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

21 October 2014

Quarter 2 2014-15 Performance Monitoring Report against the Police and Crime Plan

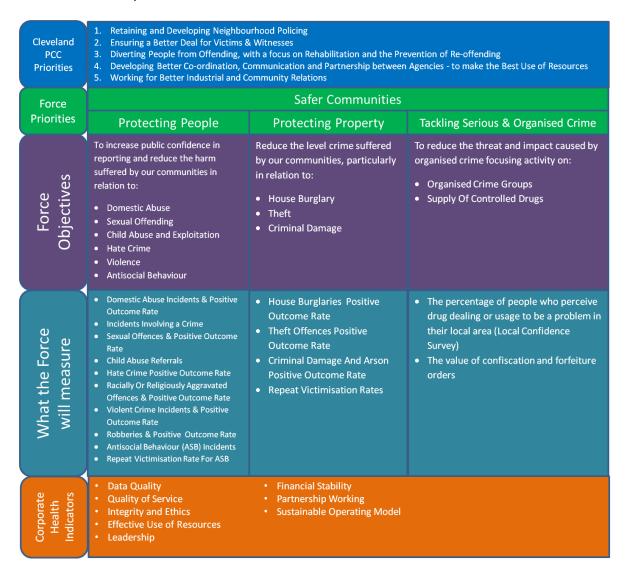
1 Purpose of Report

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 second guarter of 2014-15.

2 Priorities of the Police & Crime Commissioner for Cleveland 2014-17

- 2.1 In April 2014, the Police & Crime Commissioner (PCC) for Cleveland launched his second Police & Crime Plan for 2014-17. The priorities remain:
 - 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 the 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 During 2013-14, the PCC was involved in the Force's priority setting process and Cleveland Police in turn have revised their operational plans for the second year of the Police & Crime Plan.
- 2.4 The table below shows how the priorities of Cleveland Police support the Commissioner's priorities:



2.5 This report will update the Police & Crime Panel of scrutiny activity associated with the delivery of the priorities of the Police & Crime Commissioner. Supplied operational performance data will provide context.

3 Performance Management Framework of the PCC

- 3.1 The Performance Management Framework of the PCC ensures analysis and scrutiny of priority related performance data, as part of overall performance management activities.
- 3.2 The table below (taken from the Police & Crime Plan 2014-17) outlines how the PCC measures success in regards to performance.

PCC OBJECTIVE	HOW THIS WILL BE MEASURED	WHAT THE PCC WILL DO
Retain and develop Neighbourhood Policing. Outcome: Reduced Neighbourhood Crime	 Analyse and scrutinise: 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. 	 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 & witnesses Outcome: Improved Victim Satisfaction	 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 PCCs Victims Strategic Planning Group. Performance measures associated with any commissioned services. 	 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 Develop better coordination, communication and partnership between agencies to make the best use of resources. Outcome: Successful Services Commissioned	 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. 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. 	 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. Ensure resources are given priority at the front-line. Improve partnership working with relevant agencies (e.g. criminal justice, advisory groups, 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.
Working for better industrial and community relations. Outcome: Organisational Stability	 Monitor all aspects of police human resources data (e.g. sickness levels, equality & diversity info). 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. 	 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.

3.3 The PCC facilitates scrutiny and accountability via the following forums:

PCC Quarterly Scrutiny Meetings

- 3.4 Every month, the PCC holds themed scrutiny meetings with the Force Executive Team and/or partners. The first month involves scrutiny of crime performance and consultation with month two assessing corporate health indicators, primarily financial and that of human resource. The third month details commissioning and partnership activity, and then the cycle repeats.
- 3.5 At Performance Scrutiny Meetings, focussed questions are posed of the Force about crime data, ASB statistics and public satisfaction levels together with a review of the latest Performance Exception Report. Despite these meetings being held in private, the agendas, minutes and papers are retrospectively posted on the Cleveland PCC website to aid transparency.
- 3.6 Since the last report in July, the PCC held a Performance Scrutiny Meeting on 4 September, covering the period May to July 2014. Questions posed by the PCC and their responses are shown in full in Appendix 2. The next Performance Scrutiny Meeting is scheduled to take place on 20 November 2014.

Monthly Crime Performance Monitoring

3.7 Monthly police performance data is available for a number of strategic policing and organisational areas. The Office of the PCC continually reviews crime statistics, antisocial behaviour levels and Cleveland's national and Most Similar Group (MSG) positions. Other information such as public confidence and victim satisfaction levels are made available when published quarterly.

Attendance at the Strategic Performance Group

- 3.8 The PCC attends the Strategic Performance Group (SPG), chaired by the Deputy Chief Constable and attended by senior operational police officers and related personnel. 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
 - National Crime Recording System (NCRS) data
 - Victim Code of Practice (VCOP) compliance
 - Thematic audits of National Standard for Incident Recording (NSIR) counting rules
 - Finance, complaints and sickness information.
- 3.9 The PCC publishes public versions of SPG Performance Exception Reports each month on the *Force Accountability* page of the Cleveland PCC website.

Weekly Meetings with the Chief Constable

3.10 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 also published on the *Force Accountability* page of the Cleveland PCC 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 2014-17. Each priority is listed below with relevant update information.

PCC Priority 1: Retain and Develop Neighbourhood Policing

Supporting Performance Information

4.2 The following performance data is provided as context to support the retention and development of neighbourhood policing.

Recorded Crime

4.3 The Force continues to aim to reduce the number of publicly reported crimes. The table below shows the outturns for Cleveland Police and its Local Policing Areas (LPAs) for Publicly Reported Crime (PRC) and Total Crime (TC) in Q2 (July – September 2014) and Year to Date (YTD) (April – September 2014) when compared to the same periods in 2013-14. The difference in the number of crimes is shown in brackets.

