



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

19th September 2017

Commissioners Update

1. Purpose of Report

- 1.1 The purpose of this report is to provide Members of the Cleveland Police and Crime Panel (PCP) with an update in relation to key matters including;
- Seven Force North East and Yorkshire Collaboration
 - Transforming Professional Standards
 - Everyone Matters
 - Sexual Assault Services
 - E CINS

2. Seven Force North East and Yorkshire Collaboration

- 2.1 On 6th September 2017 Cleveland OPCC were pleased to host the first Chief Constable, Police and Crime Commissioner and Chief Executives collaboration meeting between Cleveland, Durham, Northumbria, North Yorkshire, West Yorkshire, South Yorkshire and Humberside police forces. The purpose of the meeting was to discuss the approaches to be taken to co-working and collaboration for the benefit of all our communities. Frank and open discussions resulted in a collective agreement to work together to make our areas safer.
- 2.2 The agreement include the following;
- Understand how to best to respond to protect our communities in the face of the challenges of cyber-crime.

- To consider how best to assemble a team to co-ordinate the work going forward.
- A commitment to continue to meet to develop of a collective approach to governance.

2.3 We are making history in a meeting of this kind; lots of positive discussion took place. Cyber-crime is something we are keen to further explore to see what more we can do to pool resources to look at the co-ordinated response. We all acknowledged that as criminality changes, with cyber-crime, a lot of boundaries are non-existent with crime online. We need to look to ensure we are all using our resources as effectively as possible. On-line crime is becoming more prevalent but is still massively under reported.

2.4 We intend to meet again before the end of December to progress this work.

3 Transforming Cleveland Police Professional Standards

3.1 The Transforming Professional Standards Reference Group met on 7th September and was provided with a full update on lessons learnt from the initial phase of the transformational review. The meeting set out the main lessons learnt, particularly those identified from carrying out a review of a number of specific cases. The review highlights 5 broad themes as follows;

- Improve regulatory compliance
- Achieve high standards in investigations
- Improve oversight and governance
- Improve timeliness
- Improve communications (with stakeholders and the wider public)

3.2 A number of measures have been put in place as a direct result of the lessons learnt and these include but are not limited to the following activities;

- An investment in professionalising investigators and those in the role of the appropriate authority, including the provision of training, mentoring and coaching
- Accountability for decision making set out in a comprehensive scheme of delegation
- A governance scheme setting out levels and frequency of internal and external accountability
- Departmental performance management – understanding the business, tasking & co-ordinating
- Robust case management processes, including quality assurance to ensure high quality investigations and casework
- An ability to operate in a timely and consistent fashion across all aspects of assessment and casework
- Ongoing demonstrable transparency in assessments and decision making

- Transparency and publication of internal policies and procedures (i.e. disclosure policy, counter corruption strategy)
 - Strict adherence to the regulatory and legislative framework
 - Proactive involvement in, and responsibility for, organisational learning and ethical policing standards
 - A communication strategy and regular engagement with stakeholders
 - A clear and current understanding of internal and external stakeholder perspectives
 - A willingness to respond to constructive commentary and to influence improvements in policing standards
- 3.3 The ongoing transformational work will ensure these lessons remain at the forefront of departmental thinking and should provide a level of assurance that the fundamental causes of the problems are now less likely to occur in the future. We have been advised by the work of the reference group and will continue to draw on their support.
- 3.4 As panel members will be aware from my update in July, the recruitment for a Head of Standards and Ethics is currently underway. We have commissioned Hays, a specialist recruitment agency to assist in the recruitment process to ensure we are in the best position possible to attract candidates to the role. A copy of the recruitment pack can be found at: <https://www.hays.co.uk/jobs/cleveland-police/index.htm> On-going feedback from the agency has given us confidence that the post will attract strong interest. However accessibility from London has been a challenge and we have worked hard to address this in the recruitment pack by including lots of information that positively promotes the Cleveland Police area. In addition to this, for candidates who make an application, there is an offer of a tour of the area by the Police and Crime Commissioner.

4. Everyone Matters

- 4.1 Members will recall from previous updates that the Everyone Matters programme incorporates Cleveland Police's organisation development in respect of equality, diversity and human rights. The programme, which delivers on my Strategic Direction set out in Decision Record 100–2015, is led by the Chief Constable. Members of the Chief Officer team are leads in respect of the Everyone Matters strategic themes - Serving Our Communities, Supporting Our People and Organisational Processes.
- 4.2 In addition to ongoing work in respect of Serving Our Communities – such as learning and development activity in respect of hate crime, and the finalisation of community engagement plans – the programme has continued to deliver Community and Cultural Awareness sessions covering the following:
- A Way Out - improving understanding of the journey of vulnerability including cause and effect; and achieving a better understanding the links between vulnerability, sex working and addiction.

