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Police and Crime Commissioner
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Chief Constable

Mrs Jacqui Cheer

Report of the Police & Crime Commissioner to the Chair and Members of the Cleveland Police & Crime Panel

10th June 2013

Performance Update

1. Purpose of Report

- 1.1 To present crime performance data for Cleveland Police (and each of its four Districts) and Operational Policing Priority outcomes for year 2012/13.
- 1.2 To highlight the elements of performance scrutiny undertaken by the Office of the Police & Crime Commissioner since 22 November 2012.

2. Report Content

2.1 The following report outlines:

- Cleveland Police crime performance data for the year 2012/13
- A breakdown of crime performance in each of the Cleveland Districts
- Most Similar Force and National Positions for all crime categories
- Outcomes of the Force's Operational Policing Priorities 2012/13.

2.2 The performance scrutiny element of the Office of the Police & Crime Commissioner is also outlined, highlighting how the PCC is effectively able to hold the Chief Constable to account for the ongoing performance of the Force.

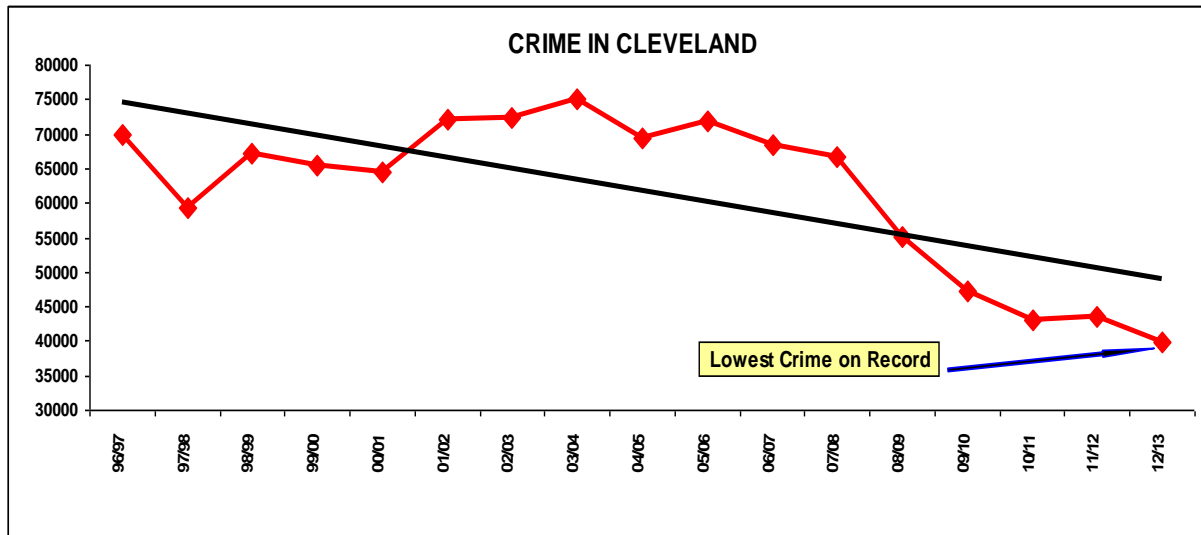
3. Performance Scrutiny by the Office of the PCC

