

Police and Crime Plan 2013 - 2016



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DRAFT—January 2013

Introduction from the Police and Crime Commissioner



Barry Coppinger, Police and Crime Commissioner for Cleveland

Cutting crime and disorder will be my key focus throughout my term of office. How I will achieve this is set out in my first Police and Crime Plan. This is a three year statutory document which gives strategic direction for Cleveland Police.

The plan is approved by the Cleveland Police and Crime Panel and is published on the PCC website for your information and consideration. The sections comprises

• Executive Summary

The executive summary highlights my objectives, commitments and the outcomes expected. This will be updated on a quarterly basis and distributed as part of our consultation

and engagement programme.

• Police and Crime Plan

The Police and Crime Plan sets the context and background to my objectives and commitments, along with the performance framework and how the Chief Constable will support the plan operationally.

• Appendices

The appendices support the Police and Crime Plan and explain in detail the:

- Cleveland Police area and its demographics.
- Partnerships and collaboration framework.
- Finance and resources available and how they are allocated.
- Governance and accountability framework.

If you would like a printed version please email the office of the Police and Crime Commissioner at pcc@cleveland.pnn.police.uk

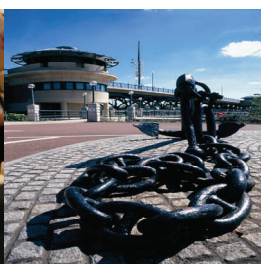
PCC Objectives 2013 - 2016

- RETAIN AND DEVELOP NEIGHBOURHOOD POLICING
- ENSURE A BETTER DEAL FOR VICTIMS AND WITNESSES
- DIVERT PEOPLE FROM OFFENDING, WITH A FOCUS ON REHABILITATION AND THE PREVENTION OF REOFFENDING
- DEVELOP BETTER COORDINATION, COMMUNICATION AND PARTNERSHIP BETWEEN AGENCIES TO MAKE THE BEST USE OF RESOURCES
- WORKING FOR BETTER INDUSTRIAL AND COMMUNITY RELATIONS

Retaining and developing neighbourhood policing

People want the police to be part of their community— they expect a reliable, visible and approachable uniformed presence. I firmly believe that a 'bottom up' approach is the most effective way of tackling crime and antisocial behaviour which is why I led the way in the development of Neighbourhood Policing when it was introduced by Cleveland Police in 2007 and is why I have put its retention and development at the top of my priorities.

The force area has 82 wards, each with differing policing needs. Neighbourhood policing allows officers to gain an in-depth awareness of local community and neighbourhood issues. Since it's introduction, neighbourhood policing teams have gone from strength to strength and remain popular with communities—the Local Public Confidence Survey published by Cleveland Police in September 2012 showed that 72.6% of people believed that the police in the local area are doing a good or excellent job.



Police and Crime Plan—Objectives

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I am committed to working with the chief constable to introduce new models of working to create better efficiencies and support the front-line services. The Force has a structure providing dedicated police officers and PCSOs working with community and neighbourhoods in reducing crime and disorder. I want to keep officers on the beat and not overly rely on PCSOs or hand policing over to private companies. I want to ensure a strong and swift response to antisocial behaviour.



I will ensure that the investigation of volume crimes are more closely aligned with neighbourhood policing teams, thus focusing on those issues which have the greatest impact on neighbourhoods and public confidence.

I will encourage the maximum involvement of local communities and Neighbourhood Watch is a superb example of how local people really can make a difference. I will review the current agreement between Neighbourhood Watch and Cleveland Police to see how even better use could be made of groups already established, as well as encouraging new schemes.



During my time as a member of Cleveland Police Authority I first promoted the idea of the Neighbourhood Policing Awards. I was delighted to see that this year's ceremony had generated such positive publicity and showed how much people valued the contribution made by Neighbourhood Policing to tackle crime and improving public safety. I see the Neighbourhood Policing Awards as embodying all that is good about our police service, showing why we need to build on what has already been achieved.

Businesses are as much a part of our neighbourhoods as local residents. I understand how local shops suffer significantly from a range of criminal activity including antisocial behaviour, shop theft and violence towards staff. That seriously affects their businesses and their local communities. I will work with local businesses to reduce crime.



