



Commissioner Priorities

Task and Finish Group

Final Report

3 February 2015

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Geoff Baines (Independent Panel Member)

Councillor Ian Jeffrey (Redcar and Cleveland Borough Council)

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BACKGROUND

1. The Cleveland Police and Crime Panel on 24 July agreed to a new series of scrutiny reviews to be undertaken during 2014-15. This included the scrutiny of the Commissioner's priorities.
2. The aim of the scrutiny review was to determine the relationship of the Commissioner's priorities with that of the public as evidenced in the crime audits undertaken by the local authority area community safety partnerships. The coterminous relationship Cleveland Police has with Hartlepool, Middlesbrough, Redcar and Cleveland, and Stockton Borough Councils means that four community safety partnerships have established structures that provide opportunities to work in partnership to deliver priorities that are independent and complementary.

EVIDENCE

3. The Task and Finish Group Members met on 15 January 2015 to discuss their issues and concerns arising from the Police and Crime Plan's five broad objectives, as they are termed by the PCC's Office and listed below, which are supported by a number of commitments:
 - Retaining and developing neighbourhood policing
 - Ensuring a better deal for victims and witnesses
 - Divert people from offending, with a focus on rehabilitation and the prevention of reoffending
 - Develop better coordination and partnership between agencies to make the best use of resources
 - Working for better industrial and community relations
4. It was highlighted at the outset that some confusion could exist between the terms priorities, objectives, and commitments and how they had been used in the background report that had been compiled from the community safety plans of the local authorities and the Cleveland Police and Crime Plan 2014/17 that informed this review. It was noted that objectives is used in legislative documents, but that 'priorities' is more commonly used and understood.
5. The inconsistencies when using the terms objective, priority and commitment within the Police and Crime Plan 2014/17 (appendix 1) can be seen with reference to Police and Crime Commissioner's priorities (page 2), but referred to as objectives on page 1.
6. Further confusion could be experienced as the five objectives are termed "PCC *priorities* for Cleveland" on the PCC web site (www.cleveland.pcc.police.uk/PCC-Objectives/PCC-Priorities-For-Cleveland.aspx).
7. In addition, consultation has taken place for the Police and Crime Plan 2015-18 (<http://www.cleveland.pcc.police.uk/Take-Part/Police-and-Crime-Plan-Consultation.aspx>) aiming to understand the views of residents, community groups, business organisations, victims of crime and other stakeholders in order for the PCC to refresh the plan and associated budget to ensure that the policing and community safety needs of the area are being addressed. This time the objectives are referred to as the five Police and Crime Plan *commitments*.
8. The interchangeable terminology and subsequent confusion this could cause was, for the Task and Finish Group likely to be replicated for any discussions the PCC had with meetings of partner organisations and resident groups. Members had witnessed at meetings of the PCC with residents who were not aware that the PCCs objectives were the same as their concerns and priorities until he gave a complicated subset of information. **The T&F Group recommend that standard and consistent terminology is adopted by the Office of the PCC to avoid future misunderstanding.**
9. Whilst the issue of communication is important for all partner agencies to continually review their effectiveness, the PCC has an objective regarding improved communication between agencies. Members gave examples when communication could have been improved i.e. closures of police stations, and changes to senior management and roles/responsibilities. **The T&F Group accept**

communication with agencies can still be improved and recommend the PCC objective be reviewed to ensure this is addressed.

10. The PCC's objective regards improved communication between agencies without mention of the general public. **The T&F Group recommend the PCC's objective be explicit about communication with the public as well.** Clearer understanding of each party's position and aims are needed to overcome the type of misinterpretation that occurred at the commencement of this review.
11. At appendices 2, 3, and 4 it can be shown that the PCC has cognizance of local authority priorities as objectives contained in the Police and Crime Plan are aligned to priorities found in their community safety plans (Retaining and developing neighbourhood policing / Ensuring a better deal for victims and witnesses / Divert people from offending, with a focus on rehabilitation and the prevention of reoffending / and Working for better industrial and community relations).
12. The remaining PCC objective may be considered as organisational, recognising the overarching managerial and commissioning role of the PCC's office whereas the community safety plans of the local authorities focus entirely on addressing the issues of crime and anti-social behaviour as it affects their residents.
13. The following table shows the local authority and priorities not directly addressed by the Police and Crime Plan 2014-17. Further details of community safety partnership priorities can be seen in the individual plans for each local authority area.

