



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

3 July 2018

PCC's Scrutiny Programme and Performance Report

Purpose of Report

1. To provide members of the Police and Crime Panel with an update on the PCC's scrutiny programme and to present the performance report of the Police and Crime Commissioner and the Police and Crime Plan.

Police and Crime Plan

2. The Commissioner's objectives are as follows:
 - Investing in our Police;
 - A Better Deal for Victims and Witnesses;
 - Tackling Re-offending;
 - Working Together to Make Cleveland Safer; and
 - Securing the Future of our Communities.
3. This report updates Panel members on performance associated with the delivery of the Commissioner's objectives, the wider aspects of the Police and Crime Plan and his statutory responsibilities.

Holding the Police to Account

4. Holding the Chief Constable to account is the key duty of the Police & Crime Commissioner and must encompass all of the functions of the Chief Constable and functions of those who are under the Chief Constable's direction and control: this means, particularly
 - How the Chief Constable discharges his duty to have regard to the Police and Crime Plan;
 - How the Chief Constable has regard to national and regional Strategic Policing Requirement (SPR);

- How the Chief Constable complies with the law generally and police codes of practice in particular;
- How the Chief Constable deals with his functions in relation to the handling of complaints against the police;
- The effectiveness and efficiency of Cleveland Police's work in relation to collaboration and partnership;
- How effective and efficient the police arrangements are for engagement with local people;
- How well Cleveland Police achieves value for money in all that it does;
- How Cleveland Police addresses its equality and diversity duties; and
- How Cleveland Police deals with its responsibilities, working in partners, in respect of safeguarding and promoting the welfare of children.

Ensuring greater benefits from the scrutiny programme

5. The scrutiny of the Force is one of the main responsibilities of the Commissioner as set out in the Police and Social Responsibility Act 2011. Delivered through the Commissioner's standards and scrutiny programme effective checks and balances are undertaken through a schedule of regular meetings.
6. Since the last Police and Crime Panel the PCC has held the following meetings.

Scrutiny, Performance and Delivery meetings

- **28 February 2018**
- **11 April 2018**

7. The minutes of the above meetings are attached at **appendix 1 and 2**.
8. Since the last update to the panel there has been two Working Together meetings on the **15 March and 8 June**.
9. The minutes are included at **appendix 3 and 4**.
10. In addition to the meetings above, the Commissioner continues to attend the following to complement his scrutiny programme:
 - Daily review of the Control Room and Serious Incident Logs;
 - Weekly accountability meetings with the Chief Constable;
 - Monthly crime performance monitoring;
 - Attendance at the Force's monthly Force Performance Group (; and
 - Attend at least one local area meeting in each of Cleveland's neighbourhood police team areas.

Performance

11. The report, **attached at appendix 5**, is the overview of the current performance information from the Police and Crime Plan.

Finance

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

Risk

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

Diversity and Equal Opportunities

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

Recommendations

15. That this performance report is noted.

Barry Coppinger
Police & Crime Commissioner for Cleveland



Scrutiny, Delivery & Performance Meeting

Wednesday 28 February 2018

10.00am

PCC Conference Room, Police Headquarters, Ladgate Lane

Present

Barry Coppinger - Police and Crime Commissioner
Simon Dennis - Chief Executive and Monitoring Officer, OPCC
Jo Gleeson – Chief Finance Officer, Cleveland Police
Joanne Hodgkinson – Deputy Chief Executive
Simon Nickless -Temporary Chief Constable, Cleveland Police
Michael Porter – Chief Finance Officer, OPCC
Elise Pout, Standards and Scrutiny Manager, OPCC

Apologies for absence

1. No apologies were received.

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

2. None declared.

Notes of the Previous Meeting

3. The notes of the following meeting were approved for publication.
 - i. 20 December 2017

Financial Information

a) Cleveland Police – Corporate Financial Monitoring Report to 31 January 2018.

3. The report provided assurance that the revenue and capital plans for 2017/18 were being delivered, that financial risks to the plan were being monitored and managed and that remedial action was being taken where necessary.
4. The overall year-end forecast was an overspend of £350k. Pressure on police pay and allowances related to the cost of the extra 1% bonus payment to Police Officers, approved by the Home Office in September 2017, along with overtime costs.
5. The capital budget has been monitored closely all year and showed a small overspend of £5k. Further work had been underway between ICT and procurement to ensure that the remaining schemes would be completed by the financial year end.
6. The key risks to the delivery of the balanced revenue budget were set out in the LTFP and were included at Appendix 3.
7. The forecast year-end position against the police pay unit was for an overspend of £120k. The budget had been set on the basis of having an average 1,274 FTE officers, funding was confirmed from the PCC for an additional 6 posts to bring the total budget to 1280 FTE. The current variances against

Police Officer overtime was £503k over budget, partly due to extra patrols linked with the Manchester and London incidents (for which it was confirmed that the costs of approximately £75k would not be recovered from the Government) and Operation Cotton – a joint operation against Modern Day Slavery and Human Trafficking. It was noted that the position was being monitored closely.

8. The forecast year end position against the PCSO budget was an underspend of £35k, the budget was based on 132 FTE PCSOs (plus another 15 FTE funded by the PCC) the actual number of PCSOs in post as of 31 January 2018 was 143 FTE.
9. The forecast year-end position against the police staff pay budget was for an underspend of £180K as a result of resignations and delays in recruitment to vacant posts.
10. The report also gave an update on non-pay budgets, collaborations, and key schemes within the capital programme including ICT schemes.
11. It was noted that it had been a good year for the Force given the issues that the Force have dealt with.

Action – The report was noted.

b) PCC Budget Monitoring Report to 31 January 2018

12. It was noted that the PCC budget was broadly on track and there were no expected overspends or underspends in the overall budget. The Office of the PCC's budget of £850k was expected to spend all funds allocated to it during 2017/18. The £3,245k to support PCC initiatives and Victims and Witness Services included £1,250k to invest in Neighbourhood Policing was forecast to underspend by £400k predominantly due to it taking longer than expected to recruit and fill the new Neighbourhood Policing posts.
13. The income received by the PCC was forecast to be £340k more than the original budget.
14. The force was currently forecasting to overspend by £350k with £320 from the 1% non-consolidated unfunded bonus award. Plans continued to be put in place to contain all other areas within the original budget provided to the Force, by the PCC, however the £320k could not be contained within the Force budget.
15. The total forecast outturn after 10 months of the financial year was that there would be a small underspend of £475k however that did not include the impact of the Staff Pay award which had yet to be agreed.
16. At the meeting it was noted that a special grant was to be made available from the Home Office for which the Force would be able to make a claim and which it was anticipated would generate more income than expected. It was anticipated that the funding could then be earmarked for the pay award and other risks.
17. The proposed 2017/18 budget underpinned the PCC's objectives. As expected the finances of the organisation were very tight, however the best service possible was being delivered within the budgetary constraints.

