



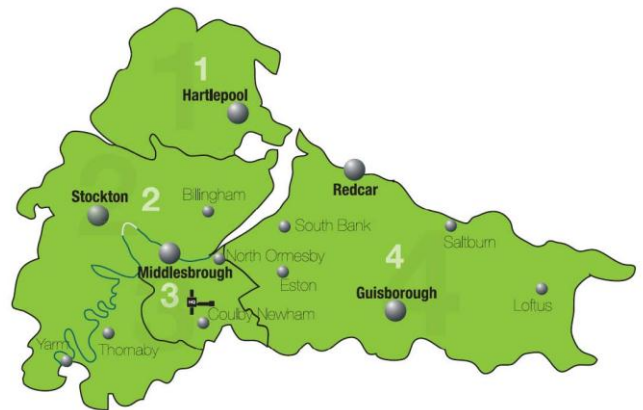
2014-17 Police and Crime Plan Appendices

About the Service Appendix

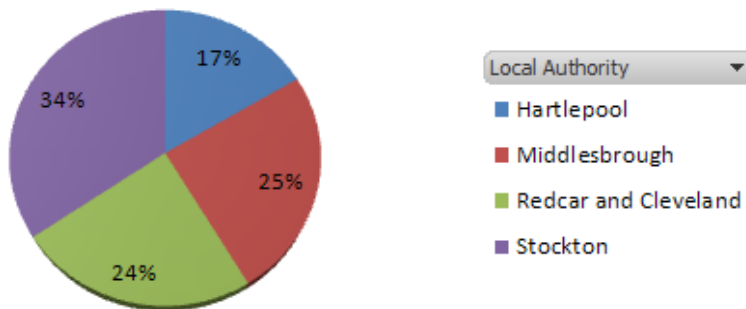
The local area and its demographics

The Police and Crime Plan is set in the context of the local area it serves. A brief summary of key factors is detailed in this section.

The Cleveland Police area is for the most part an urban area closely resembling metropolitan authorities in socio-economic characteristics and policing needs. It has a population of 557,450 people.



Population of Cleveland Police area



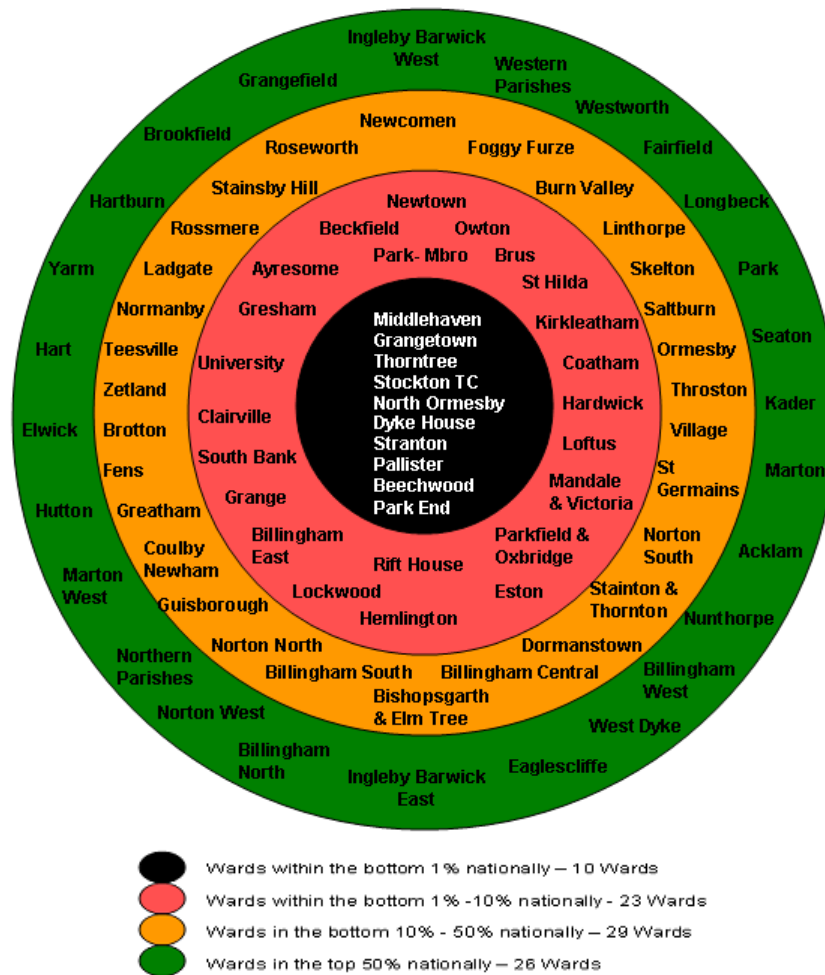
Our towns are highly populated, the area has a population of 9.3 people per hectare compared to the national figure of 3.7 per hectare. The area is home to one of the largest chemical industry complexes in Europe and one of the countries busiest sea ports. Geographically, we are the second smallest force in England and Wales¹, covering 59,656 hectares (about 230 square miles). Our main road networks are the A19 running north to south and the A66 running east to west.

It borders the beautiful North Yorkshire Moors and the North Sea coastlines which have some of the highest cliffs in the country. There are ancient fishing and mining villages to the east, an engineering and steel making industry legacy and developing marinas and towns to the west and north. The diversity of our neighbourhoods and communities varies from highly skilled professions to manual labourers. In terms of social and cultural diversity, the 2011 census figures show a population where the resident minority ethnic population to be 5.8%, the majority of which is located in Middlesbrough where it rises to 13.4%, compared to 16.3% nationally.

Parts of the area are considered to be highly deprived and there are large areas of socio-economic deprivation with 62 of the 82 wards² (70%) in the bottom 50% of the most socially deprived wards in the country. 33 of the wards (37%) are in the bottom 10% and 10 (11%) of wards are in the bottom 1% as shown in the diagram below.

¹ City of London is the smallest police force.

² There are 7,934 wards nationally. The number of wards in the Cleveland Police area reduced from 88 to 82 wards following the reconfiguration of electoral wards in Hartlepool and the diagram used to show socio-economic deprivation will be updated to reflect the change in wards.



The unemployment rate across the Force area is 12.4% compared to a national average of 8.3%, with Cleveland having the 3rd highest percentage of residents claiming job seekers allowance for over six months.

