



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

5 February 2019

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 meeting

Scrutiny, Performance and Delivery meetings

- 29 October 2018
- 30 November 2018
- 11 December 2018

7. The minutes of the above meetings are attached at **appendix 1,2 and 3.**
8. Since the last update to the panel there has been a Working Together meetings on the
 - 13 December 2018
9. The minutes are included at **appendix 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

29 October 2018

3.30pm

Endeavour Room, Cleveland Community Safety Hub

Present

Barry Coppinger - Police and Crime Commissioner

Simon Dennis - Chief Executive and Monitoring Officer, OPCC

Mike Veale – Chief Constable

Elise Pout, Standards and Scrutiny Manager, OPCC

Apologies for absence

Joanne Hodgkinson – Deputy Chief Executive

Chief Constable's Proposals for Transforming the Service and Current Funding Arrangements

1. The meeting was held as an opportunity for the Chief Constable to discuss his vision for the overall transformation of Cleveland Police and provide details of the current funding arrangements to the PCC. A high level presentation was provided by the Chief Constable which formed the basis of the discussion at the meeting.
2. The presentation outlined the Chief Constable's Policing Objectives which were as follows:

Keeping People Safe and Protecting our Communities by:

- a. Preventing and reducing crime, ASB and wider demand; Securing a trusted, quality and efficient police service;
 - b. Securing a trusted, quality and efficient police service;
 - c. Protecting the most vulnerable in society; and
 - d. Putting victims, witnesses and communities at the heart of all we do.
3. The vision for change was outlined as follows:
'Transforming Cleveland Police into an outstanding and values led organisation in which our staff have pride and our communities have confidence'
 4. The drivers for change were outlined as follows:
 - a. Increased empowerment – reduced hierarchy and removal of unnecessary bureaucracy with clear lines of accountability and timely decision making;
 - b. Agile workforce – the best use of mobile and digital technology to facilitate agile working;
 - c. Modern estate – fit for purpose, modern and efficient workplaces;
 - d. Collaboration – working in partnership with others to deliver better outcomes for communities;

- e. Workforce mix – putting the right people with the right skills in the right places and embracing the use of volunteers and special constables;
 - f. Leadership – inspirational, bold and audaciously lawful leadership; and
 - g. Innovation – innovative with service design based on the evidence of what works.
5. It was noted that the design approach involved a high level structure which would be developed and which would be affordable. There would be rationalised management posts in line with the five band model and appropriate supervisory ratios and the realignment of existing resources for the proposed business areas to enable the production of a draft staffing profile. No changes would be made to the structure of collaborative units. Detailed design work as to begin for each business area with any changes being cost neutral.
 6. The proposed new structure was outlined with details of each area of business. The phases for the design and planning stages and the implementation stages were given. It had begun in August 2018 with an aim to have concluded the last phase of the implementation stage in June 2019.

Community Policing

7. A detailed outline of community policing, which would establish local policing with a different style and approach was provided to the PCC. Community policing was described as a collaboration which identified and solved community problems to enhance and improve the quality of neighbourhoods, resolving the serious problems that existed and build better relations across all agencies and communities. Officers and staff would be knowledgeable about their beat through targeted patrols with priorities set by the public and the police. Closer working relationships with stakeholders were anticipated where valuable intelligence could be built about criminal activity.
8. Community policing would be involve more groups than just residents, it would involve schools, hospitals, social groups, churches, businesses, private and public agencies and those who work in the area, to name but a few.
9. The make-up of a community policing team would involve, Police Officers, PCSOs, PSIs and Community Coordinators. An inspector would have overall responsibility and supervision of each community policing team. The inspector would be supported by a deputy and each team would be led by a Sergeant responsible for tasking resources and working to identify and offer solutions to medium and long term issues.
10. In order to make the model work, each police officer and PCSO would be allocated an area of responsibility, and officers would be expected to develop background knowledge, identify any high risk victims, high risk offenders, identify vulnerable locations, areas of high risk and focus on predictive hot spot areas. Community co-ordinators will identify community priorities, providing direction and guidance where team members should focus their patrols. Co-ordinators would also work closely with partner agencies to identify and resolve community issues.
11. The Chief Executive of the OPCC asked for further clarification regarding the funding arrangements for the new model. The Chief Constable outlined that the force could not afford not to undertake the transformation. The transformation would start with getting

people back to work and then reorganisation would increase resilience in a meaningful way. He also outlined that the Force would unpick bureaucracy and relentlessly drive forward with identifying inefficiencies.