Action – The recommendations contained within the report were noted and approved.

c) Robustness of Estimates and Adequacy of Financial reserves – Report of PCC CFO

18. The report was produced as a requirement of the Local Government Act 2003 which required the Chief Financial Officer and the Police and Crime Commissioner to formally report on the robustness of the budget for consideration immediately prior to setting the Budget.
19. It was reported that the funding forecast available to the PCC in 2018-19 was £134,644k from the following sources: the Government grant; the council tax precept; council tax freeze grants and the council tax support grant.
20. It was noted that in announcing the final settlement figures for 2018/19 the Government had stated that 'if the police deliver clear and substantial progress against agreed milestones on productivity and efficiency in 2018, as well as improve transparency about reserves, then the Government intended to maintain the protection of a broadly flat police grant in 2019/20 and repeat the same flexibility of the precept. In theory, it was hoped that future grant forecasts should be less variable than in previous years.
21. The CFO outlined future precept plans, expenditure plans, pay awards, inflation, savings requirements, capital expenditure and financing and reserves and provisions. In conclusion it was noted that the PCC's budget setting process had been designed to ensure that estimates brought forward for approval were sound and robust and the report confirmed that approach.
22. The Chief Executive sought assurance on behalf of the PCC that the arrangements for any potential future litigation risks were robust. In response the CFO noted that he was building up an insurance fund in order to build capacity and ensure that the associated risks could be managed. The Chief Finance Officer and Legal Services met on a regular basis and considered the impact of any potential litigation costs.

Action – That the PCC noted the contents of the report and took them into account when setting the 2018/19 Revenue and Capital Budgets and when considering the Long Term Financial and Capital Plans. That the Reserves Strategy as set out in Appendix A was approved.

d) PCC's Long Term Financial Plan 2018/19 to 2021/22 and Capital Plans 2018/19 to 2021/22

23. The report sought the PCC's approval to agree the budget proposals for 2017/18 and the Long Term Financial Plan for 2018/19 – 2021/22 in line with the legal requirement to set a budget prior to 1 March each year.
24. The PCC considered the allocation of the £134, 644k of revenue funding in the following areas:
 - 24.1 £860k to fund the Office of the PCC
 - 24.2 £3,939k to support PCC initiatives and Victims and Witnesses Services
 - 24.3 £9,475k for Corporate Services
 - 24.4 £119,770k to the Police Force
 - 24.5 £1,400k to the Capital Programme
 - 24.6 £150k to Earmarked Reserves
 - 24.7 This will be supported by £950k from General Reserves.
25. The PCC was asked to note the following recommendations
 - 25.1 That the 2018/19 budget was based on the approved £12 increase in the level of Band D precept for 2018/19.

- 25.2 The PCC was asked to take cognisance of the Robustness of Estimated and Adequacy of Financial Reserve Report of the PCC's CFO that was discussed at the meeting.
- 25.3 The PCC was asked to agree that quarterly updates to the LTFP forecast would be brought to the PCC in 2018/19
- 25.4 The PCC was asked to agree that quarterly updates on the 2018/19 budget would be brought to the PCC in 2018/19 to provide updates on performance against the 2018/19 budget.
- 25.5 The PCC was asked to approve borrowing of up to £3,000k can be taken out to fund the capital expenditure in 2018/19.
- 25.6 The PCC was asked to allocate £6,554k of Capital Budgets to the Chief Constable to deliver new schemes on behalf of the PCC.

26. The report detailed the wider role of the PCC that involved the additional responsibilities of Community Safety and Victims and Witness Services. The Ministry of Justice had confirmed the level of grant for 2018/19 which, nationally, remained static and was based on population. As Cleveland's population had not grown as quickly as others, the amount received by the PCC in 2018/19 was £3,015 (0.5%) lower than 2017/18, with the total grant being £656k. Work continued in the area and the commissioning of services had become more prevalent and had moved away from the grant based system, with key contacts in place for Victim Referral Services, Sexual Assault Referral Services, ISVA and IDVA services and Restorative Justice Services. Bids had also been successful for 2018/19 for Domestic Violence – Whole System approach (£426k) and Violence Against Women and Girls (£164k). The Assistant Chief Executive noted that the services would be unable to continue into the longer term without on-going grant funding from the Ministry of Justice.

Action – The recommendations contained within the report were noted and approved.

e) Cleveland Police Long Term Financial Plan (LTFP) 2018/19 to 2021/22

- 27. The purpose of the LTFP was to demonstrate that the force's operational plan was affordable, financial stability could be maintained and funding was targeted to those activities that made communities safer and stronger. The report set out the revenue and capital spending plans to underpin the delivery of the Force's Towards 2020 strategy.
- 28. The report set out the Force financial strategy, revenue, allocated funding, pay budgets, non-pay budgets, significant pressures, savings programme and capital.
- 29. It was noted that the pay bill was the largest single element of the overall cost base at 67% of the budget. Through the programme of review, the Force had continued to reshape the workforce to deliver an effective blend of skill sets and experience to meet an ever changing demand profile. Pay awards had been assumed at 2% per annum from September 2018, provision had been made for the Apprenticeship Levy which would cost the Force approximately £300-350k per annum. It was assumed that the recruitment plans would maintain workforce numbers at the planned levels.
- 30. In conclusion although many items would change over the next four years, the assumptions in the LTFP, collectively provided for a stable financial position for the Force and, therefore, provided assurance that the strategic plan Towards 2020 and the core priorities of prevention, protection and intervention were both affordable and achievable.
- 31. The Chief Executive raised the issue of the potential for collaborations to lead to a pressure in the LTFP. Collaborations were designed to deliver improvements in effectiveness and efficiency and the Force would closely monitor this requirement over the next 12 months and beyond.