- 3.1 The Office of the Police & Crime Commissioner monitors crime performance as part of overall performance management activities. This is undertaken via a number of means which are described briefly below:
- 3.2 PCC & Chief Constable Weekly Meetings
- 3.3 The PCC and Chief Constable meet weekly to discuss and agree ongoing and upcoming issues, including that of performance management, via a structured agenda. The actions from each meeting are recorded and published on the *Force Accountability* page on the PCC's website to aid transparency.
- 3.4 Attendance at the Strategic Performance Group
- 3.5 The Office of the PCC is present at the Force's monthly Strategic Performance Group, chaired by the Force Executive and attended by District Commanders and senior officers representing the operational departments of Crime & Criminal Justice, Operational Support, Performance Review & Inspectorate, and the Control Room (managed by Steria).
- 3.6 The content includes monthly and year-to-date analysis of Operational Policing Priorities, Crime Performance Data (including MSF and national positions), Public Confidence and Victim Satisfaction Surveys, Control Room Call Back Satisfaction Levels, Arrest and Custody Data and Dip Sampling Audit Compliance.
- 3.7 Monthly Crime Performance Scrutiny Questions to the Chief Constable
- 3.8 Every month, the Office of the PCC scrutinises all performance data made available by the Force or requested specifically by the PCC. If further clarity is required regarding any trends or identified areas of improvement, the PCC may pose questions, on behalf of the public, directly to the Chief Constable. The responses are published on the *Force Accountability* page on the website of the PCC.
- 3.9 If the PCC is satisfied with monthly performance levels, he may decide not hold the Chief Constable to account via this line of scrutiny.
- 3.10 Previous questions which have been posed by the PCC in December 2012 and February 2013 (and the responses provided) are shown in Appendix 1 and Appendix 2.
- 3.11 PCC Performance Scrutiny Meetings
- 3.12 As part of structured meetings set up by the PCC during 2013-14, the PCC will formally discuss crime performance via the PCC Performance Scrutiny Meeting which will commence in August 2013. Further PCC Performance Scrutiny Meetings are scheduled for November 2013 and February 2014 as part of a rolling programme of performance monitoring.

4. Crime Performance 2012/13

4.1 Brief Summary

4.2 In 2012/13, there was a reduction in Publicly Recorded Crime (where there is a victim of crime) of 9.4% (3,648 less offences) and the lowest crime on record in Cleveland with 35,000 fewer offences than in 2003/4 (see graph below).



4.3 Crime reductions were also reflected across the Force, with significant reductions seen in all Cleveland Districts (see section 6 of this report).

4.4 Major full year decreases were seen in all the main Publicly Reported Crime categories including House Burglary (down 12.4%) and Violence against the Person (down 6.5%).

4.5 Other positives include significant reductions in the full year performance for Other Burglary (down 7.4%), Sexual Offences (down 4.8%), Vehicle Crime (down 7.4%) and Criminal Damage (down 14.9%).

4.6 The Force also saw excellent reductions in Anti-social Behaviour, with a full year reduction of 19.7% incidents, which means 9,700 fewer victims.

5. Force Crime Performance

5.1 The table below outlines the recorded crime figures for the year 2012/13 compared to 2011/12.

5.2 This table represents the crime data within the force area which is supplied to the Home Office by Cleveland Police.

- 5.3 Crime performance statistics are also discussed at Community Safety Partnerships at which the Police & Crime Commissioner is represented.
- 5.4 Quarterly meetings with the PCC are scheduled with Community Safety Partnerships from June 2013.

	Cleveland Police Crime Statistics	2012/13	2011/12	% Change	Most Similar Force Position (April 12 to March 13)	National Position (of 43 Forces) per 1000 population (Jan-Dec 12)
PUBLICLY RECORDED	Violence with Injury	3921	4381	-10.5%	7	40
	Violence without Injury	2681	2683	-0.1%	7	25
	Rape	175	174	+0.6%	6	33
	Other Sexual Offences	381	410	-7.1%	6	26
	Domestic Burglary	2137	2439	-12.4%	4	32
	Non Domestic Burglary	2474	2673	-7.4%	5	26
	Robbery Personal	245	240	+2.1%	4	26
	Robbery Business	36	33	+9.1%	4	26
	Vehicle Crime	3248	3506	-7.4%	2	21
	Shoplifting	5001	5064	-1.2%	7	43
	Other Acquisitive Crime	6946	7907	-12.2%	5	28
	Criminal Damage & Arson	7899	9282	-14.9%	7	43
	Total Publicly Recorded Crime	35144	38792	-9.4%	7	39
POLICE GENERATED	Public Disorder	1319	1358	-2.9%	3	29
	Drug Trafficking	366	364	0.5%	5	34
	Drug Possession	1739	1886	-7.8%	4	33
	Crime Prevented / Disrupted	490	611	-19.8%	1	42
	Other State based / Non Victim	168	159	5.7%	5	9
	Total Police Generated Crime	4082	4378	-6.8%	4	35
	Fraud & Forgery	297	364	-18.4%	2	7
	Total Recorded Crime	39523	43534	-9.2%	7	39
ASB	Antisocial Behaviour	39523	49220	-19.7%		

- 5.5 Please note that the information and figures contained within the table may be subject to change as some crimes types can be reclassified following further investigation.