12. The Chief Constable outlined that a 'plan on a page' would be developed to assist in the delivery of the Police and Crime Plan. Strategies would be developed to define how the Force would operate. Implementation plans would produce accountability checks and milestones. Plans would be coherent and concise and hold details of how the plan would be delivered and who would be responsible. Interdependencies would be managed through the Decision and Accountability Board which would revolve around the Police and Crime Plan.

Actions

1. That the current position is noted and further information be provided as appropriate.
2. That the information presented to the PCC should be presented to the Local Authorities before the end of the year, to include details on the Police and Crime Plan and the financial situation.



Scrutiny, Delivery & Performance Meeting
30 November 2018
1300-1600
Marina Room, Cleveland Community Safety Hub

Present

- Barry Coppinger - Police and Crime Commissioner
- Simon Dennis - Chief Executive and Monitoring Officer, OPCC
- Deputy Chief Constable Helen McMillan, Cleveland Police
- Jo Gleeson – Chief Finance Officer, Cleveland Police
- Joanne Hodgkinson – Deputy Chief Executive
- Judith Nellist – Commissioner’s Officer for Policy and Scrutiny, OPCC
- Michael Porter – Chief Finance Officer, OPCC
- Elise Pout, Standards and Scrutiny Manager, OPCC
- John Wrintmore – T/Detective Chief Inspector, Counter Corruption, Cleveland Police
- Cristiana Emsley – Director of Standards and Ethics, Cleveland Police (for item 5)
- Ann-Marie Salwey, Specialist Crime Superintendent, Cleveland Police (for item 6)

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. 12 September 2018

Item 5 was taken first in order to accommodate alternative commitments of those attending to speak to the item.

Item 5 - Abuse of Position for a Sexual Purpose and Sexual Harassment – NPCC Action Plan

- 4. The Chief Constable had, in light of the recent high profile misconduct case, restated the remit of the Department of Standards and Ethics to seek out corruption and misconduct to which the PCC would be entitled to on-going updates including timescales and expected deliverables. The current threats to the organisation identified by the Directorate of Standards and Ethics had been identified as: vulnerability, the internal and external threat of abuse of position for sexual gain; the misuse of police systems; and the handling of police data.
- 5. In August 2018 the National Police Chiefs’ Council published information about an action plan that was being developed in response to a national survey by UNISON that uncovered the extent of sexual harassment against police staff. Half (49%) of the police staff questioned had heard sexualised jokes told repeatedly at work, and one in five (19%) had received a sexually explicit email or text from a colleague.

6. Linked to that was the HMICFRS review of Abuse of Position for a Sexual Purpose where a national recommendation was made as follows
 - 6.1 *To address this cause of concern, we recommend that within six months, all forces should have started to implement a plan to achieve the capability and capacity required to seek intelligence on potential abuse of authority for sexual gain. These plans should include consideration of the technology and resources required to monitor IT systems actively and to build relationships with the individuals and organisations that support vulnerable people.*

7. HMICFRS reviewed the Force's plans to address the cause of concern. HMICFRS were pleased to find that the plans submitted in response to their recommendation were comprehensive, and also reflected the national strategy. Force plans included evidence of a review of the capability and capacity of the counter-corruption unit and improvements to the IT systems' monitoring capability which had just commenced at the time of the review. Work to seek intelligence from those organisations that support vulnerable people was also included in the plans, although this work had not yet started.

