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

26 June 2014

2013-14 Performance Outturn Report

1 Purpose of Report

- 1.1 To provide an update of performance scrutiny undertaken by the Police & Crime Commissioner for Cleveland to support the delivery of the priorities of the Police & Crime Plan for the fourth quarter and full year of 2013-14.

2 Priorities of the Police & Crime Commissioner for Cleveland

- 2.1 The priorities of the Police & Crime Commissioner (PCC) for Cleveland are set out in the Police & Crime Plan 2013-17. These are:
- Retaining and Developing Neighbourhood Policing
 - Ensuring a Better Deal for Victims & Witnesses
 - Diverting People from Offending, with a focus on Rehabilitation and the Prevention of Re-offending
 - Developing Better Co-ordination, Communication and Partnership between Agencies - to make the Best Use of Resources
 - Working for Better Industrial and Community Relations
- 2.2 In developing his plan, the PCC has taken account of public consultation (via his *Your Force Your Voice* initiative), liaised and listened to partners and considered current levels of crime and disorder.

2.3 Cleveland Police have in turn developed Operational Plans for the first year of the Police & Crime Plan that sets out priority areas to support the Police and Crime Commissioner's priorities. The table below shows how the 2013-14 priorities of Cleveland Police support the Commissioner's priorities:

PCC Objective	Force Priority	Area of Focus / Measurement
Retaining and Developing Neighbourhood Policing	Reduce Neighbourhood Crime	<ul style="list-style-type: none"> • Antisocial Behaviour (ASB) & Criminal Damage • House Burglary • Personal Robbery
Ensuring a Better Deal for Victims & Witnesses	Improve Services to Victims And Witnesses	<ul style="list-style-type: none"> • Quality Of Service • Repeat Victimisation
	Protecting People	<ul style="list-style-type: none"> • Sexual Exploitation of Children • Hate Incidents • Sexual Offending • Domestic Abuse • High Risk Missing People
Diverting People from Offending, with a focus on Rehabilitation and the Prevention of Re-offending	Reduce Offending and Prevent Re-offending	<ul style="list-style-type: none"> • Restorative Justice • Integrated Offender Management • Sexual And Violent Offenders
	Tackle Serious and Organised Crime	<ul style="list-style-type: none"> • Organised Crime Groups • Criminal Use Of The Roads • Proceeds Of Crime
Developing Better Co-ordination, Communication and Partnership between Agencies - to make the Best Use of Resources	Effective Use of Resources	<ul style="list-style-type: none"> • Force Structure • Develop Our Leaders • Effective Partnerships • Acting Professionally

2.4 This report will update the Panel of performance scrutiny and obligations relating purely to the priorities of the Police & Crime Commissioner. This may include performance data or actions that have been undertaken by the Office of the PCC to hold the Chief Constable to account.

3 How the Commissioner Monitors Performance

3.1 The Performance Management Framework of the PCC incorporates analysis and scrutiny of data supporting each of Commissioner's key priorities, as part of overall performance management activities. This is undertaken via a number of means which are described briefly below:

PCC Quarterly Performance Scrutiny Meetings

- 3.2 Every month, the PCC holds themed scrutiny meetings with the Force Executive Team and/or partners. The first month involves scrutiny of performance and consultation with month two assessing corporate health, such as financial and human resource indicators. The third month looks at commissioning and partnerships, and then the cycle repeats.
- 3.3 At performance scrutiny meetings, focussed questions are posed of the Deputy Chief Constable regarding crime data, ASB statistics and public satisfaction levels together with a review of the latest monthly Performance Exception Report. Despite these meetings being held in private, agendas and papers are retrospectively posted on the PCC's website to aid transparency.
- 3.4 Since the last update to the Police & Crime Panel, the PCC has held two performance scrutiny meetings on 28 February and 22 May. The meeting will take place on 15 August 2014.

Monthly Crime Performance Monitoring

- 3.5 Monthly police performance data is available for a large number of strategic policing and organisational areas. The Office of the PCC prepares a summary of headlines across a range of crime categories and antisocial behaviour, referencing Cleveland's national Most Similar Group (MSG) positions, informed by the crime statistics. Other information such as public confidence and victim satisfaction levels are made available when published quarterly.

Attendance at the Strategic Performance Group

- 3.6 The PCC attends the Strategic Performance Group (SPG), chaired by the Deputy Chief Constable and attended by senior operational police officers and the crime registrar. Monthly assessment, by exception, incorporates:
- Year-to-date analysis of Operational Policing Priorities,
 - Crime & Antisocial Behaviour Performance,
 - Public Confidence and Victim Satisfaction Levels,
 - Arrest & Custody data,
 - Finance, Complaints and Sickness information,
 - National Crime Recording System (NCRS) and Victim Code of Practice (VCOP) compliance, and
 - Thematic audits of National Standard for Incident Recording (NSIR) counting rules.
- 3.7 The PCC publishes public versions of SPG Performance Exception Reports each month on the 'Performance' page of the PCC website.

