

APPENDIX 1 - PCC 1st year in office

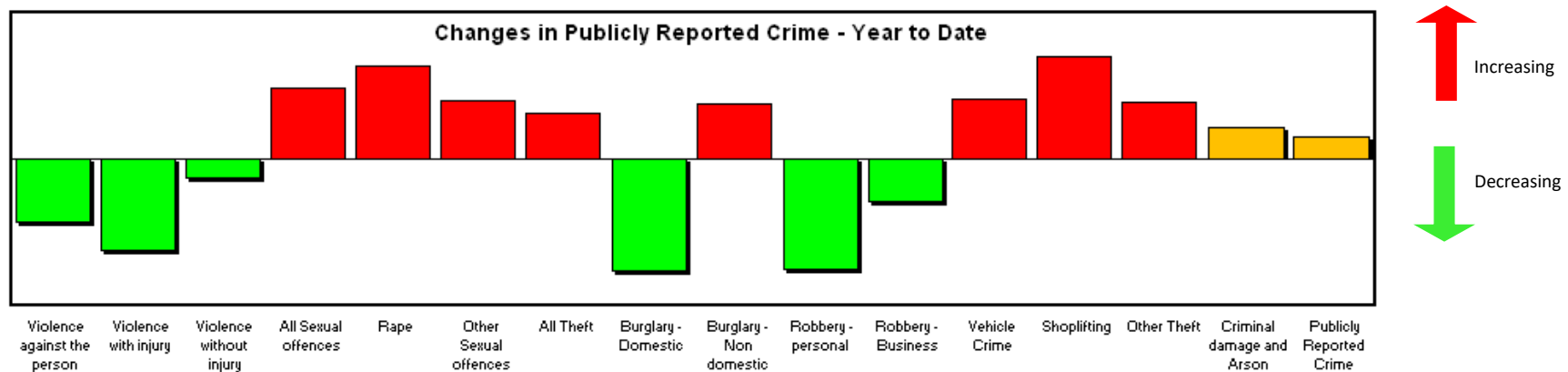
Introduction

This has been a year of significant changes; this report highlights the achievements of the Police and Crime Commissioner for Cleveland during the period November 2012 to October 2013. The Police and Crime Plan sets out the strategic direction and guidance to the Force and partners. It was developed by listening to the concerns of residents, businesses and the workforce and shows the objectives that are driving the business of the OPCC; progress of which is monitored through our robust governance framework as evidenced by internal audit. This includes

- The Police and Crime Panel
- Holding weekly meetings with the Chief Constable
- Transparent governance and decision-making where all decisions are published on the PCC website
- Robust financial planning and governance
- Creation of a PCC risk register
- Joint Independent Audit Committee
- Monitoring complaints
- Monitoring performance via scrutiny reports at the Force Strategic Performance Group
- Providing a PCC response to HMIC reports and monitoring the recommendations made.

Force Performance

For the period 2013-16, Cleveland Police aim to reduce the number of publicly reported crimes (when compared to 2012/13). The Year to Date (April – September 2013) comparison with the same period in the previous year shows an increase of 3%. If the monthly level of publicly reported crime is maintained, the Force anticipates a 2.7% increase by the end of the first year (April 2013 – Mar 2014). Cleveland Police is currently placed fifth out of six in its Most Similar Force group and 41st out of 43 in national comparisons of publicly reported crime (rate per 1,000 population), which presents some significant challenges ahead for the PCC and Force. The graph below shows the Year to Date performance (April – September 2013) by crime type. It shows decreases in *Violence against the Person* which are down by 295 crimes (8.6%). *Sexual Offences* are up 27 crimes (9.6%) and *Theft* is up by 638 crimes (6.3%) of which *Shoplifting* shows the highest number at 332 incidents (14%). Although both *Robbery* and *Domestic Burglary* have decreased so far this year, *Criminal Damage* has increased by 159 crimes (4.3%).