8. In light of the above the PCC sought assurance and information on the following areas
 - a) On-going information regarding the Directorate of Standards and Ethics' work in respect of corruption and misconduct.
 - b) A detailed breakdown in numbers and accompanying narrative of the following
 - i. The categories of the cases that the Counter Corruption Team dealt with including specific numbers of cases within those categories over the last 2 years.
 - ii. What had been the resolution/disposal routes for those cases?
 - iii. What themes and trends had emerged from (and lessons have been learnt as a result of) the work of the Counter Corruption Team and what had been put in place as a result of that learning?
 - iv. What effect had that learning had; had it resulted in an increase or decrease in the number, and type, of cases.
 - c) What lessons were learnt by Cleveland Police in relation to Operation Lysander/Operation Hector and what did the Force do in relation to embedding those lessons?
 - d) The sources of support available to police personnel who feel vulnerable or had concerns about the abuse of authority, or wished to challenge/report inappropriate behaviour?
 - e) Was the Force content that the process in place for police personnel that raised issues of the unacceptable behaviour of colleagues, (including the abuse of position for sexual gain) was fit for purpose?
 - f) That the Force outline the training available for both officers/staff, and in particular new recruits, about what behaviours were considered acceptable and unacceptable and how were the messages about unacceptable behaviour reinforced?
 - g) Sexual Harassment – Following the recent UNISON intervention, the PCC would like to know if an action plan has been developed and if so how the Force plans to embed that action plan within its current policies and procedures.
 - h) Abuse of Position for a Sexual Purpose – an update on the progress with the national recommendation as detailed above.

9. John Wrintmore took the panel through the paper that had been prepared for the meeting. It was noted that the DSE Counter Corruption Unit (CCU) had a wide range of on-going work streams into a number of criminal and misconduct matters which included complex and sensitive investigations. To assist with that, the CCU was now fully staffed, training was provided for new staff and this had in turn led to a greater proactive and reactive support to investigations.

10. A detailed breakdown was provided on the cases dealt with by CCU including their disposal/resolution routes. The themes and trends that had emerged included the following
 - Vulnerability (both internally and externally)

- Inappropriate associations
- Misuse of Police Systems/Disclosure of police information held

11. The detailed breakdown highlighted that there had been an increase in the volume of cases dealt with by CCU due in part to more staff who had a greater capacity to deal with volume, better recording, more scrutiny and accountability, better and use of the Centurion system, better recording under the police conduct regulations and Police Reform Act (PRA). All of which had led to an increase in confidence within the department and in turn improved intelligence and reports.
12. The themes and trends that had emerged were now picked up as part of monthly performance process and an officer was in post to consider that work and an analyst supported a 'deeper dive' process to analyse the data. The key theme over the last year was inappropriate sexual behaviour and a detailed action plan had been developed in response to this which was submitted to the PCC after the meeting.
13. As a result of the risk posed by inappropriate associations the force had introduced the Integrity Health Check. That process was not taken in isolation and a presentation was also given to new starters within the Force to outline and provide understanding of what constitutes a notifiable association.
14. To manage and mitigate the risk with Misuse of Computers the Force developed a clear strategy in and included video messaging to staff around the "Nice to Know, Need to know" campaign.
15. It was noted that it was difficult to provide a clear analytical link between the types of investigations coming to notice and the effect any learning has on increasing or decreasing number and type of case. Greater understanding and education of staff was a key strand throughout and provided a clear opportunity for all staff to raise concerns but this could result in increased reporting and subsequent investigation.
16. In terms of lessons learnt from Operation Lysander/Hector it was noted that those investigations predated the current DSE management structure. The Force had identified and completed a full action plan against areas of risk resulting from the investigation. The action plan highlighted some key individual lessons for officers and staff which required them to be provided with specific learning in terms of identification and challenge of behaviours which could have been addressed and flagged earlier. The action plan also identified general Force improvements required which included the need for reporting routes and intelligence to be better co-ordinated, a refreshed and improved whistleblowing policy that provided staff with confidence to make reports about other staff they felt were acting inappropriately, give key briefings to staff to identify and report 'red flags' behaviour and improve the understanding and adherence to the Codes of Ethics. These 'thematic' actions were completed and in part had evolved as the concern towards the type of behaviour was faced nationally by all police forces.
17. It was noted that the learning from those cases was cross referenced in developing current Terms of Reference.
18. With regard to the sources of support available to police personnel who felt vulnerable or had concerns about the abuse of authority, or wished to challenge/report inappropriate behaviour, the Force had a Protected Disclosure Policy (whistleblowing) which provided clear guidance and the mechanism to report any concerns. There was also a well-publicised confidential email system. To support those that did come forward welfare provision was a key priority and Occupational Health was available. The Force also had a number of internal staff networks which were available to provide support if necessary. The Force investment in Blue Light Champions and access to the

Employee Assistance programme through HR are other avenues of support which could be accessed.