The force receives an average of 900 telephone calls per day and responds to over 2,000 ‘calls for service’ every month. The largest number of which are recorded as ‘suspicious circumstances’. These are calls from people who are concerned about either people or vehicles and their activity or behaviour.

Recorded crime has shown a steady decline over the last five years and this is reflected in the 2012/13 total recorded crime figures (YTD October 2012) which show an overall 11.4% decrease.

National ranking and comparison to Most Similar Forces

All police forces are grouped with broadly similar socio-demographic characteristics used for comparative purposes. These groupings are known as ‘Most Similar Forces’ (MSFs). Their aim is to make fairer and more meaningful peer comparisons. Putting performance into this context allows for a degree of comparison. Cleveland Police MSF comprises Northumbria, Merseyside, Greater Manchester, Humberside and West Yorkshire.

Cleveland’s MSF group exhibit socio-economic factors that indicate areas of high deprivation compared to the national norms. These forces are also areas of high expenditure on policing and experience high levels of crime. The table below outlines Cleveland’s national position as for the twelve month period to June 2012 for recorded crime categories and antisocial behaviour per 1,000 population, compared with all other English and Welsh Forces. Performance updates and comparisons with our MSF group can be seen at www.police.co.uk.

National Comparisons - 12 months ending September 2013

Crime Category	Crimes per 1000 Population	National Average	National Position
Violence against the Person	11.31	10.65	33rd
<i>Homicide</i>	0.01	0.01	9 th
<i>Violence with injury</i>	6.56	5.51	36 th
<i>Violence without injury</i>	4.74	5.13	20 th
Sexual Offences	1.05	1.05	30th
<i>Rape</i>	0.34	0.33	30 th
<i>Other Sexual Offences</i>	0.71	0.72	29 th
All Theft	36.71	32.63	39th
<i>All Burglary</i>	8.13	8.06	31 st
<i>Domestic Burglary</i>	3.52	3.96	28 th
<i>Non Domestic Burglary</i>	4.61	4.11	36 th
<i>All Robbery</i>	0.47	1.09	25 th
<i>Personal Robbery</i>	0.4	0.99	27 th
<i>Business Robbery</i>	0.06	0.11	28 th
<i>Vehicle Offences</i>	6.04	6.78	26 th
<i>Theft from the Person</i>	0.71	1.81	32 nd
<i>Bicycle Theft</i>	2.02	1.65	36 th
<i>Shoplifting</i>	9.57	5.55	43 rd
<i>All Other Theft Offences</i>	10.25	8.78	39 th
Criminal Damage & Arson	14.46	9.15	42nd
<i>Criminal Damage Offences</i>	13.92	8.80	43 rd
<i>Arson Offences</i>	0.53	0.34	40 th
Publicly Reported (Victims Based) Crime	63.99	54.57	41st
Total Crime	71.34	61.39	41st
Antisocial Behaviour	70.9	40.08	43rd

Source: HMIC Crime and Policing Comparator (<http://www.hmic.gov.uk/crime-and-policing-comparator/>)

Consultation and engagement

PCC Coppinger pledged the biggest public engagement exercise in the history of Cleveland Police. During his election campaign he said

“In the course of my election campaign I have already listened to more than 5,000 people across Cleveland, numerous organisations, police officers and staff. It has provided invaluable insight into what people expect from the police and it’s something I will replicate on a far greater scale now that I have been elected.”

“It is vital that local communities have an effective say in how their streets are policed”.

PCC Coppinger continues to undertake a comprehensive programme of public engagement, through the ‘Your Force Your Voice’ initiative which involves the Commissioner meeting with communities in each of Cleveland’s 82 wards on an annual basis to hear the public’s community safety concerns and their priorities for future policing. In addition to the community meetings attended, specific consultations are held with minority groups to ensure that their views are also taken into consideration in strategic planning.

Consultation and engagement activities focus on:

- Increasing our understanding of the communities we serve
- Ensuring clear and consistent communication with the public
- Ensuring effective consultation and community engagement.

A variety of methods are used to help ensure that as many people as possible have an opportunity to comment on the services we provide, these include:

- The Crime Survey for England and Wales which is a mandatory national face to face survey carried out on behalf of the government. This aims to assess levels of crime and public attitudes to crime.
- The User Satisfaction Survey which is a mandatory national telephone survey across a random sample of victims from the force area on a rolling monthly basis. These surveys provide us with information about the experiences of victims, which allows us to continually improve the service we deliver.
- The Local Public Confidence Survey which supplements the CSEW by providing feedback giving a local context. The survey also includes a range of diagnostic questions highlighting any concerns respondents have about policing in their neighbourhood.
- The Control Room calls back a sample of the public each day for their views on services. This gives callers the opportunity to give feedback on the level of services they have received from officers and staff and also offers an opportunity for victims to be updated on progress.
- Officers participate in formal and informal neighbourhood and community group meetings on a regular basis, meeting with local residents, councillors, representatives from the local community, businesses and other statutory partners and agencies.
- Face to face public meetings and online web chats.
- Representation on local forums and meetings.

The comments and views gained through our consultation activity are considered as part of the PCCs business planning and priority setting processes. They also input into the performance scrutiny process which is used to hold the Chief Constable to account. The full consultation reports along with a full schedule of events and activities can be viewed on the PCC website.

Appendix last updated 31 March 2014.

Partnership, Commissioning and Collaboration Appendix

The PCC has oversight, influence and involvement in the wider criminal justice and community safety landscape and is required to take account of the priorities of these agencies. This includes a responsibility to ensure the PCC provides value for money by either commissioning services, working in partnership or collaboration for making the best use of our resources. The Police and Crime Plan has been prepared working closely with the Chief Constable, with partners and with involvement of the public through my Your Force, Your Voice events.

Commissioning and Grants

A significant challenge for the coming years is to develop a workforce that is skilled and flexible to meet increasing expectations, demand and financial pressures. Some of the work being introduced on a national level will impact on policing in the Cleveland Police area and includes

- Supporting the work of the National Crime Agency.
- Work with the College of Policing.
- The development of the national police focused ICT company. This is responsible for procurement, implementation and management of ICT solutions and associated business change.
- The availability of non-ring fenced funding relating to crime and disorder reduction grants. In future years this grant will be rolled into the main police fund and PCCs will have the discretion to allocate this funding as they wish.
- Additional responsibilities and funding to commission further services in future years.

Cleveland has a number of existing contracts, these can be viewed on the PCC website at www.cleveland.pcc.police.uk.