Weekly Meetings with the Chief Constable

- 3.8 The PCC and Chief Constable meet weekly to consider current and future issues, including performance management, via a structured agenda. The actions from each meeting are recorded and published on the PCC's website.

4 Performance Against the Commissioner's Key Priorities

- 4.1 Performance measures for the PCC's priorities are set out in the Police & Crime Plan 2013-17. Each priority is listed below with relevant update information.

PCC Priority 1: Retain and Develop Neighbourhood Policing

Recorded Crime

- 4.2 In April 2013, Cleveland Police set a target to reduce the number of publicly reported crimes, against a baseline position of 35,144 offences recorded during 2012-13, over three years.
- 4.3 In 2013-14, the Force achieved a reduction in Publicly Reported Crime (PRC) of 0.3% (95 less victims of crime). It also achieved its lowest levels of Total Crime (TC) on record with 38,983 offences in Cleveland, a reduction of 1.4% (539 less offences) against the 2012-13 year. A breakdown of Publicly Reported Crime and Total Crime is shown in Appendix 1.
- 4.4 Cleveland's Local Policing Areas (LPAs) had the following outturns for crime performance in 2013-14 - Hartlepool (PRC -3.9%, TC -4.6%), Middlesbrough (PRC -2%, TC -3%), Redcar & Cleveland (PRC +6.5%, TC +4.8%) and Stockton (PRC -0.9%, TC -1.8%).

Positive Outcomes (Detections)

- 4.5 In 2013-14, the Force detected 10,392 (29.6%) of all publicly reported offences which is down 1.1% against the previous year.
- 4.6 Cleveland's LPAs had the following detection outturns in 2013-14 – Hartlepool (35.5%), Middlesbrough (29.1%), Redcar & Cleveland (25.7%) and Stockton (30.2%).

Antisocial Behaviour

- 4.7 At the beginning of the year, the Force set a target to reduce the number of Antisocial Behaviour (ASB) incidents when compared to 2012-13. As the year progressed, Cleveland experienced 'larger than normal' increases in ASB from April to July but these levels soon decreased from August, despite slight increases in

October and March. For 2013-14, ASB rose 8.3% (3296 more offences) against 2012-13 levels. This breaks down as Personal ASB (down 17.4%, 2259 less incidents), Nuisance ASB (up 21.5%, 5444 more incidents) and Environmental ASB (up 9%, 111 more incidents).

- 4.8 Cleveland's LPAs had the following outturns for ASB in 2013-14 – Hartlepool (+9.8%, 669 more offences), Middlesbrough (+7.3%, 855 more offences), Redcar & Cleveland (+6.9%, 612 more offences) and Stockton (+5.9%, 1149 more offences).

Local Public Confidence Survey

- 4.9 The Local Public Confidence Survey provides a structured means of obtaining feedback from local residents about the problems they face in their neighbourhood and their perception of how Cleveland Police are dealing with these problems.
- 4.10 The survey is conducted via telephone interviews amongst a random sample of local people, irrespective of whether or not they have had any previous contact with the police. Whilst the survey script has been developed locally, some of the questions asked aim to replicate those asked via the Crime Survey for England and Wales.
- 4.11 Performance is currently monitored via the following headline indicators - Perceptions of Police Performance, Fear of Crime & Quality of Life, Dealing with Local Concerns and Perceptions of ASB.
- 4.12 Local Public Confidence levels for the period April 2013 – March 2014 state:
- **84.4%** of people have confidence in Cleveland Police (-0.3% based against last quarter levels (Jan – Dec 13))
 - **69.8%** have confidence in Cleveland Police and their Local Authority (-2.1%),
 - **64.1%** think that Cleveland Police do a 'good' or 'excellent' job (+0.4%)
 - **17.3%** feel that their quality of life is affected by the fear of crime/ASB (+0.4%)
 - **6.1%** perceive there to be a high level of ASB in their area (+0.5%)

Crime Survey of England and Wales

- 4.13 The Crime Survey for England and Wales measures the extent of crime in England and Wales by asking people whether they have experienced any crime in the past year.
- 4.14 The crime survey records crimes that may not have been reported to the police and is used alongside the police recorded crime figures to show a more accurate picture of the level of crime in the country.
- 4.15 The results from the Crime Survey for England and Wales are published quarterly by the Office for National Statistics and are normally four months retrospective.

4.16 The latest results of the Crime Survey of England and Wales relate to the period January - December 2013:

- **60.8%** of people think that Cleveland Police in this area are dealing with the issues that matter locally. This level is down 3.8% points with a national position of 24th (down 11 places) against previous quarter levels (Oct 12 – Sept 13). This rate is 1.1% points lower than the national average (61.9%).
- **59.5%** of people think that Cleveland Police are doing a good or excellent job. This level is down 2.5% points with a national position of 30th (down 7 places). This rate is 2.8% points lower than the national average (62.3%).
- **60.2%** of people think that Cleveland Police and Local Authority are dealing with the crime and ASB issues that matter locally. This level is down 2.3% points with a national position of 24th (down 9 places). This rate is 0.1% points lower than the national average (60.3%).
- **70.3%** of people, taking everything into account, have confidence in Cleveland Police. This level is down 1% points with a national position of 36th (down 2 places). This rate is 5% points lower than the national average (75.3%).