19. The Force was confident that the established mechanisms provided the means for officers and staff to come forward. That included through line management, direct to DSE, anonymous email reporting and via a staff network.
20. The Deputy Chief Executive highlighted that the training package on the abuse of position that had recently been rolled out had focused on the abuse of position in an external setting and that perhaps given the recent case specific to Force staff that an additional internal version would be prudent. It was noted that action plan had reflected the national strategy and work was taking place on an internal focussed package for which DSE was waiting for a for national piece of work to be to be finalised and agreed before they launched a campaign that focussed on internal issues.
21. In terms of training for both officers and staff, and in particular new recruits, about behaviours that were considered acceptable and unacceptable and the reinforcement of those behaviours, it was noted that all new recruits received a detailed input on the Code of Ethics and Force expectations around the Standards of Professional behaviour. Reinforced with training by DSE (the mandatory training as referred to above) for which the completion rate of the package was closely monitored.
22. Following the recent UNISON intervention with regard to sexual harassment, the PCC sought information about the action plan that was suggested and the Force's plans to embed that action plan within its current policies and procedures. The Force noted that it had an understanding of the concerns raised in relation to the UNISON intervention and allegations of inappropriate behaviour within the workplace. At the time of writing the Force had not had sight of a finalised NPCC national action plan. However, when the national action plan was disseminated and shared the Force would take it into account and adopt and develop any further work which arose from the publication. The PCC noted that the work was under development and asked for an update in 6 months' time.
23. In relation to the behavioural vulnerability the force had developed and delivered a comprehensive action plan to counter the internal and external issue of abuse of authority for sexual purpose. It had a layered internal communication plan, working with external agencies that supported vulnerable victims, road shows to raise awareness and increase reporting of concerns, annual integrity health check and a locally developed E-learning package. The action plan has been assessed by HMICFRS and deemed fit for purpose and the IOPC have commended the Force for the increased referral rate.
24. To assist external agencies to provide intelligence and information an aide memoir was devised called "Cross the Line" for partner agencies. A leaflet was distributed with additional messaging to maximise awareness. The department identified that more external stakeholder engagement was required in respect of building these relationships. Engagement with a number of key external agencies who supported vulnerable people in the community such as Arch north east / SARC / Hart Gables / Tees Valley Women's Network has been used as a platform for internal communications to reinforce the message internally and this specific point was covered with a photo opportunity in a recent weekly brief.
25. In addition, the CCU department had developed an intelligence management process where all information was assessed and recorded. This was done through a risk scoring matrix, which took account of higher risk factors such as sexual misconduct. The CCU have also developed and implemented a matrix to identify officers of concern, which is managed through the monthly TCG process and included additional proactive monitoring.

26. The CITSL ATA audit tool was formally procured in March 2018. There had been a delay in implementation of the tool due ICT capacity. All DSE staff had been trained on the system and it was now deployed to over 500 desktops and laptops across the force. Staff within DSE were working with ICT to widen the deployment to force mobile devices and other assets in the near future.
27. The main points outlined above provide reassurance to the PCC that the Force it was addressing the issues identified by the previous HMICFRS inspections. Those AFIs had been subject to progress reports and internal monitoring within the Chief's Decision & Accountability Board. All those AFIs specifically generated in relation to the abuse of position for sexual purpose had all been locally signed off as complete and were awaiting formal inspection by the HMICFRS within the May Integrated PEEL Assessment

Action – that an update on the action plan based on the national guidance be provided in 6 months' time.
 - That the PCC will discuss innovative ways of working that go above and beyond national expectations outside of the scrutiny process.

Financial Information

Item 4.a Cleveland Police – Corporate Financial Monitoring Report to 31 October 2018