PCC Commitment

- Retaining and developing neighbourhood policing.
- Review and improve Neighbourhood Watch.
- Develop awards scheme for neighbourhood policing and others.
- Strong and swift response to antisocial behaviour – all reports to get a response within 24 hours.
- Call a summit on antisocial behaviour in 2013.
- Increase the number of special constables by 2014/15.
- Regular PCC neighbourhood visits.
- Deliver a comprehensive engagement programme (Your Force, Your Voice).
- Launch of a PCC Foundation using the Police Property Act Fund for donations to community projects in 2013.
- Call a summit to tackle business crime in 2013.



Ensuring a better deal for victims and witnesses

One of the central roles of a PCC is putting victims and witnesses at the heart of the local criminal justice system, listening to the views and concerns of victims and witnesses and ensuring that they are reflected in the priorities of the police and other agencies.

Crime can and does wreck lives. Even what might be seen as relatively minor crimes can have a major and sometimes permanent effect on victims and witnesses. I have a statutory responsibility towards victims in both listening to their concerns and commissioning victim services. I look forward to working with Victim and Advocacy services and have signed up to the five Victim Support promises.

Five promises to victims and witnesses

1. Be open and accountable to victims and witnesses, seeking out and acting on their views.
2. Ensure that victims and witnesses get the high quality help and support they need, when they need it.
3. Make the police more victim-focused and more effective at meeting their needs.
4. Give victims and witnesses an effective voice in the wider criminal justice system.
5. Constantly work to develop new ways of delivering justice for victims.

I am fully supportive of the work of the Victims Strategic Planning Group. This group is working to implement the recommendations of the victims services advocacy project which includes:

- Introduction of harm/impact based model of assessment and delivery of support.
- Clear, jointly agreed, monitored and evaluated pathways for referral, assessment and delivery of support.
- Review of communication and information standards.
- Robust models of victim engagement.
- Explore, agree and initiate models of consortium collaborative service delivery.

In addition to supporting the work of victims and witness, I am committed to protecting vulnerable people. We must focus upon safeguarding those most vulnerable in our society, victims of sexual and domestic abuse, protecting children and young people from harm and those suffering from hate crime. Those most at risk of becoming a repeat victim of crime is a priority.

According to the Crime Survey for England and Wales, of all crimes, domestic abuse has the highest rate of repeat victimisation. To tackle this, I will work with the North East Women's Network to develop new ways of working to effectively tackle violence against women and girls. I will also join Barnardo's in their campaign to reduce the number of children and young people suffering from sexual exploitation.

PCC Commitment

- Fulfilling the five Victim Support promises.
- Accept the research findings developed by the Victims Service Advocacy (VSA) Project.
- Work with the Teesside Victims Strategic Planning Group to review/commission services.
- PCC commission victims services from 2014.
- Support targeted activity to eliminate hate crime.
- Work with the North East Women's Network to reduce all forms of violence against women and girls.
- Work to reduce child sexual exploitation.
- Support the honour based violence and forced marriage project.
- Target repeat victimisation across crime sectors.
- Undertake a thorough review of the police commitment to Coroners Services in 2013.



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Divert people from offending, with a focus on rehabilitation and the prevention of reoffending

Reducing crime is a priority and I will work with the Force, partners, businesses and the voluntary sector to develop and promote events and activities that divert people away from offending.

It is well recognised that once in the criminal justice system there is a high proportion of offenders who go on to reoffend. To prevent this, I want to see greater use of restorative justice - where perpetrators of crime make amends for the damage they cause and, where appropriate, to meet their victims. I believe that such schemes - where offenders clean up the graffiti or repair the damage they created - could help to stop offenders from committing more serious crimes in the future and "nip problems in the bud".



Organised crime is not an invisible or victimless threat. The driver for much of our organised crime is drugs and money. The drugs sold in our communities have been imported by organised criminals. Their huge profits are laundered through seemingly legitimate businesses so the crime bosses can spend their money, free from risk. We need to get tough on organised crime and seizing more criminal assets than ever before.



It isn't just a question of dealing with those who do provide so many problems through antisocial behaviour and crime, because it is equally important to ensure that we do everything possible to divert young people from getting involved in the first place.