Performance Scrutiny of Neighbourhood Policing

4.17 At the most recent scrutiny meeting with the Force on 22 May 2014, relating to performance during February to April 2014, the PCC posed questions in the areas of: tackling increases in crime of over 5%, the underlying reasons for the crime rises in these categories, diversionary activities/operations to reduce ASB during the summer months and the tolerances of 'stability' in relation to confidence data.

4.18 The responses provided by the Deputy Chief Constable are shown in Appendix 2.

Further Obligations to Support Neighbourhood Policing

4.19 During the last quarter of 2013-14, the PCC fulfilled the following obligations to retain and improve neighbourhood policing:

- The PCC accompanied police officers on *Operation Barber* – a cross Force response to address and prevent rural crime and reduce harm to isolated communities.
- In February, £9,925 was awarded to support 14 local voluntary and charitable community projects in a further round of allocations from the PCC's Property Act Fund. Since implementation of the new process for the awarding of funding from the Property Act Fund, 45 awards have been granted totalling £38,641.
- From January to March 2014, the PCC attended a further 13 community meetings across Cleveland as part of the *Your Force Your Voice* initiative, publishing responses to public questions on the PCC website.

PCC Priority 2: Ensuring a Better Deal for Victims & Witnesses

Victim Satisfaction Levels

- 4.20 The latest findings from the Victim Satisfaction Survey for the period April 2013 – March 2014 states 85% of victims are satisfied with the service provided by Cleveland Police (up 0.5% based against the previous period of January – December 2013).
- 4.21 The satisfaction sub-categories break down as follows:
- Ease of Contact – **97.0%** (down 0.2% against the previous period)
 - Actions Taken - **83.7%** (up 0.9%)
 - Kept Informed of Progress - **74.8%** (up 0.8%)
 - Treatment by Staff - **93.1%** (up 0.2%).

Commissioning of Victims Services

- 4.22 From 1 October 2014, the majority of support services for victims will be provided at a local level by Police and Crime Commissioners. This will replace the current model where services for victims are provided at a national level by the Government.
- 4.23 Work has been commissioned to Safe in Tees Valley to accurately define the range of services available to victims across Cleveland. The results are expected by the end of June 2014.

Performance Scrutiny by the Police & Crime Commissioner

- 4.24 At the most recent scrutiny meeting with the Force on 22 May 2014, relating to performance during February to April 2014, the PCC posed a question relating to the observed rises in quarterly victim satisfaction levels
- 4.25 The responses provided by the Deputy Chief Constable are shown in Appendix 2.

Further Obligations to Support Victims and Witnesses

- 4.26 During the last quarter of 2013-14, the PCC fulfilled the following obligations to ensure a better deal for victims and witnesses:
- Launched an event for 40 victim support volunteers providing an insight into the criminal justice system and supporting victims or witnesses of crime. Recruitment was via the PCC's Criminal Justice Volunteers Fair which took place in October.
 - Met with members of the Lesbian, Gay, Bisexual and Transgender (LGB&T) community to discuss their experiences of hate crime and how the police and other agencies can better respond to incidents when they are reported.

- Jointly organised, with the Crown Prosecution Service and the Safer Future Communities Network, an event for voluntary and community sector organisations to discuss how to improve their response to homophobic and trans-phobic hate crime.
- The Office of the PCC continues to host and facilitate forums such as the Tees Sexual Violence Strategic Group (TSVSG) and Victims Strategic Planning Group.

PCC Priority 3: Diverting People from Offending, with a focus on Rehabilitation and the Prevention of Re-offending

Restorative Justice

- 4.27 Restorative Justice (RJ) was launched in Cleveland in April 2013 as an alternative means of disposal for a number of offences committed by individuals who are under 18 years of age.
- 4.28 From April 2013 - March 2014, there were 579 crime occurrences that were dealt with by means of a RJ outcome. The table below shows how the number of RJ interventions breaks down within Cleveland’s local policing areas.

Month	Hartlepool	Middlesbrough	Redcar & Cleveland	Stockton	Total
April	2	4	6	15	27
May	8	12	14	18	52
June	6	15	13	10	44
July	6	12	12	27	57
August	15	9	1	14	39
September	15	12	9	21	57
October	12	13	11	21	57
November	8	20	12	16	56
December	5	17	10	23	55
January	8	12	6	16	42
February	4	12	8	16	40
March	5	19	7	22	53
Total	94	157	109	219	579

Restorative Justice Interventions in Cleveland for the year to date (April 13 – March 2014)

- 4.29 Offences covered by RJ are *Other Theft & Burglary, Vehicle Crime, Common Assault, Criminal Damage/Arson, Minor Robbery, Minor Drug Crimes, Antisocial Behaviour, Public Order, Harassment and Neighbour & Family Disputes.*
- 4.30 Successful case studies are outlined in a separate Restorative Justice paper being presented to the Panel at this meeting.