Action – that the revenue and capital budget proposal for 2018/19 and the Long Term Financial Plan for 2019/20 – 2021/22 were approved.

f) Treasury Management and Prudential Indicators Report

32. The PCC was required to set a range of Prudential Indicators for the financial year 2018/19 to comply with the CIPFA Prudential Code of Practice. The Code stated that Prudential Indicators for Treasury Management should be considered together with the Annual Investment Strategy for 2018/19. The report addressed that requirement.
33. The report covered the Annual Investment Strategy, Non-specified investments and the Treasury Management Policy

Action – the recommendations contained with the report were noted and approved.

g) Minimum Revenue Provision Strategy

34. The Minimum Revenue Provision was the annual revenue provision that authorities had to make in respect of their debts and credit liabilities. The report sought approval from the PCC as to the annual MRP strategy. The strategy complemented the wider financial picture which aimed to provide transparency on the cost to the PCC of taking on new borrowing, therefore linking into the PC's prudential indicators and the overall management of the PCC's assets.
35. The recommendations were as follows
 - 35.1 The MRP Strategy for 2018/19, involved no change from the 2017/18 strategy. Specifically that being – Option 1 (Regulatory Method) be used to calculate the MRP on existing borrowing (before 1 April 2008) and any future supported borrowing (after 1 April 2008) and Option 4 (Depreciation Method) be used to calculate the MRP in the case of any future unsupported borrowing (after 1 April 2008)

Action – the recommendations contained within the report were approved.

Everyone Matters Update

36. The PCC received an update on the Force's progress with the implementation and delivery of the Everyone Matters programme as part of the regular updates about the programme. The update complemented the briefing that the PCC had received on the Everyone Matters Annual Equality Report from the Everyone Matters Programme lead.
37. Details were given on the initiatives that were taking place or were planned to take place included leadership training, the cultural awareness programme and succession planning. The transformation of PSD was also discussed as its ethos was at the heart of Everyone Matters in order to ensure organisational and procedural fairness.

Action- that the update be noted

Police Use of Overt Surveillance Camera Systems in Public Places

38. The Surveillance Camera Commissioner had recently published his Annual Report alongside a survey exercise conducted with police forces. The PCC asked the Force to provide information on their response to the recommendations arising from the survey which were to identify a Senior Responsible Officer (SRO) and conduct a review of all surveillance camera systems to establish if those systems fell within the remit of Section 29 (6) of the Protections of Freedoms Act 2012. Where systems were so identified, there should be processes in place that enable Chief Officers to discharge their responsibilities effectively under the PoFA in respect of all of those systems. Such processes

should also keep the development, procurement and operation of future systems under review so as to determine and address the inherent legal responsibilities associated with their operation appropriately.

39. It was reported at the meeting that Assistant Chief Constable Adrian Roberts was to be the designated SRO. A table top analysis had taken place and additional work was to be completed on the privacy impact and signage assessment. In discussing the role of the PCC it was the provisional view of the Chief Executive that the PCC was not designated as the operator of overt surveillance camera system as that fell within the remit of the Police.

Action – that the information was noted and that further updates and the Force’s response to the recommendations would be provided to the PCC forthwith.

Force Management Statements (FMS)– Discussion

40. It was noted that the FMS statement was due for submission to Her Majesty’s Inspector of Constabulary and Fire and Rescue Services (HMICFRS) on 31 May 2018. Arrangements had been made for facilitated sessions over the coming weeks with business leads and their senior management teams to run through their thematic assessments of current/predicted demand and initial capability and capacity assessments. The purpose of each session was to produce an operational gap analysis which would subsequently inform the FMS.

41. It was also noted that NETIC had offered to co-ordinate the response on behalf of arrangements that are undertaken collaboratively.

Action – noted.

PCC Scrutiny Questions

42. At the meeting on 20 December, the PCC was informed about the initiatives to be put in place to improve staff well-being. In particular the development of in-house support services to be delivered on an ‘invest to save’ basis. The Force was asked to provide details on the anticipated return on investment of that support.

Action – that an update would be provided to the PCC on the business case for wellbeing.

43. **Any other business – None**

44. **Date of next meeting – 11 April**



Scrutiny, Delivery & Performance Meeting

11 April 2018

10am

PCC's Conference Room, Police HQ, Ladgate Lane

Present

Steve Bell – Economic Crime Inspector, Cleveland Police
 Barry Copping – Police and Crime Commissioner
 Simon Dennis - Chief Executive and Monitoring Officer, OPCC
 Joanne Hodgkinson – Deputy Chief Executive, OPCC
 Judith Nellist – Commissioner's Officer for Policy and Scrutiny, OPCC
 Simon Nickless – Deputy Chief Constable, Cleveland Police
 Elise Pout, Standards and Scrutiny Manager, OPCC
 Ann-Marie Salway – Specialist Crime Superintendent, Cleveland Police
 Glen Ward – Force Crime Registrar, Cleveland Police

Apologies for absence

45. No apologies were received.

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

46. None declared.

Notes of the Previous Meeting

47. The notes of the following meeting were approved for publication.
 ii. 28 February 2018

Audits and Inspections – Joint Targeted Area Inspection – Multi-agency Response to the Abuse and Neglect in Stockton on Tees

48. Updates from inspection reports are a standard item on the Scrutiny, Delivery and Performance meeting agenda in order to ensure that the PCC is kept up to date with any issues/actions arising from such inspections.
49. Between the 20 and 24 November 2017 Ofsted, the Care Quality Commission (CQC) and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and HMI Probation undertook a joint inspection of the multi-agency response to abuse and neglect in Stockton-on-Tees. The report that was produced noted that the local partnership of agencies had a strong shared commitment to tackling neglect exemplified by the developing children's hub. A number of key strengths were identified including evidence of highly effective practice.
50. Areas For Improvement (AFI) were also identified and the PCC focussed attention on the AFI that involved the Force, either individually or in its partnership capacity. Information was sought on the following:
- 50.1 The Force's response to the AFIs as outlined in the inspectors' report and details of how the Force will work with its partners to deliver them.