	Q2 2014-15		YTD 2014-15	
	PRC	TC	PRC	TC
Hartlepool	+5%	+1.4%	+0.3%	-1.5%
	(+71)	(+23)	(+9)	(-49)
Middlesbrough	-2%	-2%	-3.9%	-4%
	(-62)	(-69)	(-238)	(-275)
Redcar & Cleveland	+2.7%	+2.2%	+2.6%	+1.2%
	(+51)	(+44)	(+96)	(+49)
Stockton	-18%	-16.6%	-12.1%	-11%
	(-504)	(-505)	(-647)	(-642)
Force	-4.8%	-5%	-4.3%	-4.6%
	(-444)	(-507)	(-780)	(-917)

4.4 A breakdown of the above recorded crime levels is outlined in Appendix 1

Antisocial Behaviour

4.5 In 2014-15, the Force aims to reduce the number of 'personal' Antisocial Behaviour (ASB) incidents when compared to 2013-14. For the year to date (April to September), ASB has risen 4.8% (1109 more/ offences) against the levels recorded for the same period in 2013-14.

- 4.6 Cleveland's LPAs have the following outturns for ASB for April to September compared with 2013-14 levels:
 - Hartlepool (+2.4%, 101 more offences)
 - Middlesbrough (+10.6%, 705 more offences)
 - Redcar & Cleveland (+7.2%, 376 more offences)
 - Stockton (-1.8%, 127 less offences)
- 4.7 A category breakdown of ASB levels is outlined in Appendix 1.

Local Public Confidence Survey

- 4.8 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. 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. Performance is monitored via the following headline indicators Perceptions of Police Performance, Fear of Crime & Quality of Life, Dealing with Local Concerns and Perceptions of ASB and Drug Dealing/Usage in their local area.
- 4.9 The levels of Local Public Confidence for the 12 months ending September 2014 state:
 - **64.9%** think that Cleveland Police do a 'good' or 'excellent' job (-0.1% based against last quarter levels (12 months ending June 2014))
 - **16.5%** feel that their quality of life is affected by the fear of crime or Antisocial Behaviour (-0.7%)
 - **69%** have confidence in Cleveland Police and their Local Authority (-0.9%)
 - **6.7%** perceive there to be a high level of ASB in their area (-0.1%)
 - **16%** of people perceive drug dealing or usage to be a problem in their local area (+0.3%).
 - **84.2%** of people have confidence in the police in this area (-0.2%)

Crime Survey for England & Wales

- 4.10 The Crime Survey for England & Wales measures the extent of crime by asking people whether they have experienced any crime in the past year. 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. The results from the Crime Survey for England & Wales are published quarterly by the Office for National Statistics and are normally four months retrospective.
- 4.11 The latest results of the Crime Survey of England and Wales relate to the 12 months to the end of March 2014:

- **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 0.1% points with a national position of 20th (up 4 places) against previous quarter levels (12 months to December 2013). This rate is 0.1% points lower than the national average (60.3%).
- **59%** of people think that Cleveland Police in this area are dealing with the issues that matter locally. This level is down 1.8% points with a national position of 31st (down 7 places) against previous quarter levels. This rate is 3.3% points lower than the national average (62.3%).
- **60.4%** of people think that Cleveland Police are doing a good or excellent job. This level is up 0.9% points with a national position of 28th (up 2 places) against previous quarter levels. This rate is 2.1% points lower than the national average (62.5%).
- **72.2%** of people, taking everything into account, have confidence in Cleveland Police. This level is up 1.9% points with a national position of 32nd (up 4 places) against previous quarter levels. This rate is 3.3% points lower than the national average (75.5%).

Progress against the PCC Objectives to Support Retaining and Developing Neighbourhood Policing

4.12 The table below outlines specific updates with respect to current roles and commitments of the Office of the Police & Crime Commissioner (OPCC) against the objectives to retain and develop neighbourhood policing, as outlined in the Police & Crime Plan 2014-17:

PCC Objective	Progress to 30 September 2014
Continue and develop the 'Your Force, Your Voice' programme of consultation and engagement making	The PCC has attended 69 community meetings across the wards of Cleveland since November 2013. On 17 September, Barry Coppinger attended his 200 th community meeting since taking up the role of PCC in November 2012.
sure there is a focus on minority communities.	Questions posed or issues raised are fed quarterly to the Force via consultation papers presented at Performance Scrutiny Meetings and are directed to the frontline to inform policing.
Increase the number of Special Constables to 200 (by 2017)	There are currently 101 Special Constables who volunteer for Cleveland Police. The Force is launching a further recruitment of Special Constables as part of the PCC's Cleveland Criminal Justice Volunteers Fair on 4 November 2014 at Teesside University.

PCC Objective Support implementation of a Force Neighbourhood Policing Communication Plan (involving partners) to strengthen links with communities and improve understanding of the work of our policing teams.	Progress to 30 September 2014 A Neighbourhood Policing Communication Plan is being assessed and enhanced at the Partnerships & Commissioning Scrutiny Meeting going forward.
Work with communities, neighbourhoods and partners, to develop responses to new legal requirements for tackling antisocial behaviour, such as the introduction of community remedy interventions and the community trigger.	New ASB legislation comes into force on 20 October 2014. In preparation, the PCC has undertaken public consultation on Community Remedy trigger options and fed this into process mapping activity being led by the Force.
Host a 'stage 2' Antisocial Behaviour summit, with partners, to build on the recommendations and proposals made at the first summit, and to ensure appropriate responses to legislative changes	The Cleveland PCC hosted an ASB Seminar on 1 October which included presentations and workshop activity to support the multi agency response to the new legislation.
Restructure Neighbourhood Watch to a single standard, involving partners in messaging arrangements and encouraging more.	The new Neighbourhood Watch Scheme went live 1 July 2014 and the PCC is working closely with the Force to develop and enhance the scheme. The PCC has been actively involved in Farmwatch. Police have been collaborating on a series of rural crime initiatives, including Operation Checkpoint which took place on 9 September. Seven forces took part, in which 254 vehicles were stopped, three people arrested, seven vehicles seized and 17 motorists fined for a variety of offences. The Cleveland Rural Crime Team has been nominated for a prestigious National Farmers Union (NFU) National Country Crime Fighters award. Cleveland Connected, led by PCC and Cleveland Police, with backing from Neighbourhood Alert and Neighbourhood Watch, will launch on 2 October. This is a new web system which sends messages to email, mobile phones or home telephone numbers on real time crimes happening in areas across Teesside. It also allows people how to reply back with intelligence to assist police and partners.