6 District Crime Performance 2012/13

	Cleveland Police District Crime Statistics	Hartlepool		% Change	Middlesbrough		% Change
		2012/13	2011/12		2012/13	2011/12	
PUBLICLY RECORDED	Violence with Injury	738	820	-10.0%	1378	1572	-12.3%
	Violence without Injury	518	494	+4.9%	989	972	+1.7%
	Rape	39	35	+11.4%	51	49	+4.1%
	Sexual Offences	37	63	-41.3%	124	113	+9.7%
	Domestic Burglary	297	363	-18.2%	950	1018	-6.7%
	Non Domestic Burglary	381	320	+19.1%	724	851	-14.9%
	Robbery Personal	26	30	-13.3%	130	120	+8.3%
	Robbery Business	10	3	+233%	10	15	-33.3%
	Vehicle Crime	410	495	-17.2%	1370	1373	-0.2%
	Shoplifting	774	766	+1.0%	1910	2141	-10.8%
	Other Acquisitive Crime	1050	1322	-20.6%	2287	2491	-8.2%
	Criminal Damage & Arson	1381	1575	-12.3%	2318	2885	-19.7%
POLICE GENERATED	Public Disorder	212	230	-7.8%	531	594	-10.6%
	Drug Trafficking	89	108	-17.6%	116	91	+27.5%
	Drug Possession	336	346	-2.9%	709	729	-2.7%
	Crime Prevented / Disrupted	102	143	-28.7%	171	193	-11.4%
	Other State based / Non Victim	33	21	+57.1%	62	46	+34.8%
	Fraud and Forgery	59	55	+7.3%	85	107	-20.6%
	Total Recorded Crime	6492	7189	-9.7%	13915	15360	-9.4%
ASB	Antisocial Behaviour	6813	8779	-22.4%	11640	14170	-17.9%

	Cleveland Police Crime Statistics	Redcar & Cleveland		% Change	Stockton		% Change
		2012/13	2011/12		2012/13	2011/12	
PUBLICLY RECORDED	Violence with Injury	726	860	-15.6%	1079	1129	-4.4%
	Violence without Injury	425	554	-23.3%	749	663	+13.0%
	Rape	27	34	-20.6%	58	56	+3.6%
	Sexual Offences	65	76	-14.5%	155	158	-1.9%
	Domestic Burglary	361	474	-23.8%	529	584	-9.4%
	Non Domestic Burglary	625	711	-12.1%	744	791	-5.9%
	Robbery Personal	25	29	-13.8%	64	61	+4.9%
	Robbery Business	7	5	40.0%	9	10	-10.0%
	Vehicle Crime	663	704	-5.8%	805	934	-13.8%
	Shoplifting	876	899	-2.6%	1441	1258	14.5%
	Other Acquisitive Crime	1389	1666	-16.6%	2220	2428	-8.6%
	Criminal Damage & Arson	1955	2357	-17.1%	2245	2465	-8.9%
POLICE GENERATED	Public Disorder	233	241	-3.3%	343	293	17.1%
	Drug Trafficking	69	60	15.0%	92	105	-12.4%
	Drug Possession	278	363	-23.4%	416	448	-7.1%
	Crime Prevented / Disrupted	98	159	-38.4%	119	116	2.6%
	Other State based / Non Victim	26	42	-38.1%	47	50	-6.0%
	Fraud and Forgery	53	83	-36.1%	100	119	-16.0%
	Total Recorded Crime	7901	9317	-15.2%	11215	11668	-3.9%
ASB	Antisocial Behaviour	8920	11166	-20.1%	12122	14965	-19.0%

7 Operational Policing Priorities 2012/13

7.1 The table below shows the outcomes of the Operational Policing Priorities for Cleveland Police which were agreed and set out in the Local Policing Plan 2012-15.