- 50.2 The caseload with regard to safeguarding children is increasing, the Force were asked to provide an update on staffing and resources in PVP and include details of how any staffing issues were being addressed.
51. Superintendent Salwey explained how the AFIs had been set out in a letter from the inspectors. It was noted that the inspectors don't come back to review progress with AFIs but that information will be used in future inspections. In order to monitor AFIs this was done through a number of channels included the HMIC monitoring group, public protection group, an action plan, which was governed by the Assistant Chief Constable, Adrian Roberts, and formal actions are monitored through the HMIC framework.
52. The areas for improvement were as follows:
- 52.1 Although there was evidence of a shift in the police towards a more explicit focus on the reduction of risk and vulnerability, this had not yet been translated into consistent improvements in operational delivery across all areas of practice where the police come into contact with children. Much of the work to improve was at a very early stage or not yet fully implemented and, as a consequence, the intended benefits had not been fully realised.
 - 52.2 While it is positive that Cleveland Police have developed additional training for officers, inspectors found that inconsistencies remain in the quality of child safeguarding decision-making at the front line, including when children are suffering from neglect. Incidents were often dealt with in isolation rather than consideration been given to the previous history of events and the wider context of the children's vulnerability.
 - 52.3 The police Niche system allows the use of flags to highlight areas of vulnerability. However when a child had previously been subject to a child protection plan or when they are a child in need, flags were not routinely used.
 - 52.4 Senior leaders, supervisors and managers in the police were not currently able to test the effectiveness of practice at every stage of a child's engagement with the service. While multi-agency audits are used, this is not replicated on a single agency basis within the police. The absence of routine scrutiny of this nature and quality of decision making was inhibiting the potential to strengthen intervention with children.
 - 52.5 Cleveland Police are experiencing difficulties managing demand linked to vulnerability and in the protection of children in particular. This needs close monitoring to ensure that staffing levels in Protecting Vulnerable People (PVP) and children's hub remain appropriate to demand.
 - 52.6 There is no process within the police to ensure compliance in the submission of referral forms when a child may be in need or at risk of significant harm, some checking mechanisms exist, but the gap meant that children were potentially being exposed to periods of risk without the appropriate intervention from key agencies.
 - 52.7 Partnership agencies are not consistently made aware of children living in potentially neglectful environments by Cleveland Police.
 - 52.8 Child protection support officers within the PVP hub are expected to research previous history of domestic abuse incidents. Sampling by inspectors demonstrated an inconsistent approach and incidents were often considered in isolation with little recognition of the escalating risk for children.

53. It was noted that there had been an undertaking to 'back-fill' vacant posts and there was an acknowledgement that staffing levels must stabilise in order to provide increased resilience within the team.
54. The area of highest demand was within the child abuse team . That high level of demand had put pressure on the team, despite best efforts to deliver a good service. There were other complexities that also needed to be taken into account which also placed demands on the team which included: the need for third party material; hospital trips; and volume. It was noted that support had been received from the Executive Team who were fully sighted on the issues.
55. In order to manage the demand, the Force was reviewing it using a demand tool, which was proving positive at the time of writing but the overall outcome was still to be seen. Additional support was also being given to sergeants in terms of training for crimes of this level, giving people more power to make decisions, and support from the executive level to make sure that the demand was being managed.
56. The corporate team were looking at the Strategic Threat and Risk Assessment (STRA) in order to gain a further understanding of demand, abstractions and staffing. Certain abstractions had been made in order to deal with legacy issues but it was noted that if the analysis resulted in a need for more staff then it would be addressed. Processes were also being considered in order to establish the effect on workloads. It was an area that the Force was keeping alert to especially if projected demand was set to increase.

Actions

57. That a further update be received in 3 months' time to allow for the results of the work to understand and manage demand to be concluded.
58. That the findings from the inspection be as a springboard for a wider discussion on vulnerability which can be used in the refresh of the Police and Crime Plan.

Audits and Inspections – National Child Protection Post Inspection review

59. At the Scrutiny, Delivery and Performance Meeting on 25 October 2017 the PCC received details about Her Majesty's Inspection of Constabulary Fire and Rescue Service (HMICFRS) report published a report on 21 September regarding the national inspection of child protection. HMICFRS inspectors found that the force was committed to protecting children and this was reflected in the police and crime plan. The strong commitment was seen in Chief Constable, the chief officer team and the PCC.
60. However, HMICFRS discovered some weaknesses in the force's approach to child protection. As a result of the inspection the PCC sought, in the first instance, an assurance that the areas for concern that were highlighted for immediate action had been dealt with and information on the force's plans to address the recommendations.
61. The PCC considered the action plan that had been produced at the time and was satisfied significant effort had been put in to creating the action plan and was assured that any immediate concerns, as highlighted within the inspection report, had been dealt with swiftly.
62. As the force was due to host the post inspection follow up activity in June 2018, the PCC sought a verbal update on the progress with the actions contained within the Force's action plan.
63. It was noted that the recommendations had been broad in their nature. The Force had undertaken an exercise to review and consider other force's action plans and had taken areas of best practice in other areas including, for example, Gloucester. The area where most improvement was needed

was children in detention and that had been dealt with. Emergency Duty Team provision had improved especially the coverage of gaps during overnight periods.

64. Concentrated training had been given which had included initiatives such as 'adopt a shift' and videos which provided details on the links between missing from home and Child Sexual Exploitation (CSE). The inspection had found that where there was a high risk to people the response from the Force had been very good. The inspectors were very impressed with the aspect at VEMT group that considered repeat victims. Where improvements were needed was in the areas of low, medium risk and, no apparent risk. Force incident managers did a good job in terms of risk assessment, but given the fact that it made up a large slice of the demand the Force noted that they needed to ensure that the right resources were there to match that demand. A missing task group had been set up to ensure that the Force had the right data to be able to map out that demand including details on what harm people were coming to and where the hotspots were.
65. It was noted that in order to ensure a consistency of oversight, the problem solving team undertook a lot of work around the high demand cases but more preventative work was needed. Especially with children's homes and undertaking better assessments, the Force were working with the Children's Society in order to ensure that this happened and significant progress was being made.
66. Another improvement that the force was working on was with Public Protection Notices and Occurrence Enquiry Log (OEL)s, although this work was dependent on the NICHE upgrade, which had only taken place in March. It was anticipated that this would bring improvements in the way of a consistent oversight. A training plan for staff will be in place by the time of the inspection with a timetable and programme for completion will be established by July.
67. The Chief Constable was also the national lead for children missing from home and consideration would be taken of best practice from forces around the country to ensure that the Force was up to date with national best practice.

