal justice partners to deliver joined-up, integrated service accountable to myself and key professional advisers.
- Supporting the review of the Cleveland and Durham Criminal Justice Board.
- Establishing a multi-agency Cleveland wide reducing reoffending group.
- Work with the prison services, supporting them through the impact of the changing status of Holme House Prison and Kirklevington Grange.
- Work with both the National Probation Service and Durham Tees Valley Community Rehabilitation Company to support them through the effects of probation reform.
- Work with the Youth Offending Service to review the triage service delivered to Young People and support the Youth Offending Team through the changes to Youth Justice Reform.
- Ensure offenders have the opportunity to participate in restorative justice through the Integrated Offender Management hub.
- Multi-agency prevention strategy for Sexual Violence.

## *Working together with Cleveland Police*

Through our evidence based practice partnership with the University of Teesside, we will work with our voluntary and statutory partners to understand the reasons why offenders commit offences, especially those who are first time entrants to custody. We will examine the current evidence base, and where appropriate commission new research to provide greater understanding and working practices that help us develop the ability to divert offenders from further offending.

We will continue to support the Mental Health Crisis Care Concordat, an agreement that commits national organisations to work together to achieve systematic and continuous improvements in care for people experiencing a mental health crisis. The Concordat is supported by the NPCC and we will and work to deliver improved local care for these vulnerable individuals.

We will deliver a coordinated approach to violence reduction in the Cleveland area. Working with partners through the CAVIC (Communities against violence in Cleveland) plan, we aim to reduce the risk of being a victim of violence, undertake problem solving activity to tackle violence series, hotspots and repeat offenders and victims whilst developing a cultural intolerance to violence in Cleveland.

Working with partners, we will focus on areas of greatest threat, risk and harm building on initiatives such as the Integrated Offender Management (IOM) hub based at Holme House Prison and Troubled Families.

We will review the way in which we offer appropriate support and treatment to offenders through reviews of our current custody and medical services contracts and our arrest referral service.

## Outcome

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Fewer people reoffending

More offenders are engaging with services and demonstrating positive steps in reducing their offending behaviour

# Working together to make Cleveland safer

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This Police and Crime Plan is all about working together to make Cleveland safer. I believe no single agency is able to do this alone. To make a real difference we need to co-operative, co-locate, share information and invest together in our communities for the future. This includes my support in the development of the combined authority and the long term vision for the economic and social welling of the area.

Some threats and risk to our safety can only be dealt with by drawing together the resources and expertise or people either regionally or nationally. The strategic Policing Requirement, issued by the Home Secretary sets out national threats that the police must address and the policing response needed to counter those threats. These include; terrorism, civil emergencies, public disorder, cyber security incidents, child sexual abuse and serious and organised crime. I will ensure the Chief Constable balances local and national priorities effectively.

In March this year I made a commitment to proceed with a combined Major Crime Investigation Team, as part of the of Evolve programme – a long-term project to look at where collaboration across police forces can improve services, reduce duplication and improve cost efficiency. The Major Crime Investigation Team is planned to go live in November 2016 and brings together decades of experience as Cleveland’s Murder Investigation Team and North Yorkshire’s Major Incident Team collaborate.

The new team will be based at both Middlesbrough and Harrogate and will lead on national and international manhunts for local cases and will also be responsible for investigating crimes of extortion and stranger rape.

This is a fantastic example of how police forces can work together to achieve the ultimate aims of bringing perpetrators to justice and providing an efficient and effective service. It’s one step further in our already successful collaboration approach, and we will continue to look for opportunities to collaborate with partner agencies.

This Police and Crime Plan has been produced in partnership and collectively we will take a much more joined up approach where resources are pooled, practices are integrated and problems collectively tackled.

## ***My commitment to you***

- Engage in effective collaboration and co-working with councils, community groups, the fire service, housing, education and health to deliver value for money and efficient services to Cleveland.
- Work with the new combined authority and Tees Valley Mayor following the elections in 2017.
- Continue to deliver the Evolve Programme – collaboration with Durham and North Yorkshire (including dog section, major crime and legal services).
- Continue to support the North East Region Serious Organised Crime Unit – a Durham and Northumbria Collaboration.

- Continue to ensure that Cleveland and the North East is represented at the National Police Air Service Board.
- Support the Chief Constable - Seven Force Collaboration (No 2 Region) in meeting the strategic policing requirements.
- Further developing our use of ECINS, a multi agency tool designed to improve information sharing across services, including use of the system for supporting troubled families.
- Further establish and develop safeguarding children hubs – a collaboration with local authorities.
- Working in support of a Teesside Wide Local Alcohol Action Area Partnership in tackling the blight caused by excessive alcohol consumption.
- Support the Rural Crime Forum in encouraging reporting and preventing rural crime.
- Support the Road Safety Partnership in reducing injury and death on our roads.