Collaboration

The PCC collaborates with the Criminal Justice System, police forces, public and private sector organisations in any area of business where it delivers better services to the public and/or better value for money.

Collaboration is the key to securing efficiencies and reducing costs by aligning and converging processes and entering into arrangements that deliver services more cost-effectively.

Cleveland Police and the PCC have a proven track record of engaging in effective and ground-breaking partnerships with organisations that deliver, or will deliver, better operational outcomes and significant cashable and efficiency savings. These are summarised as

- Firearms training - Private Finance Initiative (PFI)
- District and custody accommodation (PFI)
- Special Operations Unit collaboration
- National Police Air Support collaboration
- Street Triage initiative with the NHS.

The PCC monitors the business benefits and delivery of contracts whilst ensuring the delivery of services in future contracts.

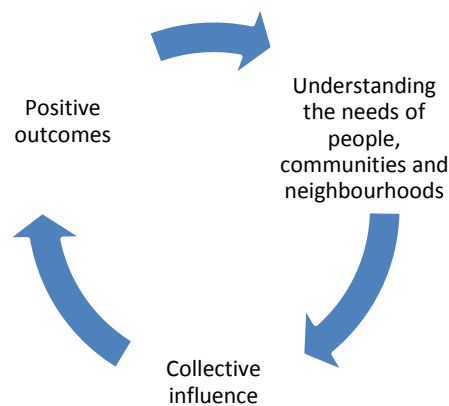
Partnerships

Reducing crime and antisocial behaviour cannot be achieved by a single organisation. Many solutions can be found through the development of better health, housing, education, employment and environmental design. The PCC has a strong commitment to working with partners and has robust links with many organisations to help develop long-term solutions to local problems.

Working collectively with partners achieves positive community outcomes. The PCC has a broad framework of partners, these are grouped as

- Statutory partners
- Local authority/voluntary sector
- Private sector.

The diagram sets out our approach.



Understanding people, communities and neighbourhoods

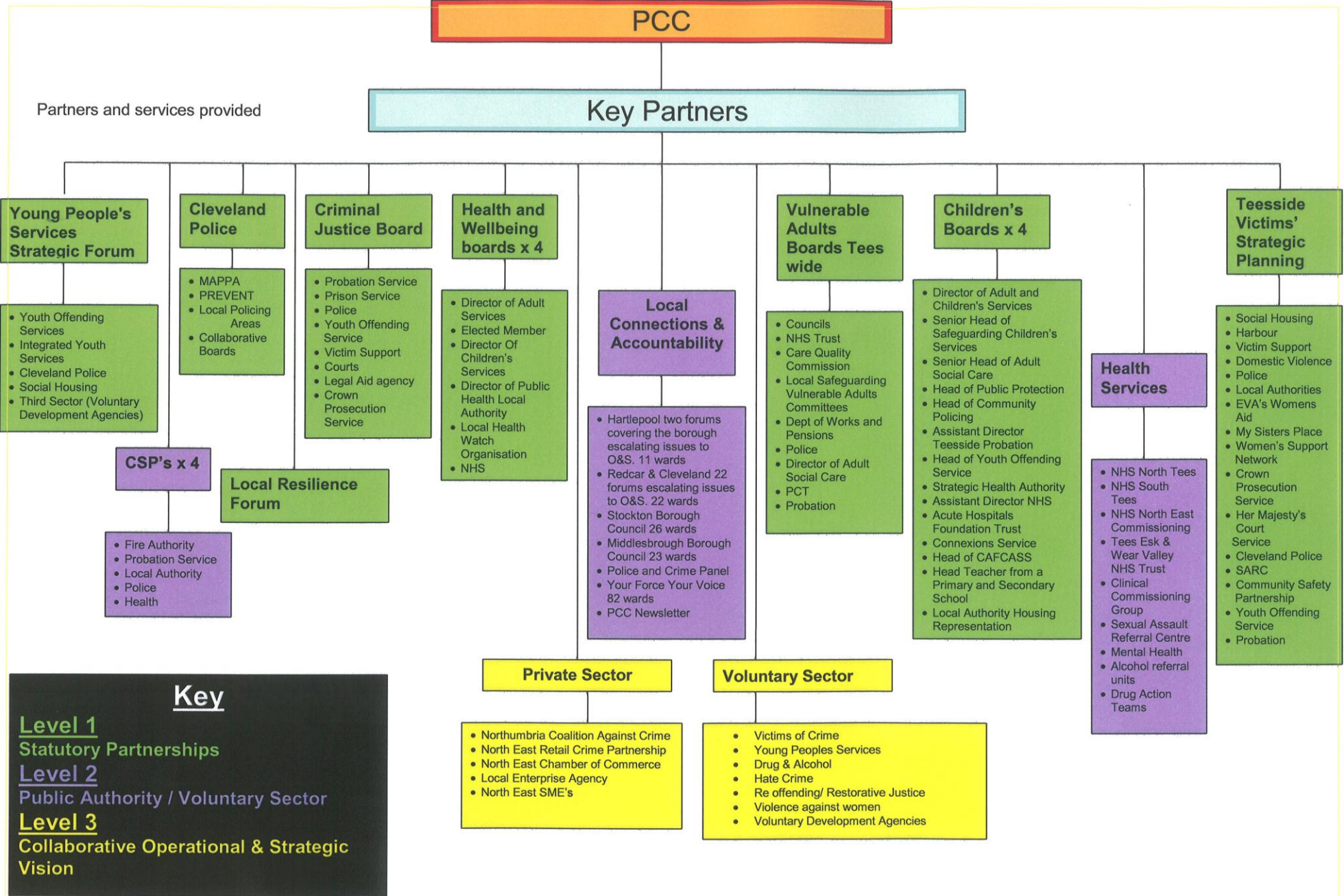
The PCC aims to represent all sectors of the community and ensure that the views of local people and businesses are heard and that resources are directed to tackle neighbourhood and community priorities to improve the quality of life.

Collective Influence

Reducing crime and antisocial behaviour is the main priority. By drawing together resources within the partnership framework the PCC will maximise the benefits to local communities, neighbourhoods and businesses.

Positive outcomes

The PCC will build on the respect and value of those who deliver policing and community safety services so that we can focus on preventing crime.