4.13 The PCC's Annual Report 2014-15 will outline the outcomes against all Police and Crime Plan objectives when reported next year.

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

Supporting Performance Information

4.14 The following performance data is provided as context to support ensuring a better deal for victims & witnesses.

Victim Satisfaction Survey

- 4.15 The Victim Satisfaction Survey provides a structured means of obtaining feedback from victims of crime who have had direct experience of the service provided by Cleveland Police. The survey is conducted via telephone interviews amongst three victim groups: victims of domestic burglary, of vehicle crime and of violent crime.
- 4.16 The survey is undertaken approximately 6-10 weeks following the initial report of a crime. The survey script follows a national template used by all police forces in England & Wales and is structured around 5 core questions, each asking respondents to rate their level of satisfaction with a specific aspect of service received. These are: (1) ease of contact, (2) actions taken, (3) being kept informed of progress, (4) treatment by staff and (5) the whole experience.
- 4.17 The Victim Satisfaction Survey for the 12 months ending June 2014, listed the following satisfaction levels:
 - **96.4%** of people were satisfied with how easy it was to contact someone who could assist them (down 0.7% based against the 12 months ending March 2014).
 - **82.7%** of people were satisfied with the actions taken by police (down 1.1%).
 - **72.9%** of people were satisfied with how well they were kept informed in relation to progress (down 1.9%).
 - **92.6%** of people who are satisfied with the way they were treated by the police officers and staff who dealt with them (down 0.5%).
 - Taking everything into account, **84.3%** of people were satisfied with the service provided by the police (down 0.7%).

Commissioning of Victims Services

4.18 In June, the PCC was informed that the bid for money for the Ministry of Justice's 'Competed Fund' had been successful and that the maximum amount that could have been awarded to Cleveland, of £236,900, had been awarded. In addition to this the PCC was also allocated an additional £12,832 from the Ministry of Justice (MoJ) to spend on Sexual and Domestic Violence services. All areas of expenditure will be monitored and spent in line with the Grant requirements. In line with all money allocated from the MoJ the funding must be spent in the current financial year.

- 4.19 The PCC takes over responsibility for the commissioning of some Victims and Witnesses Services from the 1st October 2014, with further areas to follow in April 2015. In preparation for this transfer of responsibility and to expand the services provided by both the Sexual Assault Referral Centre (SARC) and Barnados, in relation to sexual violence services, the PCC has approved bids from both organisations.
- 4.20 As of 23 September, these approved bids in conjunction with the 'Competed Fund' bid means the PCC has so far made decisions to allocate the following funds (shown in the table below) from the £508k now available in this area:

Victims and Witnesses	<u>£000s</u>
SARC	70
Barnado's	60
Restorative Justice	
RJ Co-ordinator Post	32
Total Victims and Witnesses	
MoJ Competed Fund	<u>£000s</u>
Improving Victim Experience of CJS	108
Improving Victim Experience of CJS Increasing Victim Safety and reducing intimidation	108 63
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Increasing Victim Safety and reducing intimidation	63

4.21 The remaining £109k will be allocated, in line with the terms and conditions of the grant, as the year progresses.

Progress against the PCC Objectives To Support Ensuring a Better Deal for Victims & Witnesses.

4.22 The table below outlines specific updates with respect to current roles and commitments of the OPCC against the objectives to support ensuring a better deal for victims & witnesses, as outlined in the Police & Crime Plan 2014-17:

PCC Objective	Progress to 30 September 2014
Develop a Commissioning Strategy to focus on services for victims and prevent reoffending	A draft Commissioning Strategy was consulted upon with partners and the public. The final version has been approved and a supporting PCC decision is imminent.

PCC Objective	Progress to 30 September 2014
Improve feedback from the police to victims as part of the drive for better victim and witness satisfaction and confidence	Despite evidence of some local improvements, satisfaction rates in Cleveland remain below that of Most Similar Forces (specifically for follow-up and treatment). This 'satisfaction gap' is being addressed by the Force and PCC via the work of a Victim Satisfaction Working Group. Analysis of longer term trends would suggest that the historical 'gap' has begun to close but further improvements are still required in order to bring the Force in line with its peers.
Undertake a programme of consultation with victims to inform the commissioning of services and the implementation of new antisocial behaviour legislation	As a result of scrutiny work carried out around the commissioning of victims services, a structured consultation programme is to be introduced. This is being developed alongside the commissioning cycle process which links with the PCC's annual planning cycle. At the ASB Seminar on 1 Oct 2014, workshops will include methods by which victims will be informed of the commissioning of services and the implementation of new ASB legislation.
Implement a Cleveland delivery plan, to support the regional Violence Against Women and Girls (VAWG) Strategy	A stakeholder event was held with partners to discuss and agree the Cleveland Action plan to support the delivery of the regional VAWG Strategy. In November2014, Durham PCC is hosting a "One Year On" assessment of the regional VAWG strategy. A regional Stalking & Harassment Event is also schedule for February 2015.
Drive the implementation of the new Victims' Code of Practice (VCoP)	The PCC attends the monthly Strategic Performance Group where audits of the Force's adherence to VCoP is assessed and discussed. The PCC Victims Strategic Planning Group is also evaluating the adherence to VCoP.
Launch a training DVD to frontline officers focused on tackling disability hate crimes	A training DVD, which highlights the harrowing experiences of some people with learning disabilities and have been victims of disability hate crime, was launched by the PCC at a special screening in May. The 15 minute feature will act as a training tool for police officers, staff and partners to raise awareness of the true impact of crimes against disabled people.