Actions

68. That the force provide a post meeting note in relation to the Niche update
69. That the Force provides the PCC with an update after the inspection.

Fraud and Cybercrime Update

70. The Force and the PCC received details of the latest Fraud and Cyber Profiles created by the National Fraud Intelligence Bureau (NFIB), that provides an overview of the fraud and cyber landscape in the force area identifying the extent of harm and nature of offending. Work to prevent this type of crime and protect people from it takes place nationally, regionally and locally. The Force has hosted a regional symposium on cyber crime and fraud and the NETIC group have met to consider developing a business case to establish scope for collaboration. As such it is considered timely for the Force to provide a comprehensive update to the PCC.
71. To provide the PCC with a report and presentation to include the following:
 - 71.1 How the Force is responding to latest crime profiles and assessment that are detailed in the NFIB reports;
 - 71.2 Bespoke content for consideration by the PCC for inclusion into the refresh of the Police and Crime Plan, which is currently taking place, to include suggested objectives for consideration, that would benefit Cleveland and the region in terms of better outcomes for the area;
 - 71.3 How prepared are we locally for cyber-attacks both against the Force and local businesses; and

71.4 What does the Force see as the challenges for the future and how does the Force intend to deal with them?

72. It was noted that when the report is received the information within it is already 6 months old so the information won't be looked at in isolation. The top frauds in the area were currently cheque, card etc. online banking, application fraud (for loans, mortgages etc.), mandate fraud (bogus invoices – cyber malware attack). When the report was received, the Force undertake a campaign and considers how to share the information with the local community using social media, leaflets etc., focusing on the top three fraud types. The Force also use Social media to re-tweeting national messages and ensure connectivity across the north east.
73. The force links with the private sector and national banks and had recently taken part in North East Forum, a conference held at Teesside University, which aimed to up-skill staff to deal with fraud, especially within the neighbourhood teams who dealt with the low level cyber-crimes.
74. The Chief Executive asked what the Force were doing in relation to working with the private sector to harness that talent? The force did have an interface with private sector and it was noted that the sector was far more advanced than the Force in this area. The Force was linking in with the Banks and Small to Medium Enterprises (SMEs) in order to push out the message and highlight the dangers of how it cyber fraud could devastate a small business.
75. The Deputy Chief Constable also noted that it was important to consider what victim care looked like and that a lot of work was undertaken with VCAS in order to prevent people becoming repeat victims. Visits are undertaken to vulnerable people and the level of service victims receive is good.
76. Also being considered within the STRA was workforce planning. To consider, for example, what should a fraud investigator look like? Then enabling the balance between protection and capability and getting the appropriate level of resourcing as well as connecting with the private sector and volunteers. Consideration would also be given as to what would be right to investigate on a local, regional level and national level and to work with the national fraud network in order to be able to link with the financial influencers.
77. The Force were to undertake some work to consider why Cleveland has lower levels than others of cyber-crime/fraud? The Force had good links with Action Fraud which was useful given the complexities with where the offenders were located.
78. The PCC was particularly interested in how prepared the Force are in terms of a malicious attack on their IT systems. It was noted that the Force checked their IT protocols on a regular basis. Staff were well briefed on IT security, for example training staff about not clicking on unknown attachments and consider the veracity of emails from unknown senders.
79. With regard to information sharing with external organisations, it was noted that they are classed as the data controller, the Force seeks assurances that there were information sharing agreements in place. As data controllers those organisations would be liable for any security breaches. Arrangements with third parties are checked to ensure a level of security and the Force were reassured by recognition at a national level from the information commissioner's office is that they will work with Forces and OPCC offices to develop locally appropriate solutions.
80. In terms of attacks on other local public sector organisations, the Assistant Chief Constable, Adrian Roberts, was the deputy chair of the Local Resilience Forum (LRF). The forum had recently hosted a cyber-resilience exercise, which involved a mock cyber-attack. The LRF agencies got together to discuss what to do and they considered the plans they had in place for such an attack.

81. The Business Community also recognised the risks of a cyber-attack, the larger companies had plans in place, but this was not replicated as much within the SMEs. It was also recognised that there was a lack of reporting in this area due to the 'embarrassment' factor.
82. It was noted that one of the best ways to engage with the business community was to take events to them, for example the Force had provided a micro hacking event, which took about an hour, and which attracted 10-15 business around the table to show a demonstration of just how simple it was to crack passwords and access systems.
83. The importance of preventative work and advice was recognised as was the need to push the work of the 'scambassadors'.

Action

84. That the Force would work with the PCCs office to ensure suitable text for inclusion into the Police and Crime Plan refresh.

The Best Use of Stop and Search/Use of Force

85. Cleveland Police signed up to the Best Use of Stop and Search Scheme (BUSSS) launched by the Home Secretary and the scheme commenced on the 30 November 2014. The aim of the scheme was to improve transparency in the use of stop and search powers, to improve trust and confidence in the police by ensuring the provision of a quality service ensuring that intelligence is utilised to focus stop search activity professionally and appropriately against those individuals who cause the most harm to communities.
86. The HMICFRS Legitimacy Inspection Dec 17 included an Area for Improvement (AFI) which stated that the Force should improve the external scrutiny of its data; involve young people in the scrutiny arrangements and offer those scrutinising the force appropriate training on the use of police powers. It also kept in place an AFI from the 2015 inspection which said that the Force should continue with the improvements it has started to ensure that all stop and search records include sufficient reasonable grounds to justify the lawful use of the power and that officers fully understand the grounds required to stop and search a person.
87. Stop and Search and Use of Force have been areas of focus at the Tactical Performance Group and further analysis was being carried out to break down statistics at ward level. In addition a stop and search action group has been established to address performance issues and areas of poor performance raised by HMICFRS.
88. The PCC therefore sought information on the following:
 - 88.1 The work that had been undertaken to implement improvements as a result of the AFIs above;
 - 88.2 A position statement with regards to the current issues around stop and search and use of force;
 - 88.3 An assurance that the force's use of stop and search and use of force was carried out appropriately and justifiably; and
 - 88.4 An update on the actions arising from the stop and search action group which took place on 19 March 2018.
89. A new force lead, Superintendent Cooney, has been assigned to oversee the issue of stop and search. There were approximately 60-85 stop and searches per month and that number had previously been significantly higher. It was acknowledged that there was a balance to strike between the confidence of staff to undertake stop and searches and protecting the public. In order to do so there are fortnightly meetings to maintain that focus. Because there are such low

numbers the Force could quality assure each one in order to be able to bring out the lessons learnt. In doing so the Force have identified one team who are particularly good and that it was important to recognise that. As a result a 'how to video' was being developed using best practice from that team. Cleveland was one of the first forces to develop a stop search training package.