Hartlepool	Middlesbrough	Redcar and Cleveland	Stockton
Substance misuse	Crime prevention initiatives		Violent Crime
Acquisitive Crime	Work with and support for troubled families		Drug Related Offending
Hate crime	Early Intervention		Criminal Damage
	Introduction of Selective Landlord Licensing		Robbery (to be included in Violent Crime)
			Alcohol related crime / ASB

14. In November 2014 Her Majesty's Inspectorate of Constabulary (HMIC) published its crime inspection 2014 for Cleveland Police which made reference to PCC *priorities*. The annual strategic assessment is used to inform the policing priorities set out in the police and crime commissioner's police and crime plan.
15. The force was found to be good at reducing crime and preventing offending and at investigating offending but required improvement at tackling anti-social behaviour.
16. HMIC found that the police and crime commissioner's commitment to crime reduction was widely understood by staff but there remains a culture of focusing on crime figures rather than risks to communities and victims.
17. The force has strong arrangements in place with other organisations to support the troubled families initiative, a specific police and crime commissioner commitment within the police and crime plan. It works with those families which have problems themselves and cause problems to the communities around them.

18. In addition to the objective to retain and develop neighbourhood policing, the PCC has given a commitment that the police will respond to all calls about anti-social behaviour within 24 hours. HMIC found that in practice, there is limited capacity within the neighbourhood teams, as a result of other workload pressures, to be able to deliver a consistently good response to preventing and tackling anti-social behaviour. The T&F Group believed that HMIC was basically saying the same as the public regarding the prevalence and occurrence of ASB.
19. Anti-Social Behaviour was one of the main reasons for this review. In the crime audit in Stockton ASB it was the main concern and was prioritised accordingly. All community safety partnerships featured ASB but **the T&F Group recommend that the PCC and the Police and Crime Plan 2015-18 makes clear his commitments and objectives to residents who see this as a priority.**
20. It was felt that ASB linked directly to the objective of retaining and developing Neighbourhood Policing as has been highlighted in paragraph 18. **The T&F Group recommend a clear definition of neighbourhood policing feature in the updated Police and Crime Plan and other relevant documentation to provide clarity for residents and all other interested bodies.** This can then begin to address the communication of expectations, where it is not about delivering a reduced service but about alternative ways of working and ensuring people understand so that they don't have unrealistic expectations.
21. The Task and Finish Group enquired whether the PCC's objectives could alter during the period of office to provide flexibility and address any changes that might occur. Members were informed that they could but it was the intention of the PCC to retain the objectives which were contained in his manifesto. It was expressed that the objectives are probably more relevant now than when they were established. Partner agencies were thought to be retracting into their core business due to financial pressures but it was argued that if ever there was a time for partnership working it was now.

CONCLUSION

22. The T&F Group submit their comments as part of the overall consultation process for the Cleveland Police and Crime Plan 2015-18 and to the Cleveland Police and Crime Panel for consideration of the recommendations contained in this report.



"...this is your force and your voice deserves to be heard."

Barry Coppinger, Police and Crime Commissioner for Cleveland

Police and Crime Plan 2014/17

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If you require a printed version of this document please email:

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In this document where items in a list are numbered it is for ease of reference rather than hierarchical significance unless otherwise stated.

This document provides details of the PCC objectives and how they will be delivered. The full Police and Crime Plan, appendices and further information are available at www.cleveland.pcc.police.uk

Introduction

Following my election in November 2012, and publication in 2013 of the statutory Police and Crime Plan, this update revisits and reviews activity, sets out 34 actions planned for next year and also highlights some of the areas of activity during 2013.

These are challenging times, with severe budget cuts resulting in the loss of posts in policing and in partner agencies. To have continued to reduce crime is a real achievement by the officers and staff of Cleveland Police, our partners and our local communities.

I have attended over 140 local meetings across Cleveland as part of my "Your Force, Your Voice" programme and have listened to views about all aspects of policing and wider community safety issues. This has shaped my Plan and gives strategic direction to the Force.

After consulting widely, I have concluded that my 5 priorities - protecting Neighbourhood Policing; support to Victims; diverting people from offending; better co-ordination with local agencies and good community and industrial relations - should remain unchanged. In pursuit of this, my priorities for 2014/17 will be:

- to ensure that neighbourhood policing remains at the core of policing. I see this as the cornerstone of much of service delivery and where partnership activity is essential;
- to prepare a commissioning strategy for victims' services, I will ensure that it accurately reflects local needs;
- to monitor the transition of probation services to the private sector I will develop criteria to hold any new provider to account;
- to explore and encourage collaboration across our emergency services and wider public sector in order to improve resilience, reduce costs and support service provision;
- further development of Restorative Justice arrangements across Cleveland, including creation of a 'Restorative Justice Champion' post, funded via the Ministry of Justice;
- the undertaking of an external and wholly independent 'organisational health check' of Cleveland Police, to ensure that the leadership style is appropriate, ethical and sustainable.