Introduction of Adult Restorative Justice

- 4.31 From April 2014, the scheme is to be extended to incorporate Restorative Justice for adults who have an appropriate, non offending background, and have been 'clear' of any criminal sanctions for the two years prior to a crime being reported.
- 4.32 An evaluation report of the Cleveland Police RJ programme is expected in June 2014 and will go on to form an action plan for further RJ development for Cleveland Police and its partner agencies.
- 4.33 The Panel will receive an update of Adult Restorative Justice performance in future PCC Performance Reports.

Performance Scrutiny by the Police & Crime Commissioner

- 4.34 At the most recent scrutiny meeting with the Force on 22 May 2014, relating to performance during February to April 2014, the PCC asked for an update of restorative interventions in 2013-14 and the introduction of adult restorative interventions since 1 April 2014.
- 4.35 The response provided by the Deputy Chief Constable is shown in Appendix 2.

Further Obligations to Divert from Offending and Re-offending

- 4.36 During the last quarter of 2013-14, the PCC fulfilled the following obligations to divert people from offending and prevent re-offending:
- The PCC showed his support for a project, established in partnership between Newcastle Youth Offending Team, East Durham College and the Environment Agency, which provides young people who have completed their community sentence with employment opportunities in environmental management.
 - He also visited a restoration project which involved offenders from Kirklevington Prison undertaking unpaid work within the community, whilst improving their skills and prospects of employment upon release.
 - The PCC introduced an online suggestion scheme on his website in support of Community Payback to allow the public to post suggestions for unpaid/reparative work projects in the area.

PCC Priority 4: Developing Better Co-ordination, Communication and Partnership between Agencies - to make the Best Use of Resources

Criminal Justice Partners

- 4.37 The Office of the PCC is informed by performance data from each its criminal justice partners, engages individually through regular structured meetings and collectively via the Cleveland & Durham Local Criminal Justice Board.

Regional PCC Working

- 4.38 The three North East PCCs meet on a quarterly basis to discuss issues which affect the region and assess possible opportunities for collaboration in Cleveland, Durham and Northumbria.
- 4.39 The most recent Regional PCCs Meeting held on 21 February 2014 in Durham discussed items such as minimum unit alcohol pricing / working with Balance, Regional Organised Crime Unit, HMIC 2013-14 Adult and Child Rape Data and the commissioning of victims services.

Performance Scrutiny by the Police & Crime Commissioner

- 4.40 At the most recent scrutiny meeting with the Force on 22 May 2014, relating to performance during February to April 2014, the PCC posed a question relating to how Cleveland Police map the services provided by partners.
- 4.41 The response provided by the Deputy Chief Constable is shown in Appendix 2.

Further Obligations to Support Agency Partnership

- 4.42 During the last quarter of 2013-14, the PCC fulfilled the following obligations to develop better co-ordination, communication and partnership between agencies:
- A new diversionary website and mobile application, *GiveItAGo*, was launched which allows users to find information about recreational activities within the Cleveland area in a bid to reduce antisocial behaviour. This project is jointly funded by the PCC, Erimus Housing and Hartlepool and Stockton Community Safety Partnerships.
 - School children from across Stockton learnt about how to stay safe and the important work of services in Teesside at an event held at Hardwick Community Centre. A number of agencies took part including Cleveland Fire Brigade, Tristar Housing, Stockton Borough Council Enforcement Team. Hardwick Residents Association.
 - In March, the PCC and Chief Constable attended the Teesside International Women's Day event held at Middlesbrough Town Hall, celebrating women's achievements throughout history and across nations. Its aim was to raise awareness locally and to engage with women and families in the Teesside area and offer women, and particularly young women, true equality of opportunity. The event was organised and supported by a wide range of agencies including Cleveland Police, Victim Support, Middlesbrough Council, Public Health, Welfare Rights & Housing, My Sister's Place, Barnardo's SECOS, Middlesbrough College, Fabrick Housing, University of Teesside, Cleveland Girl Guiding Unit, A Way Out, ARCH North East, HALO Project, Harbour North East and Tees Valley Women's Centre amongst others.

PCC Priority 5: Working for Better Industrial and Community Relations

Stage Two Transfers

- 4.43 During the final quarter of 2013-14, the PCC, his Chief of Staff and the PCC's Chief Finance Officer prepared and implemented Stage 2 arrangements.
- 4.44 On 22 November 2012, all police staff that were employed by Cleveland Police Authority transferred to the employment of the Police and Crime Commissioner. This was known as the Stage 1 transfer.
- 4.45 Under Stage 1, there were 405 police staff under the direct employment of the Police and Crime Commissioner for Cleveland. These were represented as 389.74 Full-Time Equivalents (FTEs) in post on the 1 July 2013.
- 4.46 As of April 2014, the PCC transferred 389 staff (374.95 FTE) to the direct employment of the Chief Constable. Ten staff (9.48 FTE) remained under the direct employment of PCC and six staff (4.31 FTE) transferred from the direction and control of the Chief Constable to the OPCC Corporate Resource Team. As a result of the transfer, there were no changes to employment terms & conditions.