- Trans Aware - covering issues faced in the Tees Valley area by people at all stages of transition and focussing on the day to day challenges.
 - Islamic Diversity Centre – covering key elements of background to Muslims in the UK - beliefs and practices, challenging stereotypes and removing misconceptions.
- 4.3 Supporting Our People & Organisational Processes – in September Cleveland Police has launched a professional development event for middle managers and in October, will begin the Everyone Matters in Practice sessions. The programme has the following aims and objectives:
- Recognise and understand the impact of bias in everyday situations.
 - Reflect on self and gain insight into personal responses to diversity.
 - Contribute to the on-going discussion about how the EM strategy can be brought to life in meaningful and practical ways.
 - Challenge attitudes and behaviour that do not support the EM strategy and approaches.
- 4.4 The Force’s wellbeing strategy has delivered the launch of an Employee Assistance programme, giving access to counselling and a range of other support on a 24/7 basis. The Force will work towards achieving a quality mark via the Better Health at Work awards scheme.
- 4.5 The Force has continued to make incremental progress on improving the diversity of the workforce, with the most recent police officer intake including 6% BME and 6% LGBT – higher rates of 13% in each respect having been achieved in respect of PCSO intake. The Force’s Equality dashboard analysis reports that in the 12 months to June 2017, 58% of appointments to police staff roles have been female.
- 4.6 I am particularly focussed on ensuring that Cleveland Police continues to adapt its approach to operating as a supportive and inclusive employer and in that vein, will wish to see further progress in respect of improving approaches to internal grievance and litigation. I am pleased to note that it is now standard practice to encourage the use of informal mediation to explore desired outcomes. I am also encouraged by the use of more formal mediation and alternative dispute resolution (ADR) processes where they are appropriate to resolve civil and Employment Tribunal claims against the organisation. I continue to subject these approaches to close examination as part of my scrutiny programme, including a forthcoming scrutiny meeting in October devoted to exploring key areas of performance and development in respect of human resources. I am keen to ensure, for example, that support is available to managers to confidently support colleagues in the workplace throughout maternity.

5. Sexual Assault Services

- 5.1 The Office of the PCC in collaboration with NHS England are in the process of competitively tendering the Sexual Assault Referral Centre (SARC) and Independent Sexual Violence Advisor (ISVA) Service, this new service(s) will be delivered from 1 April 2018. Current services are provided by a range of organisations operating to mix of delivery models, with some services serving all of the Cleveland area and other specific geographies. In addition to this, services deliver to different operating models, have different service standards, disjointed pathways, duplication, inefficiencies and poor sharing of data.
- 5.2 Much of the funding to support these services has often been ad hoc and short term. Therefore in July 2017, following a successful partnership application led by the Office of the Police and Crime Commissioner to the Violence Against Women and Girls (VAWG) Transformation Fund, £420,000 has been successfully awarded for the provision of Transforming Sexual Violence Services across Cleveland.
- 5.3 This funding will be used as a catalyst to develop a far more coordinated and sustainable approach, with equitable access, reduced waiting times, consistent standards of service across Cleveland and a greater focus on specialist provision and more flexible and efficient use of resources. The additional funding will provide the new role of Violence Against Women and Girls Worker dual qualified as both an ISVA and an Independent Domestic Violence Advisor (IDVA) and also a specialist BME post, complementing the existing work taking place locally in relation to Forced Marriage and Female Genital Mutilation. As part of the commissioning process we will be expecting bidders to incorporate these specialist elements within their applications.
- 5.4 The Cleveland Sexual Assault Referral Centre (SARC), Helen Britton House celebrates its 10th Anniversary on 29th September 2017 and an event to commemorate the achievement of the SARC will take place at the media briefing centre, Police Headquarters.
- 5.5 Members will recall from my update last year that a six force (Cleveland, Durham, Northumbria, North Yorkshire, West Yorkshire and Humberside), collaboration bid to the Home Office Police Transformation Fund for a whole system approach to domestic abuse was awarded in 2016/17. A decision regarding 2017/18 funding was placed on hold pending the general election. We await to hear the outcome of this bid.

6. E CINS

- 6.1 I have hosted and attended several events since becoming elected as Police and Crime Commissioner on improving multi agency partnership working. The since biggest issue that is raised time and time again, concerns difficulties in organisational ability to share information with partners in an efficient and

timely manner. I am committed to improving information sharing and my office has procured a multi-agency case management system, known as E CINS. The system doesn't replace an organisation primary information technology system, it is simply a tool that facilitate information sharing across a number of organisations.

- 6.2 Cleveland Police has recently carried out a full information security review of the system and will ask all partners to adopt the information security protocol to encourage adherence to data protection legislation
- 6.3 You will note from my performance report that several public sector organisations have signed up including the four Cleveland Local Authorities. E-CINS is currently being used to for cases of anti-social behaviour, troubled families and victims first.
- 6.4 My office is currently working with partners to explore other uses of the system for Vulnerable, Exploited, Missing and Trafficked cases, restorative justice and the management of offenders.
- 6.5 The office of the Police and Crime Commissioner have recently developed a role profile for an E CINS Project Manager and will shortly be advertising the recruitment for this position to assist in making further progress in the roll out of the system.

Barry Coppinger
Police and Crime Commissioner for Cleveland