The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) have confirmed Cleveland Police is making ongoing progress, which is welcome and complements the solid support expressed by the public across Cleveland over the last year.

I hope you find this plan of interest and will help me implement it in the best interests of all residents and businesses in the Cleveland area.



Barry Coppinger,
Police and Crime
Commissioner for Cleveland

March 2014

Retaining and developing Neighbourhood Policing

In 2013 I have:

- through my 'Your Force,YourVoice' programme of consultation and engagement, visited all 82 wards across Cleveland to hear directly the concerns of local residents;
- endorsed the Force restructure. This includes the transfer of detectives to neighbourhood teams, mapping of resources to match demand and bringing together tasking and co-ordinating resources with the intelligence function. This has resulted in improved action on information received and better targeting of hot-spots;
- launched the first annual Cleveland Community Safety Awards to recognise and reward the actions of agencies and volunteers within the local community. The awards were sponsored by local housing providers and the awards' ceremony was hosted by Teesside University;
- hosted Cleveland's first Criminal Justice Volunteers' Fair; to promote volunteering opportunities within the Criminal Justice System (CJS). Over 900 expressions of interest were received including custody visiting, the Special Constabulary, mediation services, helping tackle domestic violence;
- launched the Property Act Fund to support community projects which contribute to meeting PCC objectives. This has distributed £39,000 to 46 community-led projects;
- hosted the first regional Rural Crime Conference in Cleveland, to bring together agencies and communities to better tackle issues within rural neighbourhoods.

In 2014/15 I will:

- continue and develop the 'Your Force,YourVoice' programme of consultation and engagement making sure there is a focus on minority communities;
- increase the number of Special Constables to 200;
- 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;
- 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;
- 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;
- restructure Neighbourhood Watch to a single standard, involving partners in messaging arrangements and encouraging more residents to become involved.



Ensuring a better deal for victims and witnesses

In 2013 I have:

- developed a regional strategy with the Police and Crime Commissioners in Durham and Northumbria to tackle violence against women and girls;
- held fraud prevention road-shows in shopping centres across Cleveland, talking directly with the public and giving out crime prevention advice in the run up to Christmas;
- hosted a Disability Hate Crime seminar; which has led to multi-agency work to establish Cleveland wide standards for hate crime reporting centres and several media campaigns to raise awareness of the issue;
- launched a Cleveland wide 'Safe Places' scheme to support vulnerable people which is supported by a number of agencies and retailers, including Marks and Spencer;
- worked with the north-east Police and Crime Commissioners to produce a 'Myth-buster' leaflet to dispel commonly reported myths and set out the facts about asylum seeking.

In 2014/15 I will:

- develop a Commissioning Strategy to focus on services for victims and prevent reoffending;
- improve feedback from the police to victims as part of the drive for better victim and witness satisfaction and confidence;
- undertake a programme of consultation with victims to inform the commissioning of services and the implementation of new antisocial behaviour legislation;
- implement a Cleveland delivery plan, to support the regional Violence Against Women and Girls' Strategy;
- drive the implementation of the new Victims' Code of Practice;
- launch a training DVD to frontline officers focused on tackling disability hate crimes;
- encourage victims and witnesses to report hate incidents;
- improve services and access to the Cleveland Sexual Assault Referral Centre (SARC);
- improve support for children and young people who are victims of sexual assault.



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



In 2013 I have:

- implemented Restorative Justice in Cleveland Police and secured Ministry of Justice funding for a 'RJ Champion' post. More than 700 young offenders have been diverted from the criminal justice process during the first year;
- promoted Community Payback schemes encouraging people to put forward ideas for projects to be undertaken by offenders;
- rolled out a Cleveland wide screening model to engage with young people entering custody and divert them from reoffending;
- established a Young Peoples' Strategic Planning Group, to advise on commissioning services that diverts and protects young people from crime and disorder. The group meets bi-monthly and has been instrumental in the roll-out of street triage services for youth offenders. It has also carried out a consultation exercise to enable young victims of sexual exploitation to better understand the court process;
- monitored the Troubled Families Programme within the Force area and encouraged the most successful to be emulated across Cleveland. Established the work as 'mainstream' rather than as a time-limited project.