Organisational Stability

- 4.47 The PCC monitors organisational data relating to capital investments, revenue expenditure, treasury management, sickness, time off in lieu (TOIL) and rest days in lieu (RIDL) via the quarterly Finance, Resource and Policy scrutiny meeting held with the Force.
- 4.48 The PCC also monitors the embedding of equality, diversity and human rights legislation, both as an employer and an emergency service provider, via monthly equality and diversity reports, attendance at equality meetings and staff forums and updates to the Force's Equality & Diversity Action Plan.

Performance Scrutiny by the Police & Crime Commissioner

- 4.49 At the most recent scrutiny meeting with the Force on 22 May 2014, relating to performance during February to April 2014, the PCC posed a question relating to progress on the analysis of the recent staff survey to provide any links to Force sickness levels.
- 4.50 The response provided by the Deputy Chief Constable is shown in Appendix 2.

Further PCC Obligations to Enhance Industrial and Community Relations

- 4.51 During the third quarter of 2013-14, the PCC fulfilled the following obligations to work for better industrial and community relations:

- In January, the Force was awarded £650k from the Government's Police Innovation Fund. The money will allow the Force to deliver and further expand a new mobile working IT solution and strengthen the successful joint units between partner agencies.
- The PCC continued to support the Force in their development of new models of working and enhancement of leadership skills through Project Orbis and business transformation projects.
- Ensured a balanced budget was achieved through the monitoring and scrutiny of the Force's finances.

5 Finance

5.1 There are no further financial implications arising from this report.

6 Risk

6.1 There are no further risk implications arising from this report.

7 Diversity and Equal Opportunities

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

8 Recommendations

8.1 This 2013-14 outturn performance report is noted.

Barry Coppinger
Police & Crime Commissioner for Cleveland

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Publicly Reported Crime and Total Crime Performance (2013-14 Outturn)

Force Performance

FORCE	APRIL 2013 – MARCH 2014			
	2013/14	2012/13	Difference	% Change
Violence Against The Person	6092	6606	-514	-7.8%
<i>Violence With Injury</i>	3597	3923	-326	-8.3%
<i>Violence Without Injury</i>	2495	2682	-187	-7.0%
Sexual Offences	580	556	24	4.3%
<i>Rape</i>	204	174	30	17.2%
<i>Other Sexual Offences</i>	376	382	-6	-1.6%
Theft	20501	20084	417	2.1%
<i>Burglary - Domestic</i>	1900	2131	-231	-10.8%
<i>Burglary - Non Domestic</i>	2647	2479	168	6.8%
<i>Robbery - Personal</i>	228	245	-17	-6.9%
<i>Robbery - Business</i>	40	35	5	14.3%
<i>Vehicle Crime (Inc Inter.)</i>	3153	3251	-98	-3.0%
<i>Shoplifting</i>	5365	4999	366	7.3%
<i>Other Theft</i>	7168	6944	224	3.2%
Criminal Damage & Arson	7876	7898	-22	-0.3%
Publicly Reported Crime	35049	35144	-95	-0.3%
Total Crime	38983	39522	-539	-1.4%

Local Policing Area Performance (2013-14 Outturn)

HARTLEPOOL	2013/14	2012/13	Difference	% Change
Violence against the Person	1081	1256	-175	-13.9%
Sexual Offences	82	75	7	+9.3%
All Theft	3027	2948	79	+2.7%
Criminal Damage & Arson	1250	1381	-131	-9.5%
Publicly Reported Crime	5440	5660	-220	-3.9%
Total Crime	6193	6491	-298	-4.6%

MIDDLESBROUGH	2013/14	2012/13	Difference	% Change
Violence against the Person	2270	2369	-99	-4.2%
Sexual Offences	179	175	4	+2.3%
All Theft	7186	7380	-194	-2.6%
Criminal Damage & Arson	2360	2317	43	+1.9%
Publicly Reported Crime	11995	12241	-246	-2.0%
Total Crime	13501	13915	-414	-3.0%

REDCAR & CLEVELAND	2013/14	2012/13	Difference	% Change
Violence against the Person	1001	1151	-150	-13.0%
Sexual Offences	119	92	27	+29.3%
All Theft	4462	3946	516	+13.1%
Criminal Damage & Arson	2028	1955	73	+3.7%
Publicly Reported Crime	7610	7144	466	+6.5%
Total Crime	8282	7901	381	+4.8%

STOCKTON	2013/14	2012/13	Difference	% Change
Violence against the Person	1740	1829	-89	-4.9%
Sexual Offences	200	214	-14	-6.5%
All Theft	5826	5810	16	+0.3%
Criminal Damage & Arson	2238	2245	-7	-0.3%
Publicly Reported Crime	10004	10098	-94	-0.9%
Total Crime	11007	11214	-207	-1.8%