28. The report provided assurance that the revenue and capital plans for 2018/19 were being delivered, that the financial risks to the plan were being monitored and managed, and that remedial action was being taken where necessary.
29. It was reported that, in the main, the risks have remained static with the addition of the cost of potential fines post data breaches. At 31 October 2018 the end of year forecast was for a £235k overspend.
30. The reported underspend on Police Pay and allowances was due to an increase in the number of retirements than was originally forecasted, the movement of officers between core policing and collaborated units and a change in recruitment profile. This had been offset by a forecasted £340k overspend on police overtime relating to the charges for non CNYMIT officers working overtime on the Major Incidents, the cost of extra policing during the football World Cup, ICMT overtime stabilisation actions and additional pressures within DSE.
31. The Capital Monitoring Statement to 31 October 2018 noted that the capital budget had been reduced by £1.583m following changes to several schemes outlined within the report.
32. The non-pay budget was forecast to overspend by £830k, mainly due to inflation costs, pension cost and a £300k allocation to cover the cost of fines for recent data breaches.
33. The report also included forecasts for the collaborative units.
34. In February 2018 the PCC allocated the Force a capital budget of £6,094k for 2018/19 plus £580k of schemes that were deferred from 2017/18. Changes approved by the PCC in year had resulted in a revised capital budget of £6,561k and a full breakdown of schemes was listed within the report.
35. The Chief Executive asked for clarification around the short, medium and long term planning demand around major crime and details of when the work would be delivered. It was noted that the Assistant Chief Constable Adrian Roberts was currently the lead officer within the force on this. Work was taking place to ensure improved governance in the joint operation.

Action – that the report and its contents were noted.

Item 4.b PCC Budget Monitoring Report to 30 September 2018

36. The report provided the PCC with an update on all areas of the budget, including forecasts of how much income would be received during the year, the progress against the budget to date and forecasts on the expenditure for the remainder of the financial year.
37. The PCC was asked to note the following
 - a) The Office of the PCC's budget of £860k was expected to breakeven during 2018/19.
 - b) The Corporate Services budget of £9,475k was expected to underspend slightly, by £50k.
 - c) That £3,939k to support PCC Initiatives and Victims and Witness Services, including £1,450k to invest in Neighbourhood Policing is forecast to underspend by £190k.
 - d) It was forecast that the income received by the PCC will be £100k more than the original budget.
 - e) The Force was currently forecasting to overspend by £150k although there are additional pressures that have arising since the forecast was made.
 - f) The total forecast outturn at the mid-point of the financial year was for a small overall underspend of £190k. There was however a number of pressures that are currently being risk managed that could change that position over the remainder of the financial year.

Action – that the report and its contents were noted.

Item 4.c Term Financial Plan 2019/20 to 2022/23 and Capital Plans 2019/20 to 2022/23 Update

38. The purpose of the report was to provide the PCC with an update on changes that had taken place since the LTFP was approved in February 2018 and to provide an update on both the planning assumptions and the expenditure plans of the organisation.
39. The PCC was asked to note the following:
 - a) The plans relied on assumptions and estimates about what would happen in the future. There were a significant number of unknowns that were outside of the control of the organisation and as such there were a number of risks to the organisation. The risks, set out within the report, were to be kept under review;
 - b) There were a number of pressures beginning to emerge, necessitating the need to develop an as yet unidentified savings to make them affordable within the expected funding constraints; and
 - c) Of particular note was the recent announcement in relation to Public Service Pensions and their impact on the level of Employers Contributions to those schemes. It was noted that the expected cost was about £4m a year increase contributions in to the fund, the Government had planned to mitigate a proportion of the cost however the position in following years was that that forces would have to find the funding from their existing budgets. It was also noted that the position regarding police forces differed from other public sector organisations where it was outlined that it was proposed by the Government that the Fire Service would receive funding to pay 88-90% of the extra cost and in Education and Health 100% of the additional cost would be funded by the treasury.
40. A further update was to be provided to the PCC when the Government Grant settlement figure was announced in December.
41. It was also noted that the financial pressures would continue throughout the financial plan, with increased costs and the difficulty of identifying any future savings.

42. The report detailed the expenditure plans, and the wider role and responsibilities of the PCC to include Community Safety and the Victims and Witnesses services. Focus in 2019/20 would be on the development of the Cleveland Divert project. The report also detailed the successful bid for 2 grants that had been awarded: £200k Female Offender Grant for a project to address the complex needs of female offenders; and £546k Early Intervention Youth Grant to deliver a fresh approach to diverting young people in Cleveland away from crime and gangs.
43. Reserves – It was noted that reserves were down to their lowest levels, by the end of 2019/20 General Reserves would be at £5.1m, which equated to 4% of the Net Budget Requirement. It would not be prudent to allow reserves to fall below 4% in order to mitigate risks to the organisation such as claims, potential fines posed by recent data breaches, pay awards and the impact of the funding formula review.
44. In terms of income generation, following a staff suggestion, it was noted that the introduction of the purchasing of annual leave could, if 25% of the force purchased 10 days additional annual leave, achieve an additional income of £450k per year.