In 2014/15 I will:

- work with partners to improve Restorative Justice arrangements;
- support the expansion of Restorative Justice to adult offenders;
- support the creation of a single Integrated Offender Management (IOM) team for Cleveland;
- monitor and hold to account any new probation providers;
- promote 'best practice and successful' restorative projects and the Community Payback scheme and work with any new provider to improve schemes;
- develop further the pre-custody mental health project (street triage) to include custody based care pathways.

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

In 2013 I have:

- introduced a collaborative assessment process in police custody, to support people with issues which have contributed to their offending such as addictive behaviour;
- supported Safer Future Communities for the voluntary and community sector; to influence future collaboration, reduce crime and increase community safety;
- become an executive member of the Cleveland & Durham Criminal Justice Board. To promote greater effectiveness and partnership working, the Local Criminal Justice Board Project Manager has relocated to my office.
- supported the Local Criminal Justice Board improving the use of Victims' Personal Statements in the criminal justice process through a collaborative approach. As a result, the Crown Prosecution Service now presents a victim's personal statement at court hearings for domestic and sexual violence cases to inform sentencing;
- introduced a comprehensive performance management process to oversee the Force's performance and also the work of PCC sponsored community safety projects;
- developed a comprehensive website - www.cleveland.pcc.police.uk - which highlights all aspects of my work as PCC; communicates with the public via social media and web-chats and links to the work of many local and national agencies.

In 2014/15 I will:

- review my office activities and further reduce operating costs, where possible;
- conclude development of an Estate Strategy and decisions on a new police headquarters;
- encourage and support collaboration across emergency services and broader public sector;
- lobby on key crime and disorder issues affecting the Cleveland area, with a continued focus on minimum alcohol pricing and firearms' licensing;
- develop and support business cases, with partners, to bid for Police Innovation Funds with a focus on promoting partnership and collaboration;
- improve the use of digital working and technology to make sustainable improvements and efficiencies.



Working for better industrial and community relations

In 2013 I have:

- appointed a new Chief Constable who now leads nationally on ethics and professional standards;
- become a Living Wage accredited employer;
- established a joint, independent Audit Committee, to oversee the work of the Force and the Office of the Police and Crime Commissioner (OPCC);
- received an external audit report regarding the 2012/13 accounts, concluding I have made proper arrangements to secure economy, efficiency and effectiveness in the use of resources;
- reduced the budget of the OPCC by 23% (£270k) when compared to Cleveland Police Authority enabling more money to be focused on frontline services. Over 99% of the overall budget is currently spent on supporting policing;
- received Home Office endorsement of my plans for the 'stage 2' transfer of staff to the Chief Constable, along with clear division of responsibility and accountability for the two 'corporations sole';
- commissioned an external and wholly independent health check to ensure that the leadership style of Cleveland Police is appropriate, ethical and sustainable.

In 2014/15 I will:

- support the Living Wage campaign, by ensuring Cleveland Police and our strategic partners adhere to Living Wage requirements as contracts are renewed;
- develop further a programme of staff engagement and consolidate the 'stage 2 transfer' arrangements and organisational changes;
- support the independent, joint Audit Committee in monitoring performance on key business issues;
- continue to support and assist the strategic Independent Advisory Group drawn from across the community;
- 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;
- receive and consider the 'organisational health check' report and draw up an action plan as appropriate.
- promote tolerance, equality, fairness and transparency.



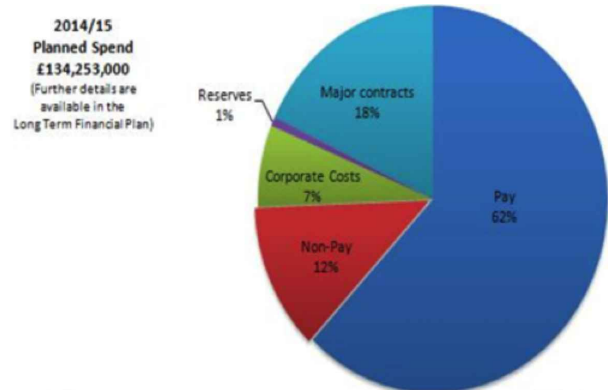
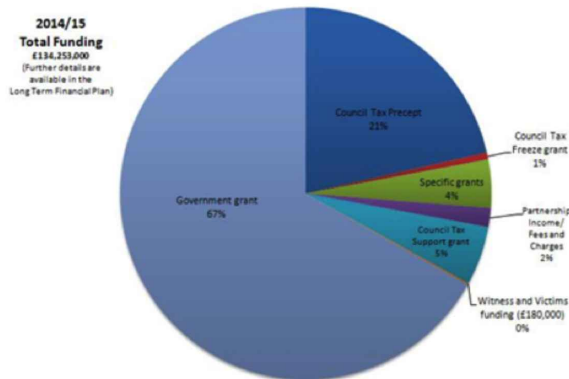
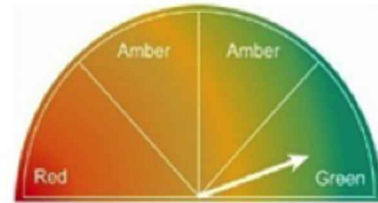
Resources