Links to other Force performance related information including:

- Official Cleveland Police Crime Statistics,
- Neighbourhood Crime Statistics including outcomes (at postcode level),
- Cleveland Police Performance against English and Welsh Forces,
- Local and National Confidence Figures, and H
- MIC Inspection Outcomes & PCC Responses

are listed on Performance page of the PCC's website at:

<http://www.cleveland.pcc.police.uk/Performance/Police-and-Partner-Performance.aspx>

PCC Performance Scrutiny Questions (February - April 2014)

As part of a transparent scrutiny process, the PCC asks periodically questions of the Force to provide responses at its quarterly Performance Scrutiny Meeting. The questions below relate to the period February – April 2014. They will be assessed together with the most up to date Performance Exception Report (April 2014) at the meeting to be held on 22 May 2014. Performance scrutiny will be undertaken under the headings of the five key objectives of the Police & Crime Commissioner.

Responses to questions provided by the Force are in blue font.

1. Retaining and Developing Neighbourhood Policing

Crime Performance (see attached crime figures for Feb – April 2014)

Firstly, the Force should be commended upon the reductions in crime achieved during 2013-14 which saw an decrease in Publicly Reported Crime by 0.3% (95 less crimes) and Total Crime by 1.4% (539 less crimes) against 2012-13 levels. This is a remarkable achievement by the Force especially in light of higher crime figures recorded in the early months of the year. April 2014 also shows a particularly strong month with a drop in Publicly Reported Crime of 5.8% (175 less crimes) and Total Crime of 4.7% (156 less crimes) against April 2013 levels.

The period of scrutiny for this meeting relates to February – April 2014, which saw an overall drop in Publicly Reported Crime by 0.7% (63 less crimes) and Total Crime by 616% (157 crimes) against the same three months last year.

1. How is the Force proactively tackling crime category increases of over 5% which have significant numbers of crimes associated (i.e. Violence without Injury (Up 7.8%, 46 crimes), Rape (up 34.6%, 16 crimes), Non Domestic Burglary (up 10.7%, 68 crimes), Bicycle Theft (up 16.1%, 36 crimes), Criminal Damage (up 8.6%, 153 crimes)?

The force reviews strategic performance on a monthly basis at the Strategic Performance Review. This meeting focuses on trends and uses exceptions to focus discussion and activity. It is important that trends are used in order to restrict the likelihood of the force making knee jerk reactions to minor shifts in crime patterns.

- Some of the statistics quoted may be misleading, since they only cover the last three months.*
- Violence without injury is up 7.8% over the last 3 months but down 5% in the last 12 months, so is not seen as a significant area of concern, although we continue to monitor this trend in case it continues.*
- The proactive use of s.27, Directions to Leave, continues to be encouraged, and has had a positive impact on assaults associated with the Night Time Economy.*

- Positive action at domestic violence incidents is something that continues to be driven. This has resulted in the Force being identified as making the highest proportion of arrest at such incidents, when compared nationally. The removal of an offender can increase the confidence of a victim to make a formal complaint resulting in a substantive charge rather than release without sanction.
- Non-domestic burglaries were up 10.7% over the last 3 months, but only up 2.8% (70 offences) in the last 12, and April is down 16.6% (45 offences).
- In a number of Local Policing Areas (LPAs) there have been overnight deployments of plain clothed officers to proactively target burglary and acquisitive crime hotspots. Some of these deployments are as part of long term proactive operations that have been in operation for many months.
- In addition there has been effective targeting of known suspects as part of a strategy to 'Disrupt & Deter, along with high profile patrols in target areas at other key times of the day.
- Bicycle theft has been an issue which has been recognised as an emerging crime trend. In addition to the high profile patrols in key areas already described there has been the frequent deployment of a 'sting bike' fitted with a tracking device to identify offenders.
- There has also been increased partnership working with Local Authorities, town centre retailers and Middlesbrough University to increase the security of pedal cycles and to identify those which are insecure. In some cases this has also led to those most vulnerable cycles be secured with lock and key and information left for the owner on how to get the cycle released.
- Daily checks on second hand shops are undertaken to identify any stolen property.
- Dispersal Orders continue to be utilised as a key tactic to address high levels of Anti-Social Behaviour when this is proportionate to the level of disorder occurring. Whenever such a tactic is considered it is always done in consultation with the Local Authority. Over recent months they have been used in Billingham, Thornaby and Berwick Hills to good effect.
- There has also been increased work with Youth Services to offer diversionary activities in areas which have been targeted because of higher levels of ASB.
- Use of Antisocial Behaviour Contracts (ABCs) and Antisocial Behaviour Orders (ASBOs) continues along with partnership working with Registered Social Landlords, making joint visits to offenders' homes where they are given written warnings, ABCs and potentially tenancy breach notices.
- Increased reporting of historic offences as a result of national publicity falling out of Operation Yewtree (the Met's investigation into historical sexual abuse),
- Our work with partners on the Tees Sexual Violence Strategy Group (TSVSG), to increase the confidence of victims and encourage them to report offences, this has included ensuring that our officers record the report of rape immediately (rather than wait 72 hrs), thus giving the victim confidence that we believe and take their allegation seriously. Professor Marianne Hester has been engaged by the TSVSG to look at the use of Independent Sexual Violence Advocates (ISVAs) to see whether their deployment to support victims results in more successful outcomes. We have also established a rape scrutiny panel (made up of third sector partners) to review our rape "no crimes".