90. In respect of the AFI from HMICFRS, the Force has been working with a local youth organisation in order to progress the use of young people in the scrutiny process. In addition to the AFI, scrutiny, beyond that of the PCCs office, takes place in a number of other ways, for example Stop and Search is a constant agenda item on the Independent Advisory Group (IAG).
91. The 'Ride Along' policy is being refreshed. Due to the low numbers of stop and searches people attending won't always necessarily witness a stop and search taking place due to the low numbers.
92. One of the main areas which needed improvement was the area of compliance and the depth of information that officers were detailing on the grounds for the Stop and Search. It was found that the smart works app which was used to contain the information contained a box that was too small for the amount of text that was needed by officers, so this was easily fixed by increasing the size of the text box.
93. Further work was also being undertaken to analyse the compliance rate on the grounds that were used. It was found that the force was 85% compliance, but to put it in context the 15% non-compliance rate could be 1 or 2 people. The HMIC compliance rate was set at 95% but with such low numbers one person could alter the compliance rate substantially.
94. The intention was to create Stop and Search Scrutiny Panels for adults and young people to examine a random selection of provide valuable feedback on Stop Search. The Scrutiny Panel will also be informed of any issues in relation to complaints regarding Stop and Search powers. Stop and search champions have been established who can provide support and guidance on the use of stop and search. At the time of the meeting the Force was not aware of any stop and search compliance complaints in the last 12 months.
95. It was recognised that the Force were compliant with the national schemes. Further work was to be undertaken to ensure that the intelligence supported the levels of stop and search in a particular ward and to engage with communities to ensure that it felt right to them. It was noted that disproportionality might not necessarily be a bad thing as long as it was justified and communities knew the reason for it. The Force wanted to ensure that the intelligence was targeting stop and search in the right place and at the right time.

Action

96. That the information be noted.

Crime Data Integrity

97. The HMICFRS Inspection of the Integrity of the Force's Crime Data was due to be published in July. Following the inspection, a number of areas for improvement emerged from the recent HMICFRS debrief.
98. In advance of the publication the PCC would like to seek an assurance from the Force in respect of any safeguarding issues, to ensure that they have been identified and dealt with and the steps that are being taken by the Force to address any areas of improvement that had been identified in the inspection, prior to the publication of the inspection report.

99. The Force outlined that the initial HMICFRS findings had mirrored internal findings around violent crime and domestic abuse. An action plan had been produced which was key to improvements being made. Positive benefits were being seen already. For example processes had been improved around the closure of an incident which are of a better quality and consistency. One to one discussions were taking place with staff which were having a positive impact.
100. The Protecting Vulnerable People team (PVP) were undertaking a testing of their processes and work was taking place to help call takers with empathy. There were a number of key data points being monitored and an improvement plan was being implemented, examples of other work taking place was as follows
 - 100.1 Call taker monitoring focusing on domestic abuse incidents without specific crime keywords, this is being done to ensure the incident log reflects the actual call.
 - 100.2 Ensuring the incident is opened with the correct code, specifically a crime code as this starts the victims journey off correctly. Staff have been briefed and a pop up has been added in Storm to remind staff. Since this work has been done we have seen an increase in the number of domestic abuse incidents opened with a crime code.
 - 100.3 Daily domestic abuse audits are now being carried out to ensure the incident is reviewed in a timely manner so if any service recovery is required this can be actions swiftly. Also the auditor is providing one to one feedback to the member of staff who has closed the incident incorrectly.
 - 100.4 The number of staff closing incidents had increased, control room are reinforcing the requirements for dedicated closure officers are the only staff who can close a non-crime domestic abuse incident, we are starting to see the number doing this go down which is a positive indicator.
 - 100.5 Desktop review of the domestic abuse incidents HMIC highlighted by a subject matter expert, with further planned deeper scrutiny work, looking at areas for improvement and also testing the current processes.
 - 100.6 Master classes for incident resolution team supervisors/managers are being planned with Harbour to up skill our staff in understanding and actively managing domestic abuse incidents.
 - 100.7 Work is underway to implement the new Niche vulnerability package which includes domestic abuse DASH risk assessment form, which provides better governance and an opportunity to remind staff.
 - 100.8 Staff training has already been planned as discussed at the Domestic Abuse group, including coercive and control and the College of Policing Vulnerability package both will include the key legislative updates staff require.
 - 100.9 Longer term sustainability is a key requirement that is being work upon which includes work such as Everyone Matters, Blue Light, demand management.
101. Superintendent Dave Sutherland had undertaken a monitoring process with which then fed into the Domestic Abuse action plan. Another key piece of work was the master classes that had been provided for first and second line managers.
102. The Force Crime Registrar (FCR) was directly line managed by the Deputy Chief Constable and provided weekly updates. The FCR was also investigating for any weaknesses in the connectivity between mapping demand and quality, through performance meetings, recording, deployment, links to VCAS and the on-going management of investigations.