PCC Objective	Progress to 30 September 2014 The Cleveland and Durham PCCs are working jointly on a Hate Crime Strategy, the dip sampling of trans-phobic hate incidents and the creation of a Hate Crime Coordinator role as a one year secondment post to assist with any levels of under-reporting.
Encourage victims and witnesses to report hate incidents	The PCC's Mystery Shoppers have also received hate crime training to quality check third party reporting centres.
	Hate Crime consultation and promotion of reporting centres was also undertaken at Middlesbrough Pride, which was supported by the PCC on 27 Sept.
Improve services and access to the Cleveland Sexual Assault Referral Centre (SARC)	The PCC has supported the enhancement and continuation of services provided via the SARC. The Office of the PCC attended a national SARC conference in September. NHS England are working with Northumbria and Cleveland PCC offices to map out who pays for services via a Consultants Pathway Analytics project with a focus group scheduled for 2 October. NHS England is planning to publish results by the end of December 2014.
Improve support for children and young people who are victims of sexual assault	The Office of the PCC is in the process of developing a monitoring process via a grant agreement with Barnardos. Future monitoring will be via PCC scrutiny meetings.

4.23 The PCC's Annual Report 2014-15 will outline the outcomes against all Police and Crime Plan objectives when reported next year.

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

Supporting Performance Information

4.24 The following performance data is provided as context to diverting people from offending, with a focus on rehabilitation and the prevention of re-offending.

Youth & Adult Restorative Justice

- 4.25 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.
- 4.26 From April 2014, the scheme was extended to incorporate 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. 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.
- 4.27 So far in Q1 and Q2 2014-15, there were 470 crime occurrences that were dealt with by means of a restorative justice intervention (278 Youth Interventions and 192 Adult interventions).
- 4.28 The following table shows the breakdown of RJ interventions, by type and local policing area.

April 2014	Н	M	R&C	S	Total
Youth Restorative Interventions	4	16	9	18	47
Adult Restorative Interventions	6	2	1	12	21
May 2014	May 2014				
Youth Restorative Interventions	6	26	6	19	57
Adult Restorative Interventions	4	4	8	16	32
June 2014					
Youth Restorative Interventions	4	8	6	19	37
Adult Restorative Interventions	2	16	11	17	46
July 2014					
Youth Restorative Interventions	8	10	8	24	50
Adult Restorative Interventions	3	7	10	18	38
August 2014					
Youth Restorative Interventions	4	14	5	21	44
Adult Restorative Interventions	0	6	8	15	29
September 2014					
Youth Restorative Interventions	5	12	11	15	43
Adult Restorative Interventions	1	8	3	14	26
Total	47	129	86	208	470

Restorative Justice Interventions (Q1 & Q2, 2014-15)

Progress Against The PCC Objectives to Divert People from Offending and Prevent Re-Offending

4.29 The table below outlines specific updates with respect to current roles and commitments of the OPCC against the objectives to divert people from offending and prevent re-offending, as outlined in the Police & Crime Plan 2014-17:

Work with partners to improve Restorative Justice (RJ) arrangements	Progress to 30 September 2014 The PCC has a seconded RJ Co-ordinator who is mapping available RJ services across Cleveland. A supporting action plan has been create which highlights the PCC's commissioning responsibilities, specifically around pre-sentence Restorative Justice, which is currently being evaluated by the Office of the PCC.
Support the expansion of Restorative Justice to adult offenders	Since its launch in April 2014, 192 adult RJ interventions have been sanctioned by Cleveland Police.
Support the creation of a single Integrated Offender Management (IOM) Team for Cleveland	The Force and PCC are progressing the principles of IOM with Community Rehabilitation Companies (CRC). Accommodation has been sourced to locate a central IOM team.
Monitor and hold to account any new probation providers	A joint letter was sent from Durham and Cleveland PCCs outlining some key risk issues and also specific aspects of service delivery which MOJ may feel bidders should be able to demonstrate. This was promoted nationally by the APCC and by the media.
Promote 'best practice and successful' restorative projects and the Community Payback scheme and work with any new provider to improve schemes	The PCC's website contains 2013/14 restorative justice and unpaid work data which has been publicised via social networks. The PCC now promotes a suggestion scheme on its website for the public to provide ideas for unpaid work or community payback projects. Arrangements have been made with each of the Local Policing Areas probation representatives to be notified on receipt of any suggestions. A joint Force & PCC Restorative justice Conference took place at the Riverside Stadium on 18 Sept, with local and national perspectives presented to partners on their business area.
Develop further the pre-custody mental health project (street triage) to include custody based care pathways	This service is implemented forcewide with the PCC monitoring arrangements via the Health & Justice Care Partnership Board. The future of this project is being discussed nationally and scrutinised locally.

4.30 The PCC's Annual Report 2014-15 will outline the outcomes against all Police and Crime Plan objectives when reported next year.

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

Supporting Performance Information

4.31 The following performance data is provided as context to develop better coordination, communication and partnership between agencies.

Criminal Justice Partners

4.32 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. The Cleveland PCC website contains links to publicly available partner performance data which includes information from Crown Prosecution Service, National Probation Service, Youth Offending Service, Her Majesty's Courts & Tribunals Service and Her Majesty's Prison Service. Links are also provided to overall criminal justice statistics reports which consolidate criminal statistics, sentencing statistics and reprimand, warning or conviction levels for young people aged 10 to 17.