The Strategic Performance Group (SPG) report presents data on a rolling 12 month basis rather than in discrete quarters (as per the figures quoted below) hence the apparent conflict re: violence without injury. The purpose of this approach is to allow true statistical

exceptions to be identified rather than rely on simple year on year comparisons, which can sometimes be misleading. Current exception criteria can be summarised as follows:

A) Direction

- Current performance exceeds the acceptable statistical tolerances (currently set at 2 standard deviations above and below the historical average) and has done for 2 out of 3 consecutive months (or quarters, where applicable).
- Current performance is above (or below) the historical average and has been for 5 out of 6 consecutive months (or 3 out of 4 consecutive quarters).

B) Delivery

- Any instance where a service level agreement or specific performance target is missed (or where an end of year projection suggested that it will be missed).
- Any instance where performance is considered to be relatively good (or poor) when compared to other forces within the most similar group (quarterly review only).

On this basis, as at the end of April 2014 the only crime category listed below which attracted an exception flag was Rape, which is now consistently above the historical average. To contextualise this further, although the overall number of sexual offences has begun to stabilise, those considered to be most serious (e.g. rape) continue to rise. Over, the past 12 months, the force has recorded an additional 40 offences when compared to the previous year. At a National level, 40 forces are currently showing an increase in rape offences. During the past 12 months an increase of 27.0% has been observed across England and Wales, 15.6% for the Most Similar Group (MSG) and 34.0% for the North East region.

2. Is the Force researching the underlying reasons for the rise in these crime categories?

- Local neighbourhood teams work in close liaison with partners, including Local Authorities, Fire Brigade and Registered Social Landlords, through Joint Action Groups, to identify underlying causes and causation factors for crime trends and other community issues. These are then addressed in the most appropriate way and become the focus of partnership diversionary activity.
- The use of crime pattern analysis is used to identify crime hotspots and trend leading to the effective targeting of Force resources through the twice daily Pacesetter meetings.

Antisocial Behaviour (ASB)

For the 12 months to April 2014, ASB has seen a rise of 8.9% (3531 more incidents) in Cleveland with all local policing areas experiencing increases of over 8% during the same period.

1. Is the Force planning any diversionary activities / operations to reduce antisocial behaviour during the summer months?

- LPAs are progressing a number of initiatives in relation to diversionary work in partnership with local councils, such as:

- The expansion of the 'Kickz' programme in Middlesbrough.
- The development of the 'Give It A Go' initiative to signpost young people to activities in their area (Neighbourhood Teams have been tasked with encouraging activity organisers to register with 'Give It A Go'.)
- 'Hightide' – a scheme to provide work placements and activities to young people enabling them to gather evidence for potential employment or apprenticeship applications.
- The effective targeting of Youth Services to areas of greatest need/impact in terms of ASB and Criminal Damage.
- Operation 'Stay Safe' – targeting young people at risk of alcohol abuse.
- In addition increased partnership working with Local Authority Enforcement Services is assisting in achieving a true 'partnership' approach to many issues (e.g. enforcement now attend tasking meetings at Stockton LPA twice each day.)

Local Public Confidence

As at the end of March 2014, the results show that 'People who think the police and local authority deal with crime and ASB effectively in their local area' is seen as stable although is 2.3% lower than the previous year. The 'Percentage of people who think that the police in this area are dealing with the issues that matter locally' is also seen as stable although 3.8%% lower than the previous year.

1. Can the Force relate some information about their tolerances of 'stability' in relation to confidence data?

Performance assessments based on trend analysis incorporate both historical comparisons and current direction of travel. Using the Forces agreed 'exception criteria' areas of performance that fall outside the acceptable tolerances can be identified. Exception criteria can be summarised as follows:

A) Direction

- Current performance exceeds the acceptable statistical tolerances (currently set at 2 standard deviations above and below the historical average) and has done for 2 out of 3 consecutive months (or quarters, where applicable).
- Current performance is above (or below) the historical average and has been for 5 out of 6 consecutive months (or 3 out of 4 consecutive quarters).

B) Delivery

- Any instance where a service level agreement or specific performance target is missed (or where an end of year projection suggested that it will be missed).
- Any instance where performance is considered to be relatively good (or poor) when compared to other forces within the most similar group (quarterly review only).

Please note: 'Statistical tolerances' are currently set at 2 standard deviations above and below the historical average (which is based on the previous financial year)

2. Delivering a Better Deal for Victims and Witnesses

Victim Satisfaction

As at the end of March 2014, the results show that all areas assessed in victim satisfaction have increased by over 2%. The Force has been undertaking some improvement work in Victim Satisfaction with the formation of a Working Group.