Key Performance Indicator	Target	Baseline 2011/12	2012/13 Measure	Change (%)
PUBLIC PROTECTION				
Number of sexual offender protection order applications	Increase	80	61	-23.8%
Number of repeat victims of domestic abuse	Reduce	6105	5551	-9.1%
Repeat Victim Rate	Reduce	41.0%	43.6%	2.6 % pts
Hate incidents - All incidents with a Hate incident qualifier	Increase	670	693	3.0%
Hate crime - All crimes classified as racial or religiously aggravated	Increase	198	254	28.3%
Rate of positive outcomes for hate crimes	Maintain	46.5%	42.1%	-4.3 % pts
PROTECTION OF LIFE				
Number of offences of possession of firearms (10A & 10B)	Increase	43	39	-9.3%
Number of offences of possession of article with blade or point (10D)	Increase	162	147	-9.3%
TOTAL - POSSESSION OF A BLADED WEAPON OR GUN	Increase	205	186	-9.3%
The number of crimes where firearms are used or displayed*	Reduce	28	19	-32.1%
The number of crimes where bladed weapons are used or displayed*	Reduce	199	195	-2.0%
TOTAL - BLADED INSTRUMENT OR GUN ARE USED*	Reduce	227	214	-5.7%
The number of people killed or seriously injured in road traffic collisions	Reduce	163	145	-11.0%
SERIOUS & ORGANISED CRIME				
Exploitation of Confiscation orders - Number secured	Increase	63	86	36.5%
Exploitation of restraint Orders - Number Issued	Increase	9	18	100.0%
Exploitation of Proceeds of Crime Act orders - MG17 forms submitted	Increase	131	210	60.3%
BURGLARY OF PEOPLES HOMES				
Number of victims of burglary	Reduce	2216	2051	-7.4%
Number of repeat victims of burglary	Reduce	102	106	3.9%
Repeat victim rate of burglary	Reduce	4.6%	5.2%	0.6%
Satisfaction with the overall service of victims of burglary*	Increase	85.7%	85.7%	0.0%
The percentage of offenders brought to justice	Increase	20.0%	20.2%	0.2%
ANTISOCIAL BEHAVIOUR				
Recorded antisocial behaviour	Reduce	49080	39523	-19.7%
Recorded criminal damage	Reduce	9282	7937	-14.5%
The Percentage of people who perceive ASB to be a problem*	Reduce	6.7%	3.7%	-3.0%
The Percentage of people who perceive drugs to be a problem*	Reduce	18.9%	11.8%	-7.1%
PUBLIC CONFIDENCE				
Public Confidence*	Increase	86.1%	87.0%	0.9%
Good or Excellent Job*	Increase	70.5%	69.3%	-1.2%
Quality of Life affected by fear of crime*	Reduce	16.3%	13.8%	-2.5%
3 YEAR TARGET - REDUCE PUBLICLY REPORTED CRIME				
Publicly Reported Crime	Reduce	38363	29603	-9.8%

* Denotes a quarterly measure updated in June, September, December and March.

8. Finance

8.1 There are no financial implications arising from this report.

9. Risk

9.1 There are no risk implications arising from this report.

10. Diversity and Equal Opportunities

10.1 There are no diversity or equal opportunities implications arising from this report.

11. Conclusions

11.1 Overall police performance is remarkable given the backdrop of continually shrinking policing funds and is a tribute to the commitments and professionalism to all involved in policing and the work of our partners and communities.

11.2 I am alerted to issues surrounding probation reform, legal aid and welfare reforms and pressures around future resources, limiting opportunities for the Force to recruit.

11.3 Going forward, I will ensure that these issues are partly addressed through initiatives such as a Specials & Volunteers Recruitment Fair and possible multi million pounds investment in a new Police Headquarters and related housing developments at Ladgate Lane, which would bring new employment opportunities to the area whilst boosting the local economy.

Barry Coppinger
Police & Crime Commissioner for Cleveland

**Questions Posed to Chief Constable
Publicly Reported Crime Performance
December 2012**

The following questions regarding Publicly Reported Crime Performance were posed by the Police & Crime Commissioner, Barry Coppinger, to the Temporary Chief Constable on 14 January 2013. The responses were received from T/CC Jacqui Cheer on 22 January 2013.

The questions relate to levels of Publicly Reported Crime (i.e. where there is a victim of crime) for the periods of December 2012, Third Quarter (Oct – Dec 2012), and the Year to Date (April – Dec 2012)).

Publicly Reported Crime

Violence without Injury

This increased in December by 10% across the Force and is up by 5% for the Year to Date (98 Offences). This is due to observed offence increases of 55 (Hartlepool), 24 (Middlesbrough), 105 (Stockton) and a decrease of 86 (Redcar).