Regional PCC Working

4.33 The three North East PCCs (Barry Coppinger (Cleveland), Vera Baird (Northumbria) and Ron Hogg (Durham)) meet on a quarterly basis to discuss issues which affect the region and assess possible opportunities for collaboration. The most recent Regional PCCs Meeting was held on 2 September 2014 in Cleveland and discussed items such as Transforming Rehabilitation, Victims Services Commissioning and updates from balance (regional alcohol office for the North East) and North East Regional Special Operations Unit (NERSOU).

Progress against the PCC Objectives to Develop Better Co-Ordination, Communication and Partnership between Agencies

4.34 The table below outlines specific updates with respect to current roles and commitments of the OPCC against the objectives to develop better co-ordination, communication and partnership between agencies, as outlined in the Police & Crime Plan 2014-17:

PCC Objective	Progress to 30 September 2014
Conclude development of an Estate Strategy and decisions on a new police headquarters	In July, the PCC announced his intentions to progress with plans to replace the current Police HQ with a Community Safety Hub at Hemlington Grange in Middlesbrough, which would be accessible to the public, partner agencies and other emergency services.

DCC Objective	Duaguage to 20 Contembou 2014
Encourage and support collaboration across emergency services and broader public sector	Progress to 30 September 2014 Discussions have taken place with the North Yorkshire's PCC and Chief Constable around the co-location of services at the proposed new Community Safety Hub. This would to look at developing collaborative options for the provision of some operational policing services, which will potentially enhance borderless policing between Cleveland and North Yorkshire.
Lobby on key crime and disorder issues affecting the Cleveland area, with a continued focus on minimum alcohol pricing and firearms' licensing	Since becoming PCC, Barry Coppinger has written numerous letters to the Home Office regarding Firearms Licensing. Nationally, the gun licensing system costs the police £23.7m to administer – with forces only receiving £6.4m back in fees. In September, the Shadow Home Secretary pledged to remove the current £17m gun licence subsidy if Labour wins the next General Election. The three North East PCCs continue to lobby the Home Office and support the local work by BALANCE and their efforts to introduce a minimum alcohol unit price.
Develop and support business cases, with partners, to bid for Police Innovation Funds with a focus on promoting partnership and collaboration	In January 2014, Cleveland 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 Force applied for further funding for 2014-15 in March to assist with business transformational projects however the outcome has yet to be published by the Home Office.
Improve the use of digital working and technology to make sustainable improvements and efficiencies	The Force is currently rolling out an agile working programme across the estate. Roll out of agile laptops and mobile devices has taken place in the OPCC and this has provide opportunities for staff to continue to work remotely and securely. The OPCC is also assessing options for improved case management and document management systems.

4.35 The PCC's Annual Report 2014-15 will outline the outcomes against all Police and Crime Plan objectives when reported next year.

PCC Priority 5: Working for Better Industrial and Community Relations

Supporting Performance Information

4.36 The following performance data is provided as context to work for better industrial and community relations.

Organisational Stability

4.37 The PCC monitors organisational data relating to capital investments, revenue expenditure, treasury management and sickness levels via the quarterly Finance, Resource and Policy scrutiny meeting held with the Force. Time off in lieu (TOIL) and rest days in lieu (RIDL) data is reported via the Strategic Performance Group. 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.

Force Sickness

4.38 The following tables and comment regarding police staff and police officer sickness is taken from the July Strategic Performance Exception Report, which is published publicly on the Police & Partner Performance webpage on the PCC's website.

	Monthly Co	omparison	Year to	Year to Date Rolling 12 months		2 months	Direction
Performance Data	July 14	+/-	2014/15	+/-	2014/15	+/-	of Travel
Police officer total number of working days lost	1210	166 15.9%	4562	732 19.1%	14716	1132 8.3%	Increasing
Average working days lost per police officer	0.89	0.17 23.6%	3.34	0.71 27.0%	10.55	1.33 14.4%	Increasing
% days lost long term	68.8%	2.6%	69.5%	3.7%	67.0%	4.6%	Stable
Police staff total number of working days lost	313	23 7.9%	1061	-88 -7.7%	3220	-430 -11.8%	Reducing
Average working days lost per police staff member	0.97	0.18 22.8%	3.27	0.18 5.8%	9.27	-0.44 -4.5%	Reducing
% days lost long term	70.3%	6.8%	73.2%	13.2%	66.0%	11.8%	Increasing

- 4.39 "For Police Officer Sickness (average days), over recent months police officer sickness has begun to fall. However, longer term there continues to be a steep upward trend and currently levels remain above the historical average. The Force is actively seeking to manage down sickness absence and has recently revised its sickness absence policy. The policy enables managers and supervisors to proactively address all levels of sickness and robustly tackle long term absence via the Attendance Management Meeting (AMM) and Return to Work (RTW) processes in a fair, yet supportive way.
- 4.40 For Police Staff Sickness (total days), during the last 12 months (August 2013 July 2014), an average of 9.27 days have been lost per staff member, this represents a decrease of 4.5% when compared to the previous year. Independent research would

suggest a similar reduction in sickness absence across other areas of the public sector as organisations are forced to reduce their workforce."

Time Off in Lieu (TOIL)

4.41 The following table is taken from the July Strategic Performance Exception Report, which is published publicly on the Police & Partner Performance webpage on the PCC's website.

	Pre	evious Mont	h	Previous Year			Direction
Performance Data	July 14	June 14	+/-	July 14	July 13	+/-	of Travel
Average TOIL per officer*	8.77	8.79	-0.02	8.77	8.02	0.75	Stable
Total outstanding TOIL (Hours)	12097	12123	-26	12097	11700	397	Stable
Total officers exceeding 30hrs	106	106	0	106	120	-14	Stable

^{*} Includes officers of all ranks - all other data relates to Inspector rank and below only

Rest Days in Lieu (RIDL)

4.42 The following table and comment is taken from the July Strategic Performance Exception Report, which is published publicly on the Police & Partner Performance webpage on the PCC's website.