1. Can the Force relate how it has managed to achieve rises in victim satisfaction in all key areas (i.e. ease of contact, initial actions taken, follow-up, treatment by staff and whole experience)?

The force is pleased with the emerging upward trends which are restoring us to the levels of satisfaction enjoyed prior to concerns in 2012/13

- There is no room for complacency however as even with this upturn, we remain at or below the national and MSG averages.
- This is the reason for the current project in which the force is collaborating with the OPCC to map and improve the victim's journey through the investigative and criminal justice process.
- While it is hard to single out any particular driver for the current upturn (which reflects progress over a rolling 12 months) potential influencing factors include:
 - 1) The impact of Service Improvement Plans that were put in place in a number of Local Authority areas in response to the dipped satisfaction results seen in 2012
 - 2) The improvements in demand management over the same period which have freed up officer time that can be invested in delivering quality The implementation of the new Orbis force structure and development of new tasking and coordination processes
 - 3) Linked to 2 above, the subsequent implementation of the new Orbis force structure and development of new tasking and coordination processes
 - 4) The development of the performance and accountability framework over this time to give a stronger emphasis on qualitative as well as quantitative performance
 - 5) The existing of the victim satisfaction project which has given a higher profile and generated organisational conversations at all levels of the force in regard to satisfaction performance and how it can be improved
- The expectation is that the current trend will be sustained as the force continues to emphasise quality of service and the work of the victim satisfaction project starts to translate into action

3. Diverting people from Offending, with a focus on rehabilitation and the prevention of Re-offending

Restorative Justice

1. Can the Force relate how successful the use of restorative interventions was during 2013-14 and report on the introduction of adult restorative interventions since 1 April 2014?

Between 1st April 2013 and the 31st March 2014 (the first 12 months of the Cleveland Police Restorative Justice (RJ) initiative) there have been 339 crime occurrences that have been dealt with by means of a RJ outcome. This will equate to more under 18s than 339, as many incidents will have concerned more than one young person (as an offender), it is not unreasonable to estimate that over 500 young people will have had matters of crime resolved by RJ and been diverted from police custody and the criminal justice system. In this sense the introduction of RJ has been enormously successful in achieving better outcomes for victims and keeping offenders crime free and out of the criminal justice system.

From 1st April 2014 the scheme was extended to incorporate RJ for adults who have an appropriate, non offending background, and have been 'clear' of any criminal sanctions for the two years prior to a crime being reported. From the 1st April 2014 there have been 56 crime occurrences dealt with by RJ, 40 youths and 16 adults (as at 19th May 2014). To answer the important issue of 'recidivism' the Force and PCC have commissioned 'Unite', a Middlesbrough based voluntary sector organisation who are experts in RJ, to conduct an independent evaluation of the Cleveland Police RJ scheme.

The key aspects of this evaluation are to research, evaluate and report upon:

- The levels of recidivism on the part of the young people whom we have had contact with i.e. how many of those young people have gone on to commit further offences after they have been involved in a restorative intervention on the part of the Force?
- To consider the views of victims of crime and their families as to their engagement with the RJ process, levels of confidence and satisfaction;
- To explore and comment upon the overall quality and consistency of RJ interventions taking place across the Force area;
- To gauge the views of members of Cleveland Police i.e. practitioners as to how effective they feel the scheme has been and how well supported they feel?
- To take views from partners within the wider criminal justice family as to the Force's use of RJ (i.e. Youth Offending Service, Youth Courts, Magistrates etc.), and
- To report and make recommendations upon the issues above and to identify other areas where the Force could improve the RJ programme in the months and years ahead.

The Unite evaluation is ongoing and the 'window' for their primary research closes at the end of May 2014. An evaluation report of the Cleveland Police RJ programme is expected in June 2014 and this will be shared with the PCC and other agencies and will go on to form an action plan for further RJ development for Cleveland Police and its partner agencies.

4. Ensuring better links between Agencies to make the best use of Resources

Partnership working is key to delivering better community safety services to the people of Cleveland.

- 1. Has the Force mapped out its partners and the services they provide and if so, has this shown to be effective?**

- No formal mapping of partners and the services they provide has taken place.
 - However, through the close partnership working that takes place on a daily basis within Neighbourhood areas, staff members learn through experience who is available to assist, along with what they can provide.
 - In those cases where staff are unsighted they at least know who to approach to get appropriate advice.
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5. Valuing those who deliver Community Safety services and encouraging good Community and Industrial Relations

1. Has the Force made progress on analysis results of the Staff Survey which may provide a link to sickness levels?

Another force has been identified as a potential benchmark or comparator as they have undertaken their second annual stress audit. Of particular interest from that force is their identification of change as the biggest driver of stress particularly in relation to the implementation of agile working principles.

Staff did not feel that there were sufficient guidance and support available during the implementation of new working practices. TLP team will liaise with the Force to understand and utilise the lessons learned in their move to a more agile working style.

**DCC Iain Spittal
22 May 2014**