Young People Services Strategic Planning Group

This group has been set up by the PCC to provide a cohesive, coordinated approach to the planning and commissioning of services that prevent, divert and protect young people from becoming involved in crime and disorder activities. The group is instrumental in helping to develop, advise on, consortium and collaborative approaches to service delivery for young people.

Priorities

- ***Partnership working***
- Consultation and engagement with young people
- ***Promote safety of children and young people to prevent them becoming victims or perpetrators of crime***
- Early intervention and prevention
- Reduce re-offending
- Inform commissioning projects.

Cleveland and Durham Criminal Justice Board

The Cleveland and Durham Criminal Justice Board works to prevent and deal with crime and offenders. The three main strategic themes of the group are reducing re-offending, communications and engagement and, effectiveness and efficiency. These are supported by a number of action groups, including looking at the effectiveness of the Magistrate and Crown Courts and establishing a group to look at the multi-agency responses to domestic abuse through the domestic violence court.

Priorities

- Criminal Justice System efficiency
- Reducing Re-offending
- Victims and Witnesses
- Specialist Domestic Violence Courts
- Digitalisation.

The PCC is committed to reducing re-offending and ensuring a better deal for victims and witnesses and will take over the Chair of the Board in April 2014.

Health and Wellbeing Boards

Health and wellbeing boards are a forum where key leaders from the health and care services work together to improve the health and wellbeing of their local population and reduce health inequalities. The following table highlights the priorities for each local authority area.

Health and Wellbeing Board - Priorities	
<p>Hartlepool 2013-18</p> <ul style="list-style-type: none"> • Give every child the best start in life. • Ensure a healthy standard of living for all. • Create fair employment. 	<p>Middlesbrough 2013-2023</p> <ul style="list-style-type: none"> • Ensuring healthy standard of living for all. • Create and develop healthy and sustainable places and communities. • Raise aspirations and educational attainment. • Creating fair employment and good work for all. • Invest in robust early help with a focus on the family. • Support emotional health and wellbeing of young people and their families. • Improve maternal health and early years health and wellbeing outcomes. • Multi-agency approach to improving lifestyle choices. • Increasing update of preventative and early intervention programmes. • Improving emotional health and wellbeing across the life course. • Reducing variation in the management of patients with long-term conditions. • Integrated health and social care services for people with long-term conditions. • Delivering the right care, at the right time, at the right place.
<p>Redcar & Cleveland 2013-18</p> <ul style="list-style-type: none"> • Children and young people have the best start in life. • People in Redcar & Cleveland live healthier and longer lives. • More people lead safe, independent lives. 	<p>Stockton 2012-18</p> <ul style="list-style-type: none"> • Give every child the best start in life. • Enable all children, young people and adults to maximise their capabilities and have control over their lives. • Create fair employment and good work for all. • Ensure a healthy standard of living for all. • Create and develop healthy and sustainable places and communities. • Strengthen the role and impact of ill-health prevention.

The PCC is committed to working with the Health and Wellbeing Boards and attends meetings when invited.

Safeguarding Vulnerable Adults Boards Tees-wide

The PCC monitors the work of Safeguarding Vulnerable Adults Board to assess its impact on the Criminal Justice System. The Board brings together representatives from each of the main agencies that have a responsibility for protecting vulnerable adults from abuse or neglect. It is responsible for developing, monitoring and reviewing Adult Protection Policies, Procedures and Practice.

Safeguarding Children and Young People

The PCC monitors the work of Local Safeguarding Children Boards (LSCBs) to assess its impact on the Criminal Justice System. The Board brings together the organisations responsible for service for young people, children and families in a shared commitment to safeguard and promote the welfare of children. The scope of their role is to

- Safeguard all children and aim to identify and prevent maltreatment, or impairment of health or development, and to ensure that children are growing up in circumstances consistent with safe and effective care.
- Lead and coordinate proactive work that aims to target particular groups.
- Lead and coordinate arrangement for responsive work to protect children who are suffering, or likely to suffer, significant harm.

Victims Strategic Planning Group

This group has been set up by the Office of the PCC. The group provides a cohesive, coordinated approach to supporting victims. This includes the identification of needs and solutions, as well as advising on minimum service standards, monitoring and evaluation.

Priorities

- 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
- Communication and information
- Robust models of victim engagement
- Partnership working.

Community Safety Partnerships

An officer from the PCCs team attends meetings to ensure alignment of policies and activities to PCC objectives. Every year Community Safety Partnerships complete partnership strategic assessments on their area to identify emerging issues which require an extra focus by the partnership. Analysts use surveys, questionnaires, performance trends and demographic information in setting out their three year strategies/plans. The 2014-17 priorities are summarised in the table below and are used by the PCC when considering future objectives.

Safer Hartlepool Partnership	Safer Middlesbrough Partnership	Redcar & Cleveland Partnership	Safer Stockton Partnership
Reduce crime and repeat victimisation	To reduce reoffending	Reduce antisocial behaviour and associated incidents	Antisocial behaviour
Reduce the harm caused by drug and alcohol misuse	To target specific locations where there are disproportionately high levels of crime and/or deprivation	Reduce violence: domestic, sexual, and alcohol related	Violent crime
Create confident, cohesive and safe communities	To reduce repeat victimisation	Reduce house burglaries, other burglaries and other theft	Drug related offending
Reduce offending and reoffending	To reduce the harm to themselves and others by the most troubled families locally	Reduce the harm caused by drugs and alcohol	Criminal damage
	To reduce alcohol related harm	Reduce offending and re-offending	Robbery (to be included in violent crime) Alcohol related crime/antisocial behaviour Domestic violence

Although not a responsible body on CSPs, the PCC meets with the leaders from responsible authorities to tackle crime and antisocial behaviour.

Safer Future Communities

Cleveland's diverse voluntary and community sector (VCS) plays a key role in reducing crime and increasing community safety through a wide range of service provision and grass roots community activity. Cleveland Safer Future Communities Network has been established with Home Office funding to draw together voluntary and community sector agencies for the purpose of engaging with the crime and disorder agenda across the Cleveland Police area. It is co-ordinated by Middlesbrough Voluntary Development Agency.

The following are informed by contributions from across the voluntary sector and from information captured in a priorities pro-forma document completed by the organisations.

- Alcohol and drug related crime
- Antisocial behaviour
- Reducing re-offending/prisoner resettlement
- Breaking cycles of crime in families
- Supporting victims of crime
- Youth crime
- Tees Sexual Violence Strategy Group (TSVSG).