1. What is working in Redcar but not in the other Districts?

The Violence without Injury category comprises a number of different types of offence: for instance, assaults within licensed premises, fights in the street and Domestic Abuse (DA).

As you have heard at other briefings such as Strategic Performance Group, there is an expected rise in non injury assaults linked to our recently re-invigorated approach to the investigation and management of DA. Analysis of this is far from easy and although the picture is not entirely clear, this approach this would appear to have been a key contributor to the cited increases.

The DA emphasis has been force-wide, with Redcar & Cleveland (R&C) being no exception. The issue therefore is not 'what is working here but not elsewhere', but rather what other factors are at play. There is likely to be a link to the fact that whilst all Districts are benefitting from reductions in overall crime, R&C is showing the greatest drop: broadly speaking, crime types tend to move in parallel. More specifically, the emerging evidence and professional judgement is that whilst the Night Time Economy (NTE) in R&C is significantly struggling linked to the economic downturn, elsewhere it is not (or at least not to the same extent). In consequence NTE economy violence in R&C has fallen whereas elsewhere it is not.

2. Have any initiatives been introduced in hotspots to reduce offence levels?

In line with the above, the increases in Violence without Injury are not necessarily susceptible to management as a geographic hotspot. Where there are geographic hotspots around, for instance, NTE, these are highlighted and policed as part of business as usual Tasking & Coordination arrangements and / or subject to multi-agency problem solving where amenable to the same.

Other than for DA, there are no specific initiatives of note around Violence without Injury, although this category will be impacted upon by anti-violence strategies generally, recent examples being a knife amnesty at R&C and the deployment of Knife Arches force-wide.

3. Can the PCC be provided with a Violence without Injury category breakdown per ward to identify local hotspots and their prevalent issues?

In summary, based on year to date figures:

- Unexpectedly given their link to the NTE, the wards with the highest volumes are Middlehaven and Gresham (Middlesbrough), Victoria (Hartlepool); and Stockton Town Centre (Stockton).
- The areas this year with biggest numerical increases are Victoria and De Bruce (Hartlepool), Mandale and Billingham Central (Stockton); and North Ormesby (Middlesbrough). The areas with the biggest percentage increases are Grangefield (Stockton), De Bruce (Hartlepool); and Skelton (a DA problem) and Zetland (Redcar) (linked to the NTE).

You will note that relatively low numbers lead to significant swings in percentage terms (both positively and negatively). Further, for the reasons given at 1 and 2 above relating to offence make up, a particular level does not necessarily suggest a hotspot amenable to geographic management. Further, there is no link back to households, population or other context (e.g. commercial make-up) which would assist in the assessment of relative or actual risk. For all these reasons, the force would tend not to release data in this format as it is likely to be contrary to the public interest.

Sexual Offences

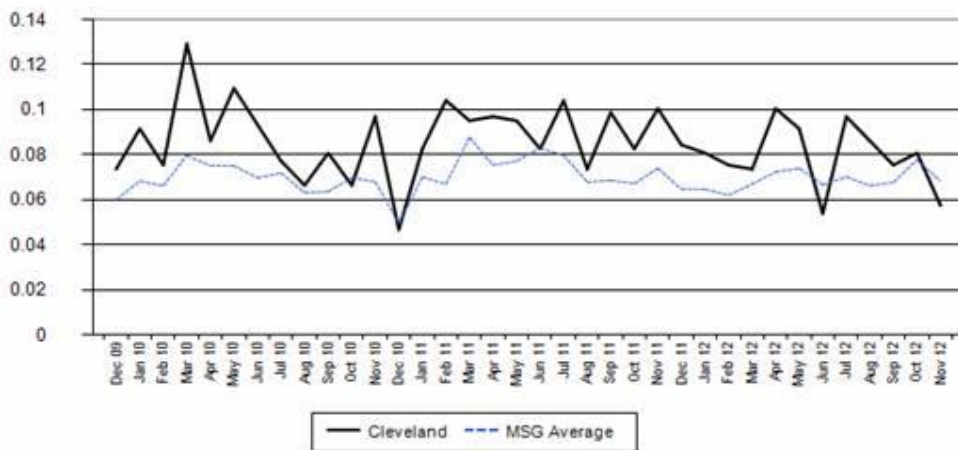
The Force's MSF position for this category increased from sixth to third place for September – November 2012 and is now level with the MSF average.