	Previous Month Previous Year			Direction			
Performance Data	July 14	June 14	+/-	July 14	July 13	+/-	of Travel
Average RDIL per officer*	3.94	4.05	-0.11	3.94	4.64	-0.70	Stable
Total outstanding RDIL (days)	5210	5370	-160	5210	6580	-1370	Stable
Total officers exceeding 5 days	342	353	-11	342	423	-81	Stable

^{*} Includes officers of all ranks - all other data relates to Inspector rank and below only

- 4.43 "The outstanding Cleveland Police RIDL balance is consistently below historical average. Over the past two years outstanding TOIL and RDIL balances have been monitored and actively challenged via the MPR process. As a result outstanding balances have fallen significantly. Whilst the total amount of outstanding TOIL has stabilised (with marginal increases observed), outstanding RDIL remains below the historical average, down 46.5% (a reduction of 4523 days) when compared to baseline figure in April 2012.
- 4.44 That said, the acceptable limit for outstanding RDIL is a maximum of 5 days per officer. Whilst the average figure is currently 3.94 days, 342 officers continue to hold a balance in excess of the limit. The Force continues to seek further reductions in both of these areas whilst at the same time acknowledging the progress that has been made to date."

Progress against the PCC Objectives to Work for Better Industrial and Community Relations

4.45 The table below outlines specific updates with respect to current roles and commitments of the OPCC against the objectives to work for better industrial and community relations, as outlined in the Police & Crime Plan 2014-17:

PCC Objective	Progress to 30 September 2014
Support the Living Wage campaign, by ensuring Cleveland Police and our strategic partners adhere to Living Wage requirements as contracts are renewed	In November 2013, the Cleveland PCC became one of first Commissioners nationally to be accredited by the Living Wage Foundation and the only police body in the north. The PCC is committed to supporting the Living Wage campaign and has ensured that staff employed by Cleveland Police and its strategic partners are paid the Living Wage or above. As a result of accreditation, new conditions have been incorporated into tender and contract documents to ensure suppliers are paying their employees at least Living Wage rates.
Support the independent, joint Audit Committee in monitoring performance on key business issues	The Cleveland Joint Audit Committee meets quarterly to assess and report audits of finance, resource and organisational resilience. The OPCC facilitates and organises the business of the committee, under clear guidance by its Chair.
Continue to support and assist the Strategic Independent Advisory Group (SIAG) drawn from across the community	The Force has reviewed the SIAG and recommendations have been made which are being embedded. One recommendation included appointing a new SIAG chair. Interviews are soon to take place with an appointment imminent.
Monitor the impact of the Cleveland Police Staff Transfer Scheme, early retirement and voluntary redundancies, to ensure that frontline services continue to deliver quality services	Stage 2 transfers were approved by the Home Office and implemented on 1 April 2014. The new OPCC structure clearly showing transferees as "Corporate Services" in order to align with agreed budgets. The Force's early and voluntary redundancy scheme is progressing with no issues to report. Any underspend is being reinvested into frontline policing.
Receive and consider the 'organisational health check' report and draw up an action plan as appropriate	Health Check (i.e. Force culture) evaluation is progressing. Interviews with key staff are being carried out.

PCC Objective	Progress to 30 September 2014
Promote tolerance, equality, fairness and transparency	The OPCC is a key partner in the Force's Staff Equality Forum and the Disability Support Network. Any prevailing issues are discussed and actioned with the Chief Constable via the PCC's weekly accountability meetings.

4.46 The PCC's Annual Report 2014-15 will outline the outcomes against all Police and Crime Plan objectives when reported next year.

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 Q2 2014-15 Monitoring Report on Progress against the Police and Crime Plan is noted.

Barry Coppinger Police & Crime Commissioner for Cleveland

Author of Report:

Dr Neville Cameron, Performance Officer, Office of the Police & Crime Commissioner for Cleveland

Force Performance Q2 2014-15 and/or Year to Date (April – September 2014)

Recorded Crime - Force

Quarter 2

	JULY- SEPTEMBER 2014					
FORCE	Q2 2014/15	Q2 2013/14	Difference	% Change		
Violence against the Person	1655	1636	19	+1.2%		
Homicide	1	3	-2	-66.7%		
Violence With Injury	992	934	58	+6.2%		
Violence Without Injury	662	699	-37	-5.3%		
Sexual Offences	200	163	37	+22.7%		
Rape	56	62	-6	-9.7%		
Other Sexual Offences	144	101	43	+42.6%		
Robbery	71	72	-1	-1.4%		
Business Robbery	13	8	5	+62.5%		
Personal Robbery	58	64	-6	-9.4%		
Theft	4966	5378	-412	-7.7%		
Burglary - Domestic	534	486	48	+9.9%		
Burglary - Non domestic	603	662	-59	-8.9%		
Bicycle Theft	321	461	-140	-30.4%		
Theft from the person	89	98	-9	-9.2%		
Vehicle Crime (inc Interference)	746	776	-30	-3.9%		
Shoplifting	1396	1356	40	+2.9%		
Other Theft	1277	1539	-262	-17.0%		
Criminal Damage & Arson	1842	1929	-87	-4.5%		
Publicly Reported Crime	8734	9178	-444	-4.8%		
Total Crime	9663	10170	-507	-5.0%		

Year to Date

		APRIL - SEPTEMBER 2014					
FORCE	YTD 2014/15	YTD 2013/14	Difference	% Change			
Violence against the Person	3322	3148	174	+5.5%			
Homicide	4	3	1	+33.3%			
Violence With Injury	1950	1826	124	+6.8%			
Violence Without Injury	1368	1319	49	+3.7%			
Sexual Offences	393	308	85	+27.6%			
Rape	140	107	33	+30.8%			
Other Sexual Offences	253	201	52	+25.9%			
Robbery	133	135	-2	-1.5%			
Business Robbery	23	16	7	+43.8%			
Personal Robbery	110	119	-9	-7.6%			
Theft	9716	10563	-847	-8.0%			
Burglary - Domestic	1027	957	70	+7.3%			
Burglary - Non domestic	1228	1348	-120	-8.9%			
Bicycle Theft	626	723	-97	-13.4%			
Theft from the person	159	184	-25	-13.6%			
Vehicle Crime (inc Interference)	1449	1584	-135	-8.5%			
Shoplifting	2680	2700	-20	-0.7%			
Other Theft	2547	3067	-520	-17.0%			
Criminal Damage & Arson	3709	3899	-190	-4.9%			
Publicly Reported Crime	17273	18053	-780	-4.3%			
Total Crime	19145	20062	-917	-4.6%			