The Tees-wide partnership, hosted by Prince's Trust, is a collection of public and private sector agencies working to promote positive opportunities for young people and reduce the number not in employment, education or training.

Appendix last updated 28 April 2014.

Finance and Resources Appendix

This appendix sets out the resources that are available to the PCC. The PCC has robust financial planning arrangements to examine every aspect of our operations and spending. The plan ensures that we budget for and secure value for money, promote a sustainable and effective operating model and a progressive change programme and is scrutinised and approved by auditors.

The PCC owns all of the assets that the Force uses, owns all of the contracts that provide goods and services to the Force and is the employer of all of the police staff within the Force. From the 1 April 2014, as part of the statutory Stage 2 Transfer scheme the Chief Constable will directly employ police staff.

What will not change however is that all of the income provided for policing will be provided to the PCC. This along with redirected funding for community safety initiatives provides the total level of resources available to me in my role as PCC to deliver the services you expect for policing and crime within Cleveland.

It will therefore be for the PCC to determine how this money is best allocated and spent, in consultation with both the public and partners, and which organisations can help deliver the best services for policing and crime within the Cleveland Police area.

Long Term Financial Plan for 2014/15 - 2016/17

Government Grant

The PCCs office received notification in December 2012 of the amount of government funding (both general and specific grants) that it would receive for the 2013/14 financial year. These totalled £98,943k which was a reduction of £1,462k (1.5%) from 2012/13.

While there is no clear indication of the level of government funding for the financial years beyond 2013/14 the expectation is that it will continue to reduce across the life of this plan. The latest spending review covers government expenditure from April 2015. Over the last four years, the impact of spending reviews has been a cash reduction of £17.8m to the budget as outlined below.

- 2011/12 - £5.3m reduction (5.1%)
- 2012/13 - £6.5m reduction (6.7%)
- 2013/14 - £1.5m reduction (1.6%)
- 2014/15 - £4.5m reduction (4.8%)

Further cuts are expected to take place in 2015/16 and beyond. Based on the PCCs Long Term Financial Plan an assumption of a further £4.5 million cut in the government grant. In addition, to the above cuts the PCC budget has been top-sliced by £900,000 to support the following national initiatives

- Innovation Fund
- National Police Coordination Centre

- Independent Police Complaints Commission (IPCC)
- Force inspections (Her Majesty's Inspectorate of Constabulary)
- Direct entry schemes to the police at Inspector and Superintendent level
- Capital City grant.

Income, Fees and Charges

In addition to funding from the government the PCC generates or receives income from a number of other sources including, staff and officer secondments, policing of commercial or sporting events, investment of cash balances and a range of other activities. It is expected that funding of £2,233,000 will be received in 2014/15 to support policing and crime within Cleveland.

The PCC receives funding to commission victims and witnesses services and also contribute towards restorative justice initiatives. In addition, the PCC will become responsible for local commissioning and provision of services from October 2014 with additional commissioning responsibilities starting in April 2015 when some nationally commissioned services will end. Details of our commissioning activities are shown in the Partnerships, Collaboration and Commissioning appendix and on the PCC website.

Precept

The PCC is responsible for setting the police precept. After consulting with residents, a proposed precept is presented to the Police and Crime Panel by the 31 January each year. The current planning assumption in relation to precept is for an increase of 2% per annum for the life of this plan however this will be reviewed annually.

In the autumn of each year the OPCC looks at the spending plans for the following year and takes into account the revenue budget – (which is the day to day running costs) and the capital budget (investment in assets) and the grants that are received from government. From this the precept is set (the amount that has to be raised locally through the council tax)

Essentially the precept is calculated as:

- (a) Net cost of service
- (b) Less future efficiencies/savings
- (c) Less grants from the government (approx 70% of the budget)
- (d) = precept required from council tax.

As the grant from the government is reduced, the pressure becomes greater on maintaining a precept level that will ensure that service levels can be maintained (or improved). As a simple ready reckoner, every 1% increase of precept for the PCC generates £280k of spending or vice versa if the precept is reduced.

Savings Targets and Plans

The focus from a financial perspective over the life of this plan will be to deliver the savings needed to balance the Long Term Financial Plan (LTFP) while at the same time protecting, as much as possible, front-line services. Based on our current assumptions around cuts in government funding, future levels of precept and forecasts of pay and non-pay inflation then the following savings have been, or will be needed to balance the budget.

Summary of Long Term Financial Plan	Actual	Actual	Forecasts		
	2013/14	2014/15	2015/16	2016/17	2017/18
Funding	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Government Grant	(94,247)	(89,756)	(85,268)	(83,137)	(81,058)
Council Tax Precept	(27,608)	(28,797)	(28,802)	(29,378)	(29,966)
Council Tax Freeze Grant	(800)	(800)	(800)	0	0
Council Tax Support Grant	(6,847)	(6,868)	(6,868)	(6,868)	(6,868)
Funding for Net Budget Requirement	(129,502)	(126,221)	(121,739)	(119,383)	(117,892)
Specific Grants	(5,594)	(5,619)	(5,619)	(5,619)	(5,619)
Witness and Victims Funding	0	(180)	(599)	(599)	(599)
Partnership Income/Fees and Charges	(2,362)	(2,233)	(2,441)	(2,336)	(2,367)
Total Funding	(137,458)	(134,253)	(130,397)	(127,937)	(126,477)
%age Change in Funding	0.6%	-2.3%	-2.9%	-1.9%	-1.1%
Office of the PCC Planned Expenditure	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Staff Pay	590	585	591	600	612
Non Pay Expenditure	340	300	264	250	238
Total Planned Expenditure	930	885	855	850	850
%age Change in Expenditure	-22.6%	-4.8%	-3.4%	-0.6%	0.0%
PCC Initiatives/Victims and Witness	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
PCC Initiatives	1,698	1,510	1,022	1,521	1,392
Victims and Witnesses Services	0	258	616	616	616
Total Planned Expenditure	1,698	1,768	1,638	2,137	2,008
%age Change in Expenditure	n/a	4.1%	-7.3%	30.5%	-6.0%
Corporate Costs	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Staff Pay	178	180	180	185	190
Non Pay Expenditure	59	60	45	45	45
PFI Action Stations	5,065	5,110	5,120	5,200	5,285
PFI Uralay Nook	1,659	1,710	1,735	1,790	1,845
Asset Management	2,426	2,100	1,950	1,900	1,850
Total Corporate Costs	9,387	9,160	9,030	9,120	9,215
%age Change in Expenditure	6.7%	-2.4%	-1.4%	1.0%	1.0%