4. How was this achieved? Was this due to a larger amount of sexual offences in August or a smaller amount of sexual offences in November compared to other Forces?

Sexual Offences are presented on IQanta (a national system) as a rate per 1000 resident population. Based on these figures the following observations have been made.

- Based on the last three months (September to November), sexual offences in Cleveland were at a rate of 0.213. This compares to an Most Similar Force (MSF) average of 0.214
- When compared to the previous rolling 3 months (August to October) a 10% reduction has been observed. This compared to a reduction in the MSF average of around 1%.

As illustrated in the graph below, the apparent improvement in comparative performance is the result of local decreases rather than MSF increases. Of specific note is the fall in the number of offences in the month of November. By their nature, sexual offences are always subject of rigorous attention and investigation but there is no readily identifiable reason for the current shift. It is also worthy of note that given their relatively low numbers and the fact that the reporting of historic matters is sporadic (take, for instance the likely statistical impact nationally now of reports relating to Savile of offences occurring over several decades), statistical focus on anything other than longer term trends is fraught with danger. Furthermore, it remains a moot point as to whether a decrease in recorded sexual offences is a positive outcome given societal concerns as to general under-reporting.



In terms of the external publication of the data and what is available in the public domain, the MSF comparisons have not been explicitly released (National Stats up to and including September 2012 will be released on 24th January) and should therefore be treated as provisional. We are only at liberty to use more up to date MSF comparisons for internal management information purposes but should not cite any data, including derived summaries such as national totals etc, in a public context.

5. Have any initiatives been introduced to provide this positive outturn?

No and no positive outturn is claimed.

Shoplifting

The Force has recorded a year to date decrease of 1.7% in Shoplifting.

6. Can the PCC be updated on the successes which have resulted from the Shoplifting Action Plan which was introduced in April 2012?

Alongside Violence without Injury, Shoplifting is not one of the force's or PCC's specific priorities. However given its 14% contribution to overall Publicly Reported Crime and its impact on business, employment and communities, together with the risk of upward pressure due to economic conditions, it was given renewed focus in 2012. This culminated in the identification of best practice both locally and nationally, and the production of a corporate check list for action.

It has since been used at Monthly Performance Review Meetings to hold Districts to account on local measures and activity. Corporate themes have also been identified and progressed: for instance in relation to the use of conditional bail. A Force Champion and Deputy were recently appointed and they have the role of developing the plan further in 2013, working to ACC (Territorial Operations). Work around this is imminent.

Although the focus is more on the long than short-term, as highlighted in the question, the outcome to date has been a Year to Date (YTD) reduction in shoplifting offences of 1.7%.

However, there is no room for complacency in this regard as in addition to the success of police measures to tackle it, results can be significantly impacted by the prevention and enforcement practices of shops together with the availability of external funding in regard to anti-shoplifting initiatives (which has all but dried up). Indeed shorter-term measures show shoplifting rising and even using the -1.7% YTD figure, shoplifting is falling at a slower rate than acquisitive crime generally (-10.2% YTD).

7. Have any other initiatives been introduced to provide this positive outturn?

None that are not already captured within the Action Plan

**Jacqui Cheer
T/Chief Constable
22nd January 2013**

**Questions Posed to Chief Constable
Publicly Reported Crime Performance
February 2013**

The following questions regarding the latest local crime performance data were posed by the Police & Crime Commissioner to Cleveland Police on 8 March 2013. The responses from Temp ACC Roberts were received on 28 March 2013.

The questions relate to levels of Publicly Reported Crime (i.e. where there is a victim of crime) and Police Generated Crime (i.e. proactive policing) for February 2013, the period 1st Dec 2012 – 27th February 2013, and the Year to Date (1st April 2012 – 27th February 2013)).

Please note some questions posed may relate to data which is not publicly available.

Publicly Reported Crime

I recognise the Force's achievements in the reductions in Publicly Reported Crime throughout 2012-13, resulting in an overall reduction of 9.3% force wide for the year to date and 3,300 less offences committed in Cleveland.