Action – that the report and its content were noted.

Item 4.d Cleveland Police Long Term Financial Plan 2019/20 to 2022/23

45. The report demonstrated the Force's operational plan was affordable, that financial stability could be maintained and funding was targeted to those activities that best made communities safer and stronger.
46. The report noted that the final budget would be reviewed in line with the transformation work that was currently underway and assessed against the final grant settlement.
47. The pay bill was the largest single element of the overall cost base, points of note were that
 - a) Pay awards had been assumed at 2% per annum from September 2019.
 - b) Provision had been made for the Apprenticeship Levy £314k per annum
 - c) That recruitment plans would maintain the workforce numbers at the planned levels.
 - d) That pension discount rate pressure was included in the first year at 40% of the cost and 100% of the cost from year 2.
48. Funding in the plan provided for 1,228 FTE officers funding 2019/20 to 2020/21. The PCC held funding for an additional 6 FTE roles that had been agreed to enhance neighbourhood policing. That would be subject to change following the continued transformational work being undertaken to mitigate the financial risks posed by the reduced pension discount rate.
49. In the current LTFP it was confirmed that the police officer establishment would be reduced to 1200 FTE plus the extra 6 FTE police officers provided by the OPCC.
50. Funding had been provided for 132 FTE PCSOs over the lifetime of the plan. The PCC held funding for an additional 15 FTE roles that had been agreed to enhance Neighbourhood Policing. The funding had been drawn down and all 15 PCSOs were now in post.
51. It was noted that the discount rate used to calculate employer's contributions for public sector pensions had been changed and as such would impact on the Force post 2018/19. With over £17.5m being charged to the Force's revenue budget over the next four years to fund this change in pension assumptions.

52. The impact of those costs could see a reduction of approximately 90-100 officers. Added to the 500 officers lost since 2010/11 it would have a major impact on those left to complete the work and the communities they served.
53. Although a stable platform was provided by the PCC the impact of unavoidable cost pressures meant that all expenditure would have to be scrutinised, significant pressures were noted and included the contracted out National Insurance, the Apprenticeship Levy, provision for medical retirements, increase in LGPS employers contributions and insurance premiums, collaborations, increase in forensic costs, increased costs associated with the Finger Print Bureau, increase in Police Pension employers contribution and the continuation of the well-being agenda.
54. To conclude it was noted that the Force was facing a financial challenge, and an acknowledgement was made about the assumptions that had been used within the calculations that could be subject to change including the funding that was made available to the Force.

Action – That the current progress in preparation of the revenue and capital budget proposal for 2019/2010 and the Long Term Financial Plan for 2020/21-2022/23 was noted.

Item 6 - Domestic Abuse

55. There had been an increasing trend of incidents of domestic abuse had occurred across the force area. The positive outcome rate was declining and the outcome 16 rate (closure code – victim does not support the prosecution) remained high with 70% of offences recorded in the past 12 months. There had also been a number of domestic abuse related homicides in recent months. The PCC would like further information in relation to this area and sought information and assurances on the following:
 - a) Up to date details on victim withdrawal rates and details of work that is being undertaken to improve those rates;
 - b) Is the THRIVE model appropriate for dealing with incidents of Domestic Abuse?
 - c) Anecdotal evidence from complainants suggests that initial response from the Force can be hurried, people don't get good information and the options available to them are not discussed, what work the force is undertaking to improve victim satisfaction in this area?
 - d) What lessons have been learnt from the recent domestic abuse related homicides?
 - e) Given the level of investment into Protecting Vulnerable People what innovative ideas and new ways of thinking are being developed in this area? and
 - f) With regard to the issue of coercive control, are officers given enough time to be able to spend it with victims of coercive control in an effective way?
56. Ann-Marie Salwey attended to update the PCC on the current position with the Outcome 16 rate. The Department had concentrated its work on the quality of its interaction and its third party engagement and increases were still being seen. Work was taking place in respect of the grading and assessments that were made in the control room to ensure that the right deployment was made at the outset, improvement to quality in the process to ensure that people felt able to engage with the Force throughout the process.
57. New question sets for control room staff were being piloted, supplemented by improved access to technology by officers who then attended at the scene which assisted them in asking appropriate questions.