<u>Police Force Planned Expenditure</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
<u>Pay</u>	-	-	-	-	-
Police Pay	72,819	70,558	70,290	73,292	75,585
Police Overtime	1,234	1,354	1,624	1,354	1,444
Police Community Support Officer Pay	4,885	4,416	4,084	4,263	4,362
Staff Pay	7,419	6,441	5,937	6,263	6,450
Pay Total	86,358	82,769	81,935	85,172	87,841
<u>Major Contracts</u>					
Custody and Medical Contract	3,361	3,368	3,405	3,470	3,540
Outsourcing Contract	18,813	19,058	17,490	17,869	18,328
Major Contracts Total	22,174	22,426	20,895	21,339	21,868
<u>Non-Pay Budgets</u>					
Other Pay and Training	277	276	285	285	285
Injury and Medical Police Pensions	1,700	2,360	1,955	1,990	2,050
Premises	3,939	3,811	3,855	3,520	3,590
Supplies and Services	5,937	5,645	5,470	5,270	5,602
Transport	1,753	1,762	1,815	1,845	1,900
External Support	2,265	2,356	2,170	2,210	2,265
Non-Pay Total	15,871	16,210	15,550	15,119	15,691
Total Planned Force Expenditure	124,402	121,405	118,380	121,630	125,400
%age Change in Expenditure	-3.3%	-2.4%	-2.5%	2.7%	3.1%
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
(Surplus)/Deficit	(1,040)	(1,035)	(495)	5,800	10,995
Planned Transfers to/(from) General Fund	0	(680)	0	0	0
Contribution to Capital Programme	0	800	455	460	465
Planned Transfers to Earmarked Reserves	1,040	915	40	40	40
Net (Surplus)/Deficit After Reserves	0	0	0	6,300	11,500
<u>General Reserves</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
General Fund Balance c/f	7,025	6,345	6,345	6,345	6,345

Continuous monitoring of service demand ensures the best use of resources, rigorous business processes scrutinise all spend, large or small and cut out anything that is non-essential. A summary of savings for 2014/15 and 2015/16 is

PCC Savings Summary for 2014/15 and 2015/16	2014/15 £k	2015/16 £k	Savings over the 2 years £k
Savings Summary PCC and Corporate Costs			
Office of PCC	45	30	75
<u>Corporate Costs</u>			
Minimum Revenue Provision	180	35	215
Interest Payable	100	65	165
Printer Lease	45		45
	325	100	425
Arrest Referral Services/PCC Initiatives	400	375	775
Total PCC and Corporate Savings	770	505	1,275
Savings Summary - Police Force			
<u>Police Pay</u>			
Reduction in Police Officer Nos. through implementation of Orbis	3,150	1,450	4,600
Implementation of National Changes to Police Officer T&Cs	350	340	690
	3,500	1,790	5,290
<u>PCSO's Pay</u>			
PCSO vacancies deleted and ER/VRs	390	390	780
Lower Employer pension contribution rates from 1st April 2014	60		60
	450	390	840
<u>Staff Pay</u>			
Staff vacancies deleted and ER/VRs	1,085	630	1,715
Lower Employer pension contribution rates from 1st April 2014	80		80
	1,165	630	1,795
<u>Non-Pay Savings</u>			
Contract and Procurement Savings	800	1,900	2,700
Estates Rationalisation	120	70	190
Professional Fees	300		300
Other non-pay savings	135	100	235
Collaboration	75	230	305
Mounted non pay	40		40
	1,470	2,300	3,770
Police Force Overall Savings	6,585	5,110	11,695
Total Savings	7,355	5,615	12,970

PCC Initiatives - Victims and Witnesses Services

The PCC has wider responsibilities than those relating solely to the police force, including the delivery of community safety and crime reduction, the ability to make crime and disorder reduction grants and a wider responsibility for the enhancement of the delivery of criminal justice in their area. With this in mind the PCC has set

aside funding, in an initiatives fund, to support work in both these wider areas of responsibility and to commission and support work to improve services delivered to Victims and Witnesses. As decisions are made in relation to where these funds are to be spent they will be made available on the PCCs website. The total fund for 2014/15 will be £1,768,000.

Staffing

As a service provider people are our biggest and most valuable resource and the largest portion of our finances is committed to pay. Pressures on the budget resulting from cuts have led to the need to downsize and restructure. This work is being carried out by the Force Business Transformation Unit who are exploring a number of initiatives. These include the retirement of officers through the use of A19 regulations, medical retirements, police staff early retirement/voluntary redundancy and job evaluation. Based on current projections the staff of the PCC and Force will be at the following levels:

Employee numbers (average per year)	2014/15 FTEs	2015/16 FTEs	2016/17 FTEs	2017/18 FTEs
Police Officers	1,378	1,349	1,349	1,349
PCSOs	145	132	132	132
Police Staff - Police Force	184	166	166	166
Office of PCC Staff	15	15	15	15
Total staff (FTE)	1,722	1,662	1,662	1,662

The second stage of a statutory staff transfer took place on 1 April 2014 when the PCC and the Chief Constable became corporate soles. The result of the transfer was that the majority of staff transferred from the employment of the PCC to the employment of the Chief Constable.

Police Officers

The force has a significant challenge in having to manage down its police officer numbers against the funding levels available. It was agreed by the Chief Constable and PCC that a functional policing model would be developed for implementation and that police officer numbers will be reduced through natural wastage and the continued use of A19 regulations to retire officers when they reach 30 years’ service.

Capital Plan

The assets owned by the PCC are an essential part of delivering the Police and Crime Plan. The Capital Plan is a strategically focussed approach to investments required to deliver policing in the 21st century in line with the PCCs vision. It is built on the emerging themes arising from the Force’s Facilities, Equipment, ICT and Fleet strategies. The Capital Plan does not allow for the financing or costs of any new headquarter building or the Agile project as specific business cases will be prepared outlining their individual financial implications. The PCCs Capital Plan is summarised below.