Recorded Crime - Local Policing Areas

Quarter 2

HARTLEPOOL	Q2 2014/15	Q2 2013/14	Difference	% Change
Violence against the Person	275	315	-40	-12.7%
Sexual Offences	37	26	11	+42.3%
Robbery	9	6	3	+50.0%
Theft	897	780	117	+15.0%
Criminal Damage & Arson	277	297	-20	-6.7%
Publicly Reported Crime	1495	1424	71	+5.0%
Total Crime	1648	1625	23	+1.4%

MIDDLESBROUGH	Q2 2014/15	Q2 2013/14	Difference	% Change
Violence against the Person	594	598	-4	-0.7%
Sexual Offences	64	50	14	+28.0%
Robbery	31	28	3	+10.7%
Theft	1720	1802	-82	-4.6%
Criminal Damage & Arson	606	599	7	+1.2%
Publicly Reported Crime	3015	3077	-62	-2.0%
Total Crime	3382	3451	-69	-2.0%

REDCAR & CLEVELAND	Q2 2014/15	Q2 2013/14	Difference	% Change
Violence against the Person	294	256	38	+14.8%
Sexual Offences	38	28	10	+35.7%
Robbery	14	13	1	+7.7%
Theft	1112	1091	21	+1.9%
Criminal Damage & Arson	470	489	-19	-3.9%
Publicly Reported Crime	1928	1877	51	+2.7%
Total Crime	2090	2046	44	+2.2%

STOCKTON	Q2 2014/15	Q2 2013/14	Difference	% Change
Violence against the Person	492	467	25	+5.4%
Sexual Offences	61	59	2	+3.4%
Robbery	17	25	-8	-32.0%
Theft	1237	1705	-468	-27.4%
Criminal Damage & Arson	489	544	-55	-10.1%
Publicly Reported Crime	2296	2800	-504	-18.0%
Total Crime	2543	3048	-505	-16.6%

Year to Date

HARTLEPOOL	YTD 2014/15	YTD 2013/14	Difference	% Change
Violence against the Person	588	585	3	+0.5%
Sexual Offences	61	48	13	+27.1%
Robbery	14	12	2	+16.7%
Theft	1584	1550	34	+2.2%
Criminal Damage & Arson	591	634	-43	-6.8%
Publicly Reported Crime	2838	2829	9	+0.3%
Total Crime	3151	3200	-49	-1.5%

MIDDLESBROUGH	YTD 2014/15	YTD 2013/14	Difference	% Change
Violence against the Person	1224	1173	51	+4.3%
Sexual Offences	125	93	32	+34.4%
Robbery	65	55	10	+18.2%
Theft	3326	3649	-323	-8.9%
Criminal Damage & Arson	1164	1172	-8	-0.7%
Publicly Reported Crime	5904	6142	-238	-3.9%
Total Crime	6647	6922	-275	-4.0%

REDCAR & CLEVELAND	YTD 2014/15	YTD 2013/14	Difference	% Change
Violence against the Person	566	498	68	+13.7%
Sexual Offences	73	53	20	+37.7%
Robbery	24	22	2	+9.1%
Theft	2231	2146	85	+4.0%
Criminal Damage & Arson	929	1008	-79	-7.8%
Publicly Reported Crime	3823	3727	96	+2.6%
Total Crime	4134	4085	49	+1.2%

STOCKTON	YTD 2014/15	YTD 2013/14	Difference	% Change
Violence against the Person	944	892	52	+5.8%
Sexual Offences	134	114	20	+17.5%
Robbery	30	46	-16	-34.8%
Theft	2575	3218	-643	-20.0%
Criminal Damage & Arson	1025	1085	-60	-5.5%
Publicly Reported Crime	4708	5355	-647	-12.1%
Total Crime	5213	5855	-642	-11.0%

Antisocial Behaviour (Year to Date)

A breakdown of the ASB categories for the Force and its LPAs is shown below.

Force

FORCE	YTD 2014/15	YTD 2013/14	Difference	% Change
Personal ASB	6847	5786	1061	18.3%
Nuisance ASB	16969	16658	311	+1.9%
Environmental ASB	603	866	-263	-30.4%
TOTAL ANTISOCIAL BEHAVIOUR	24419	23310	1109	+4.8%

Local Policing Area

HARTLEPOOL	YTD 2014/15	YTD 2013/14	Difference	% Change
Personal ASB	1105	1007	98	+9.7%
Nuisance ASB	3061	2984	77	+2.6%
Environmental ASB	100	174	-74	-42.5%
TOTAL ANTISOCIAL BEHAVIOUR	4266	4165	101	+2.4%

MIDDLESBROUGH	YTD 2014/15	YTD 2013/14	Difference	% Change
Personal ASB	2114	1677	437	+26.1%
Nuisance ASB	5116	4798	318	+6.6%
Environmental ASB	154	204	-50	-24.5%
TOTAL ANTISOCIAL BEHAVIOUR	7384	6679	705	+10.6%

REDCAR & CLEVELAND	YTD 2014/15	YTD 2013/14	Difference	% Change
Personal ASB	1570	1215	355	+29.2%
Nuisance ASB	3851	3805	46	+1.2%
Environmental ASB	189	214	-25	-11.7%
TOTAL ANTISOCIAL BEHAVIOUR	5610	5234	376	+7.2%

STOCKTON	YTD 2014/15	YTD 2013/14	Difference	% Change
Personal ASB	2037	1879	158	+8.4%
Nuisance ASB	4899	5063	-164	-3.2%
Environmental ASB	153	274	-121	-44.2%
TOTAL ANTISOCIAL BEHAVIOUR	7089	7216	-127	-1.8%

PCC Performance Scrutiny Questions (May - July 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 May – July 2014. They were assessed together with the most up to date Performance Exception Report (July 2014) at a meeting to be held on 4 September 2014. Performance scrutiny is undertaken under the headings of the five key objectives of the Police & Crime Commissioner.