58. A review of outcome 16 was undertaken by the Incident Response Team and the findings were fed back to the team and the information was used to shape and develop development days for officers within IRT to highlight the need for good quality interactions at the outset. As part of the Transformation of Cleveland Police, officers have been given the opportunity to spend more time with victims in order to assist them. The Incident Response Team had taken a lead to develop the approach with the full support of the Chief Constable.
59. Initiatives highlight included
- A 'Domestic Abuse Car', paid for through the transformation fund had been initiated however that was hard to evaluate as it was in its infancy.
 - A family court liaison officer and a criminal justice liaison officer were now in post to deal with outside specialist areas, who worked with the Prisoner Handling Team in supporting and reviewing work and evidence to be given to the CPS and consider evidence based prosecution.
 - Vulnerability training, supported by transformation money, to provide coercive controlling behaviour training. For which 75% of the appropriate staff had completed with an additional push to get 90% and the impact of this training was being seen already.
 - Body Worn Camera has been rolled out across the force and was now being used for attendances with victim and perpetrator.
 - A focus group had been set up work through why people feel they don't want to work through the process to prosecution.
 - Consideration has taken place of the language that was being used with victims as it was recognised that it made a substantial difference to how victims engaged with the Force.
 - Looking at real different ways of making it everyone's business, from first contact engagement to right throughout the process, to ensure a whole system approach.
 - A Victims charter had been produced and launched.
 - A Domestic Abuse scrutiny panel had been established with partners.
 - The use of E-cins had developed and its use by partners had improved.
 - Children's safeguarding boards were established with north and south models which gave the opportunity to test what worked within each model with a view of establishing a Tees Wide model.
60. The THRIVE model of dealing with and assessing calls was a national model, which has been revised and reviewed, and if used correctly was considered effective and efforts were being made to improve it from being a 'tick box exercise' to a thorough assessment, helping call handlers to pick up 'cues' from callers.
61. It was noted that the levels of Victim Satisfaction were stable or improving, however despite that the Force was not getting the outcome that HMICFRS anticipated. The Assistant Chief Executive asked if the Force considered the themes and trends that are highlighted from complaints that related to Domestic Abuse. Work was taking place within the OPCC office and the DSE to ensure that this information was captured by the Force and a representative from the DSE was involved in the Domestic Abuse Action Plan. It was recognised that further work was to be done in this area.
62. In terms of the lessons learnt from recent cases, the MARAC (Multi Agency Risk Assessment Conference) process had been subject to a significant review and all partners acknowledged the need to make improvements. That had resulted in a new strategic board which met every 2 weeks with a view to adopting the approach taken in York where meetings take place every 2 weekly with fewer cases in order to improve the dynamism of the meetings.
63. Northumbria had demonstrated a reduction in cases following the introduction of the MATAAC (Multi Agency Tasking & Co-ordination) process, which had a perpetrator focus and linked in with Integrated

Offender Management (IOM) and risk management and further analysis was to take place to assess the outcome of the process in Cleveland.

Action – That the issue be reconsidered in 6 months’ time to allow time for the results of the initiatives into the quality of the process to be seen.

Item 7 - Police Response and Prioritisation

64. That this item should be deferred until the next meeting in January.

Item 8 - Force Preparations for Brexit

65. The APCC held a Policy Deep Dive on Brexit on the 17 July. There were a number of questions that were raised by National Police Chiefs’ Council (NPCC) and National Crime Agency (NCA) that it was agreed would be prudent for PCCs to raise with their respective Forces.

66. It was noted that the 7 Force Collaboration (NETIC) were looking at the issue and its impact across the 7 forces. This issue was brought to the last Scrutiny, Delivery and Performance Meeting on 12 September and it was agreed that the item be brought back to the next meeting. The PCC sought information on the following:

- i. Does the Force understand the risk impact of Brexit?;
- ii. What does the Force’s local resourcing model look like regarding Brexit?;
- iii. Who, in the Force, is leading on Brexit preparations?; and
- iv. What are your Force’s plans for organisation readiness?

67. The PCC would sought assurance on what proportionate planning is taking place, specifically in relation to the anticipated pressures to policing from the following:

- i. disruption to travel, freight and borders;
- ii. disruption to public services;
- iii. demonstrations and public order;
- iv. information and data sharing; and
- v. the potential disappearance of the European Arrest Warrant.