RETAINING AND DEVELOPING NEIGHBOURHOOD POLICING

- The PCC launched the first annual Cleveland Community Safety Awards as a means of recognising and rewarding the actions of agencies and volunteers within the local community. Over 100 public nominations were received in a variety of categories covering the work of the police, housing associations, community safety partnerships and volunteers. The awards were sponsored by local housing providers and culminated in an awards ceremony hosted by Teesside University on 15th July 2013.
- The PCC hosted the first antisocial behaviour summit in January 2013 which focussed on how to respond to reports of antisocial behaviour within 24 hours and potential changes to legislation. This event brought together residents groups, victims and statutory bodies. Feedback from the event provided suggested structures that would meet the 24hr response to reports of antisocial behaviour, together with future resourcing issues and areas for working collaboratively.
- The PCC hosted Cleveland's first Criminal Justice Volunteers fair on 14 October 2013 at Teesside University to promote volunteer opportunities. This was to increase the number of volunteering hours through recruitment of volunteers. The agencies taking part in this high profile event were:
 - Cleveland Police (Special Constables and volunteering opportunities within the Force)
 - Office of the Police and Crime Commissioner (Independent Custody Visitors, Independent Advisory Groups)
 - Courts (Magistrates and court support workers)
 - Probation (contribute to the reduction of adult re-offending)
 - Youth Offending Teams (working with local young offenders)
 - Princes Trust Charity (working with young people and inspiring them to reach their full potential)
 - Victim Support (supporting victims of crime)
 - My Sisters Place (support to women who have or are experiencing domestic abuse)
 - Safe In Tees Valley (Cadet Programme)
 - North East Prison After Care Society (NEPACS) (helping prisoners to keep family ties and facilitate resettlement)
 - Voluntary development agency (supporting activities across the whole criminal justice sector)
 - Foundation (supporting people to help end social exclusion)

RETAINING AND DEVELOPING NEIGHBOURHOOD POLICING

- In May 2013 the PCC made the Property Act Fund available to applications from across Cleveland. The fund, which consists of the proceeds from the sale of goods recovered by police that cannot be returned to their original owner, now supports projects that contribute to meeting the PCCs objectives. £17,260 has been allocated to 19 local community projects, including
 - Middlesbrough's Community Pride which took place on 14 Sept 2013 to highlight diversity in our communities and reduce hate crime
 - North-East Prison After Care Society (NEPACS) funding to assist with the delivery of specialised family and parental visits at Holme House and Kirkleatham prisons
 - Masters Training Centre to help engage young people in activities and outdoor pursuits, particularly aiming at young people who have been in trouble or are putting themselves at risk. The Centre is a training provider delivering qualifications for 13 to 16 year olds who are on an alternative education programme (i.e. those who are no longer in mainstream education).
- During April and May 2013 the PCC visited businesses across the Cleveland area, culminating in a Retail Crime Summit on 1 July 2013 when representatives from over 20 businesses from across the region met to discuss the issues identified and to share best practice. Work is ongoing to establish a regional forum whereby retailers can share with the police their corporate security strategies to ensure that police activity within retail is as effective as possible and to enable cross sector sharing of good practice. The PCC has met with the North-East Retail Crime Partnership to engage with retailers on a regional basis. This gives the OPCC the chance to discuss regional opportunities to reduce retail crime, an outcome of which has been the establishment of links between key retailers (national stores and local retailers) and Cleveland Police to share best practice.
- Following meetings between the PCC and members of the rural community, the PCC has established FarmWatch across the Cleveland area and has supported joint operations with neighbouring police forces to tackle crime. In addition, to support the fight against rural crime, the PCC will be hosting the regional Rural Crime Conference in November 2013. There will also be an opportunity for the rural community to ask questions and raise concerns via Community Click online web chat.
- The PCC believes the most effective way for tackling crime is by understanding the needs of communities and neighbourhoods, hence retaining and developing neighbourhood policing is so important. From the outset, there was a commitment to listen to the views and comments of specialists across the Criminal Justice sector. Therefore, the main focus in carrying out the responsibilities of office has been to meet with people, businesses and partners as the experts and specialists in their field. This is **'Your Force Your Voice'** which has been the main driver for identifying the changes needed and reviews have been carried out over the last 12 months. The PCC has attended meetings in all 82 of the wards in Cleveland to hear directly the views of our local communities. Meetings have also been held at schools, colleges and local businesses. The PCC has also hosted several web-chats ('Community Click'). Issues discussed at the meetings are published on the PCC website and quarterly reports are produced which identify key areas for development.
- A Youth Forum has been established to ensure the views of young people are taken into consideration. This group undertook a consultation exercise with young people across Cleveland to help inform the development of the PCCs plans. They have visited a variety of operational police units and attended a 'mock' trial at Teesside Magistrates Court to gain a better understanding of police processes and the criminal justice systems. The Forum is currently working on a community project in the Billingham area to help community cohesion.