CAPITAL PLAN 2014/18	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Earmarked Reserve/ Funding brought forward	615	899	600	436
Capital grant	1,225	1,200	1,200	1,200
Contribution from revenue	800	455	460	465
Capital receipts	100	100	100	100
Supported capital borrowing	760	760	760	760
Projected in-year funding available	2,885	2,515	2,520	2,525
2013/14 Capital programme				
Expected carry forwards	872			
Police Force new capital schemes				
Facilities	75	80	210	0
Equipment	4	9	0	0
ICT	650	1,625	1,200	350
Fleet	800	1,100	1,274	1,206
Provision for business cases	200			
Total Capital Programme	2,601	2,814	2,684	1,556
Earmarked Capital Reserve/ Funding carried forward	899	600	436	1,405

Appendix last updated 31 March 2014.

Governance and Accountability Appendix

The PCC uses a broad range of information and performance measures to assess progress towards meeting his objectives and, by taking account of emerging threats and opportunities, will consider how best to reduce crime and disorder in the Cleveland area. This governance framework allows the PCC to take sound decisions and to achieve overall objectives in an open and accountable way.

In a policing context, good governance is about how those responsible for the service ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It is about good decision-making. It comprises the systems, processes, cultures and values by which the PCC and Chief Constable directs and controls the organisation.

Three important changes to the policing landscape resulted from the 2011 Police and Social Responsibility Act:

- Abolition of the Police Authority and the transfer of most of its functions to the elected Police and Crime Commissioner (PCC).
- Establishment of both the PCC and the Chief Constable as corporations sole.
- Creation of an additional body – the Police and Crime Panel (PCP) – whose core role is to hold the PCC to account.

The PCC is committed to providing the highest standards of service with integrity. The governance framework allows us to exercise integrity, openness and accountability for decisions.

The PCC and Chief Constable have developed a Memorandum of Understanding setting out how specific areas of business are conducted between the PCC and the Chief Constable and a single Corporate Governance Framework covering both legal entities to take account of changes brought about by the Stage 2 Transfer.

The Police and Crime Panel

The role of the Police and Crime Panel is to hold the PCC to account, and assist, the PCC in the way they exercise their role. They scrutinise the actions and decisions of the PCC and make sure information is available for the public.

Cleveland panel is made up of 12 local councillors from each of the area's four local authorities and two independent (non-councillor) co-opted members appointed by the Panel. The powers of the Panel are shown in the table overleaf.

Powers of the Police and Crime Panel

- Require the PCC (or member of their staff) to attend panel meetings to answer questions.
- Request the Chief Constable attends a panel meeting to answer questions, where it has already required the commissioner to appear before the panel.
- Appoint an acting commissioner from amongst the PCCs staff if the commissioner elect has resigned, been disqualified, incapacitated or suspended.
- Veto the PCCs proposed precept.
- Veto the PCCs proposed appointment of a Chief Constable.
- Review the PCCs draft police and crime plan.
- Review the PCCs annual report.
- Hold confirmation hearings for the PCCs proposed chief executive, treasurer and deputy PCC appointments.
- Deal with complaints about the PCC, including passing on any allegations about criminal offences to the Independent Police Complaints Commission.

Decision Making Framework

The PCC is the legal contracting body who owns all the police assets and liabilities, with the responsibility for the financial administration of the Office of the PCC and the Force, including all borrowing limits.

The PCC will receive all funding, including the government grant and precept, and other sources of income, related to policing and crime reduction and will make all decisions in relation to the allocation of funds/grants, unless formally delegated within the Scheme of Delegation.

The Scheme of Delegation is incorporated into the Corporate Governance Framework and is intended to ensure the efficient discharge of the PCCs duties by setting out clearly who is empowered to make what decisions. The aim of the scheme is to demonstrate that decisions are soundly based on relevant information and that the decision making process is open and transparent. Details of the Corporate Governance Framework are available on the PCC web page at www.cleveland.pcc.police.uk.

Decisions are published on the PCC website together with background information and rational.

Strategic Policing Requirement

Each year the Home Secretary sets out their Strategic Policing Requirement (SPR) for the police. This is part of the legislative framework and is a statutory document prepared by the Home Office setting out the national threats that the police service must address when preparing local objectives. The PCC monitors and scrutinises the ability of Cleveland Police to support the objectives of the SPR in addressing current national threats as part of its performance framework.

Performance Framework

The PCC is responsible for the performance of the totality of policing in the Cleveland Police area and therefore will scrutinise crime in every category to ensure quality of service and performance is maintained and where necessary improved. The performance framework focuses on the PCC objectives along with a range of other indicators that will be regularly monitored during the life of this plan.

PCC OBJECTIVE	HOW THIS WILL BE MEASURED	WHAT THE PCC WILL DO
Retain and develop Neighbourhood Policing. Outcome: Reduced Neighbourhood Crime	Analyse and scrutinise: <ul style="list-style-type: none"> • Publicly Reported Crime Data. • Antisocial Behaviour levels. • Public Confidence ratings. • National and Most Similar Force Positions for Crime Categories. • Performance measures associated with any commissioned services. 	<ul style="list-style-type: none"> • Weekly accountability meetings with Chief Constable. • Monthly attendance at the Strategic Performance Group. • Quarterly Performance Scrutiny Meetings with the Force. • Publication of Force Monthly Performance Exception Reports on the PCC website. • Attend at least one local area meeting in each of the 82 wards. • Commission services to assist in retaining and developing Neighbourhood Policing.
Ensure a better deal for victims and witnesses. engagement with victims. Outcome: Improved Victim Satisfaction	<ul style="list-style-type: none"> • Analyse victim crime and satisfaction data supplied by our Force and partner agencies. • Develop and deliver key actions identified through engagement with victims through the Victims Strategic Planning Group. • Performance measures associated with any commissioned services. 	<ul style="list-style-type: none"> • Establish Cleveland-wide groups to embed best practice in the support victims of crime. • Generate support to influence the future developments and activities with our Force and partner agencies. • Commission services to assist in ensuring a better deal for victims and witnesses.
Divert people from offending, with a focus on rehabilitation and the prevention of reoffending. Outcome: Fewer People Reoffending	<ul style="list-style-type: none"> • Analyse all available offending data to develop diversionary initiatives within Cleveland. • Measure the level of success of restorative justice interventions. • Performance measures associated with any commissioned services. 	<ul style="list-style-type: none"> • Establish a Young People's Strategic Planning Group to plan and commission services that prevents and diverts young people from becoming involved in crime. • Develop a restorative justice approach with the Force and partner agencies. • Commission services to assist in diverting people from offending, with a focus on rehabilitation and the preventing of reoffending.