### *Working together with Cleveland Police*

We have a clear commitment to collaboration and will work with the Police and Crime Commissioner to further investigate collaborative opportunities as part of the Evolve programme with other forces, and with other non-police partners.

The joint Cleveland and North Yorkshire Major Investigation Team will go live in November 2016. The collaboration will significantly boost the number of skilled specialists from 47 to 74 and will enhance the capacity to review cold cases. This will dramatically reduce the need to draw resources away from local policing to deal with major crime incidents.

We are also reviewing the provision of volume and major crime investigation at a local level, and will develop evidence based recommendations to ensure that we continue to provide an effective and efficient service to our communities.

Through the Evolve programme, we will continue to look at collaboration on enabling services such as legal and professional standards, and we will continue to rationalise our estate and consider further sharing with partners to create efficiencies where possible. We will also review the provision of fleet management and procurement of vehicles to identify the benefits of a collaborative approach to these services.

## Outcome

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Those who live, work or visit the area are safe and feel safe  
Efficient and effective public sector services with the capability and capacity to meet demand

# Securing the future of our communities

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Since being elected as Police and Crime Commissioner in 2012, I have done all I can to serve the people of Cleveland and to protect the community safety services that we all rely upon. I have attended over 360 community meetings and continue to listen to and take up your concerns at a local, regional and national level.

## Investing in communities

I have already supported over 100 community safety projects and have been encouraged when locally based community groups approach me for their support in solving problems in their neighbourhood. Often communities are able to come up with innovative and long lasting solutions themselves, but need a small grant to kick start their project. I am always willing to listen to good ideas and will continue to keep a community safety fund available for resident/community groups to bid into.

## Protecting our community

Government cuts have taken £36m from Cleveland Police, resulting in the loss of over 400 policing posts and 30 Police Community Support Officers. Despite these cuts I have done everything I can to protect services that are important to our communities. I am committed to continuing to lobby central Government for the introduction of the revised funding formula, bringing more money into Cleveland. I want to ensure that those most at risk of harm and living in deprivation have a fair level of funding spent on them. I will also work with the Ministry of Justice and Home Office and where possible encourage further devolution of victims funding to provide local services that meet the needs of local people.

## Dialogue and understanding of communities

Many people in our communities already do a great deal to make our communities safer. It is important that we improve our knowledge and understanding of the communities we serve and listen to their feedback. I will continue to work with and in support of the Strategic Independent Advisory Group. I am committed to effective communication and engagement with all communities and will continue to develop mechanism such as Cleveland Connected to share information with communities and promote the good work of agencies.

## ***My commitment to you***

- Continue with Your Force Your Voice, a personal commitment for the PCC to engage with local communities in the 76 Cleveland wards.
- Supported over 100 local community safety project and will work with communities to draw up new plans for 2016.
- Work with schools to prevent offending and victimisation this will include delivery of a programme designed to challenge racism, extremism and radicalisation. Show Racism the Red Card will enable citizens to familiarise themselves with the causes and consequences of racism.
- Continue to lobby for a revised funding formula for the benefit of Cleveland.
- Work with the Ministry of Justice and Home Office on the devolution of funding for victim and witness based services to provide better support locally.
- Work in partnership with Teesside University to develop an evidence based practice approach.
- Host annual Community Safety Awards.

## *Working together with Cleveland Police*

We will continue to work to better understand our demand, including developing insight and knowledge around our hidden demand and the ways in which we can deal with it. Work is developing to predict our demand over the next five to ten years at both a local and national level.

We will further improve the way that we deal with the visible demand being placed on us through calls for service. This will involve ensuring that we deal with demand in a way that takes into consideration the threat, risk and harm of each case and that we deploy our limited resources appropriately.

We will continue to develop our innovative partnership with Teesside University to embed evidence based practice into the way in which we design and deliver our services, and seek to extend that partnership to others in the local area.

We will work with local authority and academic partners to develop an understanding of the changes that are likely to take place in our communities over the coming years and decades. We will seek to strengthen our communities and partnership working to place us in the best possible position to quantify and plan for the effects these changes will have on demand for policing in the area.

We will also engage with our communities, creating a dialogue which will lead us to a better appreciation of their needs and increased legitimacy for policing.

## Outcomes

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Improved dialogue and understanding of the community  
Successfully commissioned community services  
Increased strength and resilience across our communities