Action

103. That a representative from the OPCC be invited to attend the next NCRS compliance group meeting.

Proposed Inquiry into Disclosure in Criminal Cases

104. The Attorney General is currently undertaking a review of disclosure following a discussion at the National Criminal Justice Board on 30th November 2017. The provisional timeline for this review was that it was to report back to the national Criminal Justice Board before the Summer Recess. The Justice Committee has also recently announced an inquiry into the disclosure of evidence in criminal proceedings, the findings of which will feed into the Attorney-General's review.
105. In light of the above and the publishing of the National Disclosure Improvement Plan the PCC would like to seek assurance that the force is addressing this issue with a forward focus and as such would like an update from the Force on the following:
 - 105.1 Confirmation of the Force's disclosure champion at chief officer level;
 - 105.2 Confirmation of the region's force disclosure expert to the National Police Disclosure Working Group;
 - 105.3 Confirmation of the tactical disclosure lead at chief superintendent/ superintendent level;
 - 105.4 How the Force are ensuring compliance with the National Disclosure Improvement Plan;
 - 105.5 Details of where the force is in terms of developing a joint CPS/Police disclosure improvement plan that reflects local issues and national agreed priorities;
 - 105.6 How the product will feed into the Local Criminal Justice Partnership; and
 - 105.7 An update on the Force's contribution to the national response around disclosure and how is the force learning from other forces experiences in this area and using that best practice.
106. The Force was considering specific disclosure champions across all service areas. The Director of Collaborative Legal Services, Xanthe Tait, was involved at a regional a national level to ensure that the Force was prepared for any future enquiry. Discussions had taken place at the Management Board and the Force had a good insight as to what needed to be taken forward.
107. It was noted that updates would be taken to the Local Criminal Justice Partnership and as Joint Chair the Police and Crime Commissioner would be able to seek assurances through that Board.
108. The Force confirmed that a compliance level had been established with checks and balances but that for added assurance the Force would reconsider the national action plan to ensure that there were no gaps.

Action

109. That the information was noted.

Any Other Business - None



Working Together Meeting

Thursday 15 March 2017
1pm – 3pm
PCC's Conference Room, OPCC, Ladgate Lane

Present

B Coppinger, Police and Crime Commissioner for Cleveland (Chair)
R Beard, Middlesbrough Borough Council
Mike Lane, Hartlepool Youth Offending Service Manager
J Hodgkinson, Assistant Chief Executive, Office of the Police and Crime Commissioner
S Hume, Stockton Borough Council
J Nellist, Commissioner's Officer for Scrutiny and Policy, Office of the Police and Crime Commissioner
Rachel Parker, Hartlepool Borough Council
E Pout, Standards & Scrutiny Manager, Office of the Police and Crime Commissioner
J Trotter, LCJP Programme Manager for Cleveland OPCC and Durham OPCVC
S Wilson, Commissioner's Officer for Consultation and Engagement, Office of the Police and Crime Commissioner

Invited

Emily Harrison, Chief Inspector, Cleveland Police
Mal Suggitt, Inspector, Cleveland Police

1. **Apologies for absence**

Apologies were received from Claire Sills, Jay Hosie, Kay Dargue, Miriam Sigsworth and Julian Feakes and Julie Pearce.

2. **Declarations of interests**

None.

3. **Notes of the previous meeting**

Notes from the previous meeting were accepted as an accurate record.

4. **Actions from previous meeting**

There were no outstanding actions of note.

5. **Off-Road Motorbikes**

Chief Inspector Harrison presented an update on activities to tackle nuisance and off-road motorbike offences. Activities are carried out under the umbrella of Operation Endurance in liaison with local partners and borough councils.

The presentation covered the 4 Ps – Prevent, Prepare, Pursue and Protect.

Under Prevent, a toolkit had been prepared for officers which was available on the intranet. Work was taking place in schools, youth engagement and early intervention work was taking place with Troubled Families. Community engagement was taking place to help people understand the implications of purchasing motorbikes and where they could be appropriately used. Posters had been designed about what to do if off-road bikes were causing a nuisance in neighbourhoods, people could also ring the number anonymously. The force was also working with petrol stations to stop the purchase of fuel to people with off road bikes.

In order to Prepare, cohesive intelligence gathering was taking place and there was now a direct link between the control room and the Neighbourhood Policing Team for occurrences of motorbike anti-social behaviour.

Different methods were being undertaken in order to Pursue – including closure notices, criminal behaviour orders, the use of Section 59 of the Police Reform Act – giving the police the right to seize and crush bikes, driving offences for parents who have bought bikes and allowed their children to use them off-road inappropriately. Even linking in with tenants to say that their tenancy could be in jeopardy if they continued to use an off-road bike inappropriately.

In order to Protect, community protection notices were used, a multi-agency approach had been adopted and E-cins was being used to support that.

The PCC asked if there was anything else that Cleveland should be doing that Durham have implemented, but it was acknowledged that Cleveland had used all the good practice, but that lots of learning can still be taken from bigger forces such as Greater Manchester Police.

6. Local Criminal Justice Partnership (LCJP)

J Trotter presented the LCJP Plan for information and discussion. This included a focus on the structure of the LCJP and working with partners to achieve business benefits across the Criminal Justice System (CJS).

The representatives discussed the representation on the partnership board and how the task and finish groups belonged to the criminal justice partnership and that they would have to proactively feed into those groups to ensure that they were effective.

7. Crime Prevention Products Funding

Discussion was held on the provision of crime prevention services/funding across the area and whether specific budgets were held for this. It was noted that small budgets are allocated in all borough councils and that the PCC also funds small crime prevention products such as purple bells.

Cleveland Police has a dedicated crime prevention team working across the Cleveland area with partners. Hartlepool Borough Council also have a small dedicated team providing advice and products to vulnerable victims and targeted members of the public.

8. **Universal Credit**

Universal Credit has been piloted in Hartlepool and is due to be introduced across other boroughs on 1 April. There was discussion around the impact on Universal Credit, it was noted that no real link has been identified between increases in acquisitive crime and the new system. However, there were concerns that financial pressures may lead to increases in domestic violence incidents.

9. **Integrated Community Safety Model (ICSM) – Hartlepool example**

The ICSM was launched by the Safer Hartlepool Partnership on 26 February 2018. Early indications is that the model has been well received by the public and the model is expected to grow once embedded. Benefits of co-location with partners include daily meeting/briefings with partners to address local issues and concerns and a fuller understanding of problems.

Inspector Suggitt discussed the crime trends in Hartlepool, it was noted that there had been an increase in repeat offenders; levels of shoplifting were stable but that the main increases in crime had been in vehicle crimes where opportunists had been trying car doors.

Steve Hume noted that it would be interesting to consider this in 12 months' time and that it would be useful for Hartlepool to share the findings.