I have financial planning arrangements which have been audited and recognised as robust by auditors and HMIC. My Long Term Financial Plan (LTFP) sets out in detail the funds available and how these are spent. A brief summary is shown on this page. If you require more information, please go to the Financial Information section on my web site.

"HMIC considers that Cleveland Police is on track to meet its savings requirements as set out in its Policing in Austerity: Rising to their Challenge report."

Police Crime Commissioner for Cleveland Governance - Post PCC Election Review: Good Governance and Financial Management

Overall Opinion



The impact of continued austerity and the financial challenges it presents will result in a reduction of staff and budgets as shown below:

Employee Numbers (average per year)	2013/14	2014/15	2015/16	2016/17
	FTE	FTE	FTE	FTE
Police Officers	1,441	1,378	1,349	1,349
PCSOs	158	145	132	132
Funding forecast (£)	137,458k	134,253k	130,397	127,937



YOUR FORCE, YOUR VOICE.

POLICE AND CRIME
COMMISSIONER
FOR CLEVELAND

PCC Priority: Retaining and developing neighbourhood policing

PCC Outcome: Reduced neighbourhood crime

Analyse and scrutinise: Antisocial Behaviour levels

Safer Hartlepool Partnership Priority

Safer Middlesbrough Partnership Priority

Redcar and Cleveland Community Safety Partnership Priority

Safer Stockton Partnership Priority

Anti-Social Behaviour

Community reassurance Patrol i.e. police, street wardens etc.

Reduce Antisocial Behaviour & Associated Incidents

Reduce Anti-Social Behaviour

Ensure effective resolution of anti-social behaviour, divert perpetrators and identify and support vulnerable individuals and communities

Vandalism

Poor parental responsibility

Threats / verbal abuse

Alcohol misuse

Littering / dumping rubbish

Dog Fouling

PCC Priority: Ensuring a better deal for victims and witnesses

PCC Outcome: Improved Victim Satisfaction

Implement a Cleveland delivery plan to support the regional Violence Against Women and Girls' Strategy

Safer Hartlepool Partnership Priority

Safer Middlesbrough Partnership Priority

Redcar and Cleveland Community Safety Partnership Priority

Safer Stockton Partnership Priority

Domestic violence and abuse

Preventing Domestic Violence

Reduce the Harm caused by Violence & Substance Misuse

Domestic Violence

Reduce the risk of serious harm and provide the right response to safeguard individuals and their families from violence and abuse

The Reducing Domestic Abuse Partnership (RDAP) will continue to work towards the objectives set within the **Domestic and Sexual Abuse Strategies** and accompanying action plans to achieve a coordinated approach to reduce domestic abuse, increase support for victims and bring perpetrators to justice

Continue to provide a holistic support service to victims of Domestic Abuse and their families, including access to refuge services, 1:1 and group support, advice and counselling.

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

PCC Outcome: Fewer people reoffending

Analyse all available offending data to develop diversionary initiatives within Cleveland

Safer Hartlepool Partnership Priority

Reduce Offending and Re-offending

Reduce re-offending through a combination of prevention, diversion and enforcement

Safer Middlesbrough Partnership Priority

Rehabilitation and support work with offenders whether through the Probation Service, YOS, Voluntary sector work with offenders etc that will include Integrated Offender Management.

Redcar and Cleveland Community Safety Partnership Priority

Reduce Offending & Re-offending, particularly for acquisitive crime

“It is evident that a small number of offenders are responsible for the majority of crimes committed in our area, particularly acquisitive crime.”

Safer Stockton Partnership Priority

N/A – one of the three lowest ranked priorities for SSP