To prevent people becoming our offenders of the future, I pledge to engage with young people in custody and involved in the criminal justice system. I support the campaign launched by The Howard League for Penal Reform which asked all Commissioners to sign a pledge to 'consult with young people, including young people in contact with the criminal justice system' when developing Police and Crime Plans.



I pledged to 'listen to the experts' when it comes to making decisions on services for young people. Whilst it is important to work with many agencies in the field, what matters most is consulting with young people themselves. I fully support the delivery of the shared objectives set out by the Young Peoples Strategic Planning Group and will work collectively to ensure positive outcomes for children and young people.



The government estimates that there are 120,000 Troubled Families nationally. Whilst the human costs of this are extremely concerning the financial costs to the public sector are estimated at £9 billion annually. This equates to approximately £75,000 per family. The troubled families programme is a multi agency partnership initiative aimed at assisting families to get them back into employment, improve school attendance and reduce crime and antisocial behaviour. I fully support this approach and will work closely with partners to improve the programme.



PCC Commitment

- Develop a restorative justice approach.
- Tackle serious and organised crime.
- Divert young people away from offending.
- Engage with young people in contact with the criminal justice system.
- Establish a Young Peoples' forum in 2013.
- Support the work of the Troubled Families Programme.

Police and Crime Plan—Objectives

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Develop better coordination, communication and partnership between agencies to make the best use of resources

It is recognised that reductions in crime and antisocial behaviour cannot be delivered by a single organisation. Successful local partnerships between the police, local authorities and other criminal justice agencies are vital in delivering successful and long-term reductions.

I will be tough on crime and the causes of crime. We have strong partnerships with local people, councils and the voluntary sector in tackling and preventing crime and I will build on these strengths. I have a legislative power to require reports from local partnerships about issues of concern and to bring together representatives from partnerships in the Cleveland area to deal with particular issues concerning the public to help achieve this.

I will ensure, at a time when policing is facing unprecedented financial challenges, that resources are concentrated on the front-line – whether that is by tackling local neighbourhood issues, or tackling organised crime and counter-terrorism activities.

PCC Commitment

- Ensure resources are given priority at the front-line.
- Bring together partners to deliver shared priorities and work together better including our commercial partners.
- Improve partnership working across criminal justice agencies.
- Work with the voluntary and community sector to develop solutions to local problems.
- Review the work of Advisory Groups and seek to maximise their effectiveness.
- Facilitate the involvement of volunteers where appropriate.

Working for better industrial and community relations

People are our greatest asset and I will seek to achieve fairness for all our staff. I will ensure that we consult with staff and staff associations when shaping the future of the Force. During the period of this plan, Cleveland Police will undergo major restructuring as part of its business transformation and modernisation programme. I will strive to achieve financial stability, rooting out waste and inefficiencies and making sure that the tax payer receive the best quality services and value for money.

One of my first priorities is to establish stability in the senior management team of the Force. My task in achieving this, is to appoint a Chief Constable.

I will stand against further cuts to policing and the loss of police officers – and will do everything possible to protect policing in Cleveland. We are a vastly improving force and I am determined to keep it that way. To support this, I will work relentlessly to ensure the Force is awarded the maximum crime prevention funding and will champion the interests of Cleveland Police locally, regionally and nationally.

PCC Commitment

- Appoint a Chief Constable in 2013.
- Protect the police from political interference and respect the independence of the Chief Constable.
- Develop new models of working and enhance leadership skills in 2013/14.
- Prepare a balanced budget for 2013/14.
- Emphasise the importance of integrity and openness.
- Be a champion for those who work to keep Cleveland safe.
- Fight for the interests of Cleveland Police locally, regionally and nationally.
- Promote excellence in community safety practices.
- Promote tolerance and respect regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and beliefs, gender and sexual orientation.
- Ensure we engage staff associations when shaping the future of our organisation.



Police and Crime Plan—How the Chief Constable will support the objectives

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Cleveland Police continue to reduce crime, deal effectively with antisocial behaviour and catch and convict those responsible for committing crimes. This is against a backdrop of reducing numbers of police officers and changes in the types of crimes we deal with. It is important that we stay focused on making the best use of our available resources and work in partnership with other agencies, the voluntary sector and the public to keep you safe. In 2013 and 2014 this will be achieved through three processes which compliment each other and provide the leadership necessary to succeed in the current challenging economic and policing environment.