PCC OBJECTIVE	HOW THIS WILL BE MEASURED	WHAT THE PCC WILL DO
<p>Develop better coordination, communication and partnership between agencies to make the best use of resources.</p> <p>Outcome: Successful Services Commissioned</p>	<ul style="list-style-type: none"> • Measure the level and effectiveness of partnership working through agreed deliverables. • Monitor partner performance data to inform the PCCs objectives. • Performance measures associated with any commissioned services. 	<ul style="list-style-type: none"> • Ensure resources are given priority at the front-line. • Improve partnership working with relevant agencies (e.g. criminal justice, advisory groups, and voluntary and community sector) and in the use of police volunteers. • Commission services to develop better coordination, communication and partnership between agencies to make the best use of resources.
<p>Working for better industrial and community relations.</p> <p>Outcome: Organisational Stability</p>	<ul style="list-style-type: none"> • Monitor all aspects of police human resources data (e.g. sickness, equality and diversity). • Monitor all finance data in respect of the police service with particular reference to capital investments, revenue expenditure and treasury management. • Performance measures associated with any commissioned services. 	<ul style="list-style-type: none"> • Establish stability in the Chief Constable's team. • Develop new ways of working and prepare a balanced budget. • Emphasise the importance of integrity and openness. • Fight for the interests of Cleveland Police locally, regionally and nationally. • Commission services to improve industrial and community relations.

Audit and Inspection

Audit Committee

The Audit Committee supports and advises the PCC and the Chief Constable. It comprises five members of the public who are independent of the Office of the PCC and Cleveland Police. The Audit Panel is responsible for enhancing public trust and confidence in the governance of the Office of the PCC and Cleveland Police. It also assists the PCC in discharging statutory responsibilities in holding the police force to account. This is achieved by

- Considering internal and external audit reports.
- Advising the PCC and Chief Constable of Cleveland Police according to good governance principles.
- Providing independent assurance on the adequacy and effectiveness of the PCC and Cleveland Police internal control environment and risk management framework.
- Overseeing the effectiveness of the framework in place for ensuring compliance with statutory requirements (and in particular those in respect of health and safety and equalities and diversity).
- Independently scrutinising financial and non-financial performance to the extent that it affect the OPCC and Cleveland Police exposure to risks and weakens the internal control environment.

- Overseeing the financial reporting process.
- Overseeing police complaints.

In setting up the Audit Committee, the PCC and the Chief Constable had regard to the CIPFA Guidance for Local Authorities on Audit Committees (2005). That guidance has been incorporated into the terms of reference for the Audit Committee which can be viewed on the PCCs web page at www.cleveland.pcc.police.uk.

Her Majesty's Inspectorate of Constabulary (HMIC)

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing activity in the public interest.

In preparing their reports, they ask the questions which citizens would ask, and publish the answers in accessible form, using their expertise to interpret the evidence. They provide authoritative information to allow the public to compare the performance of their force against others, and their evidence is used to drive improvements in the service to the public.

As the body responsible for inspecting and reporting on the efficiency and effectiveness of policing in England and Wales, the HMIC has had to respond and keep pace with these changes. As a result, 2014/15 will see some major changes both to the scope and pattern of HMIC inspections, and to how they communicate the results of this work to the public.

They will be introducing a new, annual programme of all-force inspections; the intention is that this programme will first report in its entirety in autumn 2015; however, fieldwork will begin in late summer 2014, and they will provide an interim assessment in November. These regular force inspections will proactively assess how well each police force: cuts crime; provides a service that is fair; and provides value for money.

HMIC will develop and implement this programme alongside conducting their national thematic inspections (which in the last year have reported on and encouraged improvement in such vital areas as the use of stop and search powers, police integrity and how forces are meeting the demands of austerity), joint inspections, commissions from the Home Secretary and local policing bodies, and inspections of other national law enforcement agencies. This represents a huge amount of change and work in 2014/15, which will be a year of transition for HMIC.

The HMIC have already committed to carrying out the following thematic inspections in late 2013/14 to 2014/15:

- Making Best Use of Police Time
- Valuing the Police Programme – Phase 4
- Undercover Policing (Home Secretary commission)
- Domestic Abuse (Home Secretary commission)
- Crime Data Integrity
- Child Protection.

In addition they will carry out the following inspections commencing in 2014/15:

- Valuing the Police Programme – Phase 5
- Strategic Policing Requirement
- Police Integrity and Leadership
- Follow up to *Mistakes Were Made* report
- Revisit of Stop and Search
- Protecting Vulnerable People programme: Missing Children
- Police Management of Information
- Police National Database (PND) audit
- Use of the Police National Computer (PNC) by Non-Police Organisations.

Further thematic inspections have been proposed but not yet agreed (Modern Slavery, So-called Honour Based Violence and Cyber Crime).

The HMIC will continue to produce comparative data for every force which will be published on their website; www.hmic.gov.uk this will include information on performance, good practice and where they consider there are areas for improvement.

Not all inspections will involve visits to all forces, some will be risk based others will be based on the data already produced by each force. Results of inspections will be regularly reported on the HMIC's website.

The outcomes form part of the Chief Constables and the PCCs business planning processes and the PCC publishes his response to inspections on his website.

The joint Audit Committee considers the outcomes of HMIC inspections, external review agencies and any internal inspection reports that provide assurance on the internal control environment and/or may highlight governance issues. In addition, the PCC may ask HMIC to undertake thematic inspections of specific issues of concern.

Risk Management

Effective risk management is an essential part of planning and governance. It minimises exposure to the potential loss of service, reputation, life and limb and physical assets and is a key building block in ensuring the sustainable delivery of services.

The PCC and the Force have complementary risk registers which are monitored and reviewed on a quarterly basis by the Audit Committee that will assess any new or emerging risks as well as the progress of action plans.

Complaints and Professional Standards

Public confidence in the police depends on police officers and police staff demonstrating the highest level of personal and professional standards of behaviour.

Cleveland Police expects the highest standards of conduct and performance from all police officers and police staff.

The PCC has responsibility for complaints against the Chief Constable and is required to monitor all complaints made against officers and staff. This function is carried out by the Audit Committee.

Everyone has a responsibility to report any wrongdoing, to ensure our high standards are not compromised. Details of how to make a complaint and our Whistleblowing policy can be found on the Force and PCC websites.

Appendix last updated 31 March 2014.