However I would like to pose some detailed questions regarding crime performance, encapsulating February 2013, the period of December to February and the year to date.

Hartlepool District

- 1. Why have levels of Non Domestic Burglary increased recently in Hartlepool as this is primarily accounting for increases observed in Acquisitive Crime during February (19.1%), the period of December to February (21.3%)? The year to date increase for Non Domestic Burglary in Hartlepool currently stands at 26.9% (and 75 more offences) more than 2011/12 levels.**

This change needs to be seen in the context that Hartlepool is projecting a phenomenal 10% reduction in publicly reported crime this financial year. However, an unusual series of approximately 20 allotment burglaries coupled with a series of 40 equally unusual council garage break-ins have recently occurred. In both cases arrests have been made and the majority detected, with the consequence that the offenders are no longer active. This is reflected in the positive year to date detection rate of 22.2%. These offences will have impacted total acquisitive crime as has been suggested.

Middlesbrough District

2. What reasons are there for the increases in Other Sexual Offences of 8.7%? Is this primarily as a result of historical offences which you reported to the PCC in December?

Set in the context of a ground-breaking projected 9-10% annual reduction in publicly recorded crime, we are currently predicting an increase of 14 offences in this category representing a 12.4% increase over the year. A number relate to sexual assaults on females over the age of 16yrs, linked to the night time economy. Other elements reflect the specific proactive investigations to which you allude.

3. What reasons are there for the increases in Personal Robbery of 21% in Middlesbrough for the year to date?

This change needs to be seen in the context of a significant long-term reduction in personal robbery in Middlesbrough over several years and the fact that the numbers involved are very low. We are currently predicting an increase of 9 robberies representing 7.5% over the year. A significant proportion of robbery offences relate to the alleged theft of mobile telephones. We have recently adopted a more robust early investigation process, which has resulted in identifying some false reporting and some offences re-classified as theft. As you would expect, genuine cases are treated with the utmost seriousness.

Most Similar Force Positions – Publicly Reported Crime

4. Most Similar Force Comparisons for Acquisitive Crime show that Cleveland was in 2nd place (of 7) in February 2011 and within two years, Cleveland has moved to 6th place? Can the Force inform the PCC of the factors which have resulted in this shift?

In line with Total Crime, Cleveland has experienced substantial long term reductions in Acquisitive Crime including a 22% reduction since 2008/09 (5000 fewer victims) and an 8.1% reduction on 2011/12 figures. Major reductions have been seen across the period in House Burglary (our priority), Other Burglary and Theft of Vehicle although, despite previous reductions, there has been some more recent flattening off with Shoplifting, Theft from Vehicle, and other minor theft. The MSF change means that a number of forces within the family group have recently had greater recorded crime reduction in this category than we have locally.

One of the limitations of MSF comparisons is, of course that, in the absence of complex and detailed research (and some would argue even with it), it is not possible to know the drivers for this. Possible factors may be differences in resourcing (police, partner or grant), variations in local economic hardship among communities, changes in local policy or prioritisation (police or partner), or variation in local productivity. The PCC will recognise that the force has influence over a limited range of these matters even locally, and obviously none whatsoever over the dynamic elsewhere. Our emphasis locally has therefore been to influence what we can to the best of our ability i.e. to drive down publicly reported crime so far as possible, with a specific additional focus on burglary

dwelling, looking for and adopting good practice from MSF forces and elsewhere whilst doing so.

Police Generated Crime

Drug Offences

- 5. Figures for the year to date show that Drug Offences have dropped by 10% with 203 less crimes generated. Can the Force relate what has accounted for this drop in drug related offences during 2012-13 as oppose to the same period in 2011/12?**

Proactivity around the less serious types of drug offending has reduced, resulting in fewer offences year on year. There has been no specific policy shift but the PCC will recognise that a shrinking workforce means increasing demands on fewer people and the need to prioritise effort around agreed priorities. However, all areas of proactivity are scrutinised and where they can be identified to be of specific relevance to reducing crime, driven. An example of this would be at Stockton where an intentional increase in police generated crime (which is one of a number of possible measures of proactivity) has associated with a decrease in publicly recorded crime.

Adrian Roberts
T/Assistant Chief Constable
28th March 2013