We are fully committed to supporting the Police and Crime Commissioner's objectives. The proposed measures for these are contained within this plan and whilst the police can not achieve all of them on our own we will work hard to ensure that we and others succeed. Each objective will have a named chief officer responsible and accountable for the actions and activities within it.

The Force has developed an operational policing plan for the first year of the Police and Crime Plan which sets out our priority areas to support the Police and Crime Commissioner's objectives. In developing this operational plan we have taken account of public consultation, listened to our partners and considered the current crime and disorder within Cleveland.

The Force priorities are shown overleaf. Cleveland Police will continue to focus on reducing all crime and antisocial behaviour, however these priorities are the areas that will receive additional scrutiny and attention due to the impact they have on our communities and individuals within them. Each of the priority areas will have an allocated lead officer at Chief Superintendent level.

The Force is also undertaking a major restructuring programme to ensure that we can continue to deliver effective front-line services with a reducing number of police officers and our reducing budgets. This programme, known as Orbis, will introduce four force-wide commands each led by a Chief Superintendent and ensures that neighbourhood policing, responding to calls from the public and dealing with emergencies remain at the heart of what we do. The reduction in numbers will be seen in management posts whilst we do everything we can to maintain constable numbers and ensure that they remain in front-line or operational posts. It is an ambitious programme of change that will enable us to achieve the objectives.

Operations Command	Crime and Justice Command	Neighbourhood Policing Command	Tasking & Coordination Command	Business Support
Incident Resolution Team Specialist Support Licensing Dogs District Support Unit (Air Operations) Joint Specialist Operations Unit (Mounted Section)	Protecting Vulnerable People Major Crime Serious & Organised Crime Economic Crime Special Branch NESOCU Level 2 Source Unit Criminal Justice Custody PHT	Integrated Neighbourhood Policing Teams including Volume Crime Communities Level 1 Source Unit Drugs	The Hub Control Room Intelligence Force Intelligence Bureau Performance	Professional Standards Legal Services Business Transformation Unit Executive Support Finance Human Resources Corporate Communications Project I

Police and Crime Plan—How the Chief Constable will support the PCC objectives

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PCC Objective	Priority	Area of Focus
Retain and develop neighbourhood policing	Reduce neighbourhood crime	Antisocial behaviour and criminal damage House burglary Personal robbery
Ensure a better deal for victims and witnesses	Improve services to victims and witnesses	Quality of service
		Repeat victimisation
	Protecting People	Protecting people
		Sexual exploitation of children
		Hate incidents
		Sexual offending
Domestic abuse		
High risk missing people		
Divert people from offending, with a focus on rehabilitation and the prevention of reoffending	Reduce offending and prevent re-offending	Restorative justice
		Integrated offender management
		Sexual and violent offenders
	Tackle serious and organised crime	Organised crime groups
		Criminal use of the roads
		Proceeds of crime
Develop better coordination, communication and partnership between agencies to make the best use of resources	The effective use of resources	Force structure
		Develop our leaders
		Effective partnerships
		Acting professionally



Police and Crime Plan—Performance

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Performance of the PCC and Cleveland Police is monitored by a variety of methods. We have agreed operational policing priorities based on PCC objectives, internal and external auditors, HMIC Inspections to ensure that we form a performance framework to help us focus on developing meaningful and achievable objectives and commitments. Proposals for performance against the PCC objectives for the period of this plan are summarised in the table below and shown in detail in the governance and accountability appendix.



PCC Objective	Measures	Outcome
Retain and develop neighbourhood policing	Measures and targets are being developed by the office of the PCC and the Force.	Reduced neighbourhood crime
Ensure a better deal for victims and witnesses	Measures and targets are being developed by the office of the PCC and the Force.	Fewer victims of crime
Divert people from offending, with a focus on rehabilitation and the prevention of reoffending	Measures and targets are being developed by the office of the PCC and the Force.	Fewer people reoffending
Develop better coordination, communication and partnership between agencies to make the best use of resources	Measures and targets are being developed by the office of the PCC and the Force.	Successful services commissioned
Working for better industrial and community relations	Measures and targets are being developed by the office of the PCC and the Force.	Organisational stability