In discussing the ICCM it was noted by the PCC that this model was an area of good practice and although we don't have the same provision everywhere the force was flexible. It was noted that Stockton had aspirations to do more neighbourhood interventions and that they were doing an early help review and were looking at locality hubs.

Middlesbrough had been piloting the model for 6 months and had developed a multi-agency team based at Middlesbrough Police Station, which undertook targeted work around prolific beggars and the homeless. The pilot funded 2 PCSOs neighbourhood safety officers, a dedicated street warden and they linked with other departments, bringing in adult social care, public health and safeguarding etc. It was noted that there had been significant reductions in incidents in the town centre.

In Redcar there was an anti-social behaviour team based at the police station. It was noted that the integrated way of working was the way forward.

10. **Summer Events**

S Wilson briefed representatives that the OPCC will be attending various events over the summer months to promote crime prevention and safety. She asked if representatives could share details of their key events scheduled for the summer 2018. It was noted that events were usually organised by Culture, Communities and Events Department (or similar) in each borough council.

Action – if representative could inform Sarah Wilson of any events taking place to share information

11. **Any Other Business**

Begging J Hill, Middlesbrough Borough Council briefed representatives on initiatives delivered to tackle begging in the town centre. Middlesbrough Council has a team co-located in Middlehaven police station targeting prolific beggars. Activities included working with local charities, better working to monitor big issue sellers, selective landlord licences and with the 28 food banks in Middlesbrough.

12. That the PCC wanted to record his best wishes and thanks to Inspector Mal Suggitt on his retirement from the Force.

13. **Date of Next Meeting**

The next meeting is scheduled to take place on 8 June 2018



Working Together Meeting

DRAFT

Friday 8 June 2018

10am – 11.30am

PCC's Conference Room, OPCC, Ladgate Lane

Present

B Coppinger, Police and Crime Commissioner for Cleveland (Chair)

Tanya Evans, Stockton Youth Offending Team

Jane Hill, Middlesbrough Council

J Hodgkinson, Assistant Chief Executive, Office of the Police and Crime Commissioner

Jay Hosie, Redcar and Cleveland Council

Mike Lane, Hartlepool Youth Offending Service

J Nellist, Commissioner's Officer for Scrutiny and Policy, Office of the Police and Crime Commissioner

Alastair Simons, Chief Superintendent, Cleveland Police

E Pout, Standards & Scrutiny Manager, Office of the Police and Crime Commissioner

Claire Sills, Stockton Council

S Wilson, Commissioner's Officer for Consultation and Engagement, Office of the Police and Crime Commissioner

14. **Apologies for absence**

Rachel Beard, Rachel Parker, Steve Hume

15. **Declarations of interests**

None.

16. **Notes of the previous meeting**

Notes from the previous meeting were accepted as an accurate record.

17. **Actions from previous meeting**

There were no outstanding actions of note.

18. **Neighbourhood Policing Update**

The ICCM (Integrated Community Safety Model) launched on 26 February 2018 is beginning to show greater benefits through joint approach to tackling community issues and problems. These include a fuller comprehensive of problems through better understanding of local issues and concerns by co-location of teams with partners and daily meeting/briefings. Chief Superintendent Alastair Simpson reported that Cleveland Police is looking at options for roll-out in other policing areas. Other points of interest include

- It was also noted that Cleveland Police is completing a 12 month review of OPCC funded posts that support neighbourhood policing teams. Vacancies are currently available and it is anticipated that vacant roles will be advertised following the review.
- A summer communications campaign is being prepared to support Operation Endurance. This will be presented to Community Safety Partnerships once approved.
- Middlesbrough is part of a pilot for the ACE (Adverse Childhood Experiences) project which starts in September 2018. This involves working with Thorntree and Ayresome schools and Children's Trust board partners to develop multi-agency 'wrap-around' approaches to supporting children and families at risk from adverse experiences. Cleveland Police is working with the University of Teesside to develop evaluation measures and to monitor outcomes.
- The Local Policing Commander for Middlesbrough is working on a new approach to tackle retail theft.

19. **Prevention and Partnerships Meeting**

Jane Hill, Middlesbrough Borough Council gave a presentation highlighting how they approached the issue of begging in the town centre. This arose following reports to the council when it was discovered that there was 60 people begging in the town (32 classed as prolific beggars). Points of interest include that information is shared with partners using E-Cins, that local authority staff are now co-located with neighbourhood policing officers to help provide a multi-agency approach and their communications strategy asking people to give to local charities rather than individuals on the street.

20. **Use of Stop and Search**

Superintendent Sharon Cooney gave a presentation on Cleveland Police's stop and search practices and performance. Points of interest included

- All stop searches completed by officers are intelligence led.
- It was found out that stop searches were proportionate.
- There was only 1 complaint about Stop Search in the last 12 months.
- 60-75% offenders are male and Cleveland Police recognises that more searches are needed on female offenders.
- Research is being carried out nationally on the effectiveness of the stop and search policy and the impact it has on outcomes. Cleveland has a 34% successful outcome rate for stop and searches.
- Youth scrutiny panel had taken place with 17-18 year olds from Hemlington
- BME scrutiny panel to be established.
- Members of the group offered to provide Superintendent Cooney with support to set up other scrutiny groups.

21. **Night Time Economy issues**

Discussions on how the night time economy has and is changing in areas were held. It was agreed that tackling issues around the night time economy is a local authority issue that is supported by Cleveland Police. Chief Superintendent Alastair Simpson reported that the current policing model will be significantly constrained if further resources are needed to

support the night time economy.

Action – that Superintendent Dave Sutherland be invited to the next meeting.

22. **E-Cins update**

Denise Holian, E-Cins Project Manager introduced herself to representatives and briefly outlined the E-Cins project. The main focus of the project being the promotion of E-Cin's as a cloud-based collaborative information sharing tool. Further updates will be provided at future meetings.

23. **Serious Violence Strategy – Implications for Community Safety Partnerships**

This strategy was published by the Home Office in May, the PCC requested that partners review their strategies with a view to developing further collaborative initiatives to tackle violent crime across the Cleveland area. It was noted that Cleveland Police are evaluating the strategy and will present their findings to CSPs.

Action The OPCC to liaise with partners to coordinate development of collaborative projects and grants.

24. **Any Other Business**

None.

25. **Date of Next Meeting**

The next meeting is scheduled to take place on 26 September 2018.