Force responses are shown in blue text.

Crime Performance (see attached crime figures for (May – July 2014)

Firstly, the Force should be commended upon the reductions in crime achieved during this quarter which sees all Local Policing Areas experience a decrease in Total Crime of 2.1% in Redcar & Cleveland to 10.9% in Hartlepool and a total of 732 less crimes committed in Cleveland compared to 2013-14.

Decreases in Publicly Reported Crime are evident in all Local Policing Areas with the exception of Redcar & Cleveland however this is only by 0.7% and 13 more crimes compared to last year at this time.

It is particularly encouraging to see levels of Theft drop by 9% (472 less offences.

The period of scrutiny for this meeting relates to May – July 2014, which saw an overall drop in Publicly Reported Crime by 6.2% (559 less crimes) and Total Crime by 7.2% (732 less crimes) against the same three months last year.

1. 'Violence against the Person' saw a rise of 6.1% (97 more offences) during the last three months particularly in the category of 'Violence with Injury' with a rise of 9% (82 more offences). Can the Force relate if campaigns against violence, particularly around the World Cup, proved successful and if this rise relates to increased reporting?

Whilst it is acknowledged that over recent months increasing levels of violence have been observed, the current volume has not yet reached 'exception status'. Furthermore, rolling 12 month comparisons (as at the end of July) all remain down on last year (2.0% overall, 1.3% with injury and 3.2% without injury).

That said, the recent increases in violent have been identified as an emerging performance threat and are therefore subject to on-going scrutiny and review via the Tactical Performance Group.

The Force didn't specifically collate the numbers of domestic incidents during the World Cup, but there is some evidence to suggest an increase in the proportion of offences involving a domestic element. This may be due to an increased level of victim confidence in reporting matters to the police.

2. Redcar & Cleveland experienced a 9.9% increases in Publicly Reported Crime in May with an increase in theft (18.9%, 64 more incidents) only evident in this Local Policing Area – the other three experienced decreases in theft. As of July, this level is now just a 2.2% increase (8 more offences). What accounted for this spike and how was it brought under control?

Whilst there is evidence of an upward trend in theft in Redcar and Cleveland, this is in keeping with the general pattern currently observed in this LPA. Caution must be taken when referring to a single month comparison as a 'spike'. Trend analysis would indicate that although the number theft offences recorded in May was above average, the level remained within acceptable 'statistical tolerances'.

Furthermore, May 2013 was a relatively low volume month for theft with 339 offences compared to an average of 367 for the entire year. That said, if we are looking to identify specific offence types to which the apparent increase can be attribute, then burglary (both dwelling and other) vehicle crime and shoplifting have all contributed.

Antisocial Behaviour (ASB)

For the year to date to July, ASB has seen a rise of 6.1% (957 more incidents) in Cleveland with all Local Policing Areas experiencing increases of 1.2% (Stockton) to 10% (Middlesbrough).

1. Can the Force relate the difference in ASB levels across the Local Policing Areas and how the Force will reduce the increases in Personal ASB across Cleveland?

Whist it is acknowledged that the number of personal ASB incidents have increased over recent months, longer term (rolling 12 months as at the end of July) incidents of this type have fallen by 5.6% (679 fewer incidents).

Generally, the level of ASB does tends to increase in the summer months and particularly during the main school holiday period. However, analytical work has failed to identify any apparent change in offending behaviour at this time with typical behaviours and 'known' hotspots continuing to feature.

The observed increase may be as a result of a reduction in third party resources, with communities now more likely to use the police as a first point of contact for either reporting an incident or requesting assistance. These reductions may have been staggered across different LPAs which could account for the observed differences in the current rate of change.

The LPA Commanders are working with the local CSPs and look at the detail of the hotspots and to understand the reason behind the recent increase. The Force will make the best use of the new ASB legislation to concentrate on the people, places and premises that are either vulnerable to, or are the generators of, ASB.

The Force will also be looking to learn from any good practice nationally that would be relevant to Cleveland to progress with partners.

Local Public Confidence / Crime Survey of England and Wales (CSEW)

Recently published CSEW national confidence statistics show as at the end of March 2014 that the Force's highest position for each category assessed is 20th (Dealing with Local Concerns - Police and Local Authority) with it's lowest placing being 32nd (Overall Confidence).

1. How does the Force plan to reverse what can be seen as a downward trend in public confidence as it was only as recent as March 2012 when Cleveland were seen as being top in the country for the police and local authority dealing with local concerns?

Whilst the observed decline is acknowledged more recently performance has stabilised. Despite the reductions observed over the past 2 years, local performance remains in keeping with the national average and remains above that observed across most similar forces.

Previous research undertaken at a national level has shown relatively few police interventions help to improve confidence, but well implemented neighbourhood policing is most likely to assist. There is also evidence to suggest that particular attention should be focused on preventing negative experiences as these have a greater and more widespread impact on confidence than do positive experiences. Improving the services provided to victims and witnesses, particularly through dedicated neighbourhood teams remain at the centre of the forces current and future operating model.

The Force is focussing on the quality of its interactions with victims and the public, and working to increase the quality of service which will help increase public confidence.

DCC lain Spittal 4 September 2014