- The PCC established the Teesside Victims Planning Group to advise on commissioning services that support victims. This includes the identification of victims' needs and solutions, as well as advice on minimum service standards. They have contributed to PCC consultation exercises and are currently working on establishing Cleveland wide standards for Restorative Justice and a better understanding of the victim experience.
- The PCC hosted a Disability Hate Crime Seminar on 27 June 2013. More than 50 representatives (who have a responsibility for dealing with disability hate crime or with disability in general) attended from organisations within both the statutory and voluntary sectors. The event led to increased understanding of disability hate crime within our communities and launched the development of a Safe Places scheme for disabled people which was implemented in October 2012. The aim of the scheme is to help people to lead independent lives by providing designated venues in communities where vulnerable people can go if needed and has attracted corporate sign-up by all Marks & Spencer shops across Cleveland.
- PCCs from Cleveland, Durham and Northumbria have commissioned the North-East Women's Network to carry out consultation exercises with victims and service providers to inform and shape a regional strategy to tackle violence against women and girls.
- The PCC supported the relaunch of 'HALO, the honour based violence and forced marriage project.
- The PCC facilitated a Probation Trust led review of the Coroners Service with the aim of identifying issues and concerns in service provision. The overall aim was to identify efficiencies and effectiveness in what is acknowledged as a service with significant scope for improvement and to assist in reducing the backlog of cases and improving performance in the future.
- Regionally supported by the three north-east PCCs, a 'Mythbuster' credit card sized publication designed to dispel the commonly reported myths and setting out the facts about asylum seeking.

DIVERTING PEOPLE FROM OFFENDING, WITH A FOCUS ON REHABILITATION AND THE PREVENTION OF REOFFENDING

- The PCC is supporting the development of restorative justice across the Force area. This was launched in May 2013. More than 160 young offenders have been dealt with using restorative justice in the first four months. It allows victims a say over punishment and requires reparation by the culprit – avoiding first-time offenders entering the traditional criminal justice system. Examples of reparation suggested by victims have included removing graffiti or repairing damage.
- Collaborating with partners by reviewing a consistent approach to Integrated Offender Management through the Reducing Reoffending group.
- Following a review of Youth Offending Services, the PCC has brought together Youth Offending Teams across Cleveland to promote consistency in service delivery across the Force area for young people. An outcome of this was the roll-out of the Triage Model to all areas of the Force. The Triage Model is used by Youth Offending Teams and police officers who work with young offenders to help reduce the risk of them reoffending. It is cited as best practice and is being rolled out nationally. It takes place at the point that a young person enters police custody following arrest and seeks to act as a 'gateway' whereby all young people entering police custody can be quickly assessed by Youth Offending Services to ensure that they are engaged with to reflect their individual needs.
- The PCC has established a Young Peoples Strategic Planning group to advise on commissioning services that prevent, divert and protect young people from crime and disorder. This includes the identification of needs and solutions, as well as advice on minimum service standards, monitoring and evaluating on a perpetrator and victim basis. The group meets bi-monthly and has been instrumental in the roll-out of triage services for youth offenders and has also carried out a consultation exercise to better understand the court process for young people who are victims of sexual exploitation.
- The PCC is paying close attention to the Troubled Families programme within the Force area and is encouraging the most successful to be emulated across Cleveland, and for the work to be regarded as 'mainstream' rather than as a time-limited project.

DEVELOP BETTER COORDINATION, COMMUNICATION AND PARTNERSHIP BETWEEN AGENCIES TO MAKE THE BEST USE OF RESOURCES

- Collaboration arrangements with other forces have been put in place to reduce costs, improve resilience and efficiency. This includes
 - The joint tendering by the seven northern police forces for the provision of Forensic Services and award of the contract which resulted in significant savings for each force.
 - The joint tender and award of a contract for the provision for interpreting and translation services across the north-east until November 2016 under the NHS shared business framework.
 - An extension of the Street Triage service provided by Cleveland Police and the Tees, Esk and Wear Valleys NHS Trust to protect people who are enduring mental health issues which have contributed to offending behaviour.
 - Establishment of the North East Regional Special Operations Unit bringing together specialist officers across 3 forces to deal with serious and organised crime. This is in addition to existing 2 force collaboration on roads policing and firearms
- Street Triage in Cleveland is seen as best practice at a national level and noted as such by the Health Secretary and the Home Secretary, cited as a leading example to be rolled out nationally by other areas and forces. The Street Triage Team is a first response team which assesses people of all ages, whether they have a learning disability, personality disorder, substance misuse or mental health issues at the first point of contact with the police, at street level and prior to a decision to detain a person under the Mental Health Act. The implementation of this system and the subsequent expansion of working hours are attributed to the PCC and collaborative working with partners in the NHS, Third Sector Local Authorities and the Force.
- The PCC is an executive member of the Cleveland & Durham Criminal Justice Board. To promote greater effectiveness and partnership working, the Local Criminal Justice Board Project Manager has relocated to the OPCC and is actively liaising with the PCC to develop activities that deliver better services across the criminal justice system.
- The PCC is supporting the Local Criminal Justice Board improving the use of Victims Personal Statements in the criminal justice process through a collaborative approach. As a result, the Crown Prosecution Service is now regularly presenting Victim Personal Statements at court hearings for domestic and sexual violence cases to inform sentencing.
- The PCC is supporting the Safer Future Communities Network via the Middlesbrough Voluntary Development Agency, which has established processes for the voluntary and community sector to influence future collaboration, reduce crime and increase community safety.
- Community Safety Partnerships (CSP) attends quarterly PCC partnership and commissioning performance meetings to monitor community safety issues. Funding grants valued in the region of £680,000 have been made for a number of community safety projects encouraging the four CSPs to focus on best practice.

WORKING FOR BETTER INDUSTRIAL AND COMMUNITY RELATIONS

- The PCC is committed to becoming a Living Wage Employer, with accreditation from the Living Wage Foundation.
- The PCC has supported the Force in the development of its Business Transformation programme, including ORBIS restructuring of the Force and AGILE the development of mobile working across the Force.
- The PCC has prepared a balanced budget for 2013/14.
- The PCC has robust financial planning arrangements to meet the severe challenge of austerity, whilst maintaining neighbourhood policing as central to a new leaner structure. This includes a new HQ and estate rationalisation. HMIC considers that Cleveland Police is on track to meet its savings requirements as set out in its Policing in Austerity: Rising to the Challenge report.
- External auditors have given the 2012/13 accounts unqualified opinion and concluded that the PCC has made proper arrangements to secure economy, efficiency and effectiveness in the use of resources.
- The PCC has reduced the budget of the OPCC by 23% when compared to Cleveland Police Authority, (which equates to £270k) to enable more money to be focused on frontline services.
- The PCC has appointed a new Chief Constable who leads nationally on integrity issues.
- The PCC is supporting the Force in the introduction of an Ethics Committees.
- The PCC lobbied for minimum alcohol pricing.
- The PCC has attended the Cleveland Police Disability Support Network and given his support to the provision of the Guide Dog's Sensory Tunnel at Police Headquarters to ensure that all Control Room staff and front-line officers/staff have a more informed understanding, when speaking with the visually impaired.
- The PCC attends the Force Staff Equality Forum and the Joint Audit Committee oversees equality as part of their terms of reference.
- The PCC has regular meetings with Staff Associations.

IN ADDITION

- Developed use of Mystery Shoppers to identify problem areas in service provision.
- The PCC briefs local MPs on local criminal justice issues.
- The PCC campaign to end the gun licence subsidy and put more money into front-line policing.
- The PCC has worked with partners to influence the reforms to the Probation Service, identifying risks and lobbying government.

Looking ahead.....

The dominant feature of the next year in office will be the challenges presented by a reducing budget. CSR 13 requires cuts of some £4.8m on top of the £15.1m of CSR 10. It seems likely that budgets will be cut further in 2014 to fund the promised expansion of the national IPCC. In order to respond to this challenge costs must be reduced and so inevitably there will be difficult choices to be made, when most costs, as elsewhere in the public sector, are in staff budgets. I am committed to support front line or neighbourhood policing through this process. I anticipate that the current estate will be reduced considerably as spend on buildings must come second to spend on officers at the front line.

In Cleveland we have not recruited at PC level since 2010 and by 2014 police officer numbers will fall below 1400. It is essential that recruitment is recommenced as soon as practicable after 2014; the health of the organisation depends on this.

Collaboration across the public sector in Cleveland must be explored; would anyone with a blank sheet of paper design what we have now as a model of efficient and effective working? Home Office and Department for Communities and Local Government have indicated that funding may be made available to progress local collaboration arrangements. The alternative is for individual organisations to look at issues in isolation, which may well not be the best way to serve the public by supporting front line provision. Never has it been more important for there to be an ethos of 'working better together' in public service. There is an important role as PCC in encouraging bodies to do this, and this will be pursued with vigour.