68. The PCC also sought assurance in relation to Force Business Continuity Plans and wider Local Resilience Forum and an understanding of the Cleveland perspective in respect of the National Mobilisation Plan.

69. A full response was prepared by the Force on the potential implications which included the general position, command arrangements and the key areas of risk.

Action – that the PCC continues to be briefed on the issue.

Item 9 - PCC Scrutiny Questions

70. The Home Office’s #Knifefree campaign sought to steer people away from knife crime by making them aware of the risks and highlighting positive alternatives to carrying a knife. Ahead of the new school year, the Home Office issued educational resources to support teachers and adults who work with children (for example, youth club leaders), to talk about the dangers of knife crime. The resources covered educating young people about the dangers of social media, the impact carrying a knife could have on their future, and how they could develop strategies to resist peer influence. What have the force done with regard to knife crime and young people and, if not already, was this something the Force has considered?

71. Cleveland Police's School Liaison and Youth Engagement Officers had developed two separate packages to deliver to young people around knife crime. The first was suitable for primary aged children with a view to intervening early to prevent young people becoming involved with knives and so they could understand at an early age the dangers associated with carrying weapons. The second package was aimed at secondary aged children. Both packages used real life local and national examples to illustrate the points being made. The packages covered similar material to that contained in the Home Office package. Whilst the package had been offered to be delivered to children the take up from schools had been limited, largely due to the schools having full curriculums and other areas being seen as a higher priority. The Force would continue to encourage schools to take up the offer of the package. Consideration was being given to delivering the package to other youth groups outside of the school setting. It was also noted that the Force took an active part in the National Operation Sceptre that utilised a variety of tactics including delivering inputs to young people to try and reduce knife crime.

Item 10 – Any other Business

72. No other items of business were raised.

Date of Next meeting

73. The date of the next meeting was 16 January 2019

Closed Session

Item 12 - Operation Hydrant

74. There is an annual strategic assessment for Operation Hydrant (national coordination centre for historical child abuse cases which feature persons of public prominence, or offences committed in institutional settings). The NPCC lead asked it be shared with all OPCC's. There was a list of recommendations which all related to the development of work within the remit of the Hydrant team, with the exception of one which asks that forces seek to publicise positive CJ outcomes in order to promote public and victim confidence.
75. The PCC sought information on the following:
- i. Firstly the PCC would like to seek assurance that the Force have been submitting regular returns.
 - ii. Information in order for to gain a better understanding of the scale and extent of Operation Hydrant in Cleveland.
 - iii. An update in relation to the implementation of the following recommendation:
Recommendation 11: Operation Hydrant to undertake work to raise awareness among force PSD to better consider whether their application of the complaints and conduct guidance (particularly in the area of disapplication for out of time) is appropriate. This will take into account the unique nature of non-recent child sexual abuse and the research supporting why victims may take some considerable time before making a disclosure.
76. A full response to the questions was prepared by the force.

Action – that the report was noted.

Item 13 – Closed session Any Other Business

77. No other items of business were raised.



Scrutiny, Delivery & Performance Meeting

11 December 2018

1100-1200

PCC's Office, Cleveland Community Safety Hub

Present

Barry Coppinger - Police and Crime Commissioner
Simon Dennis - Chief Executive and Monitoring Officer, OPCC
Elise Pout, Standards and Scrutiny Manager, OPCC
Louise Solomon – Head of Corporate Services, Cleveland Police
Brian Thomas – Assistant Chief Officer, Cleveland Police
Nicola Tranter – Business Transformation Manager, Cleveland Police

Apologies for absence

1. No apologies were received.

Declarations of Conflict of Interest/Disclosable Pecuniary Interest

2. None declared.

Transforming Cleveland Police

3. The purpose of the meeting was for the Assistant Chief Officer to provide information to the PCC on the following:
 - a) The Terms of Reference for the Transforming Cleveland Police project, to include details of the project plan and what it will achieve and by when; and
 - b) Details of the Fusion project, to include the terms of reference, the project plan and what it will achieve and by when.

Transforming Cleveland Police

4. The PCC outlined that, in the process of consultation with local councils, high level details had been given about Chief Constable's plans for the Transformation of Cleveland Police and the proposed structure and that they had generally been well received.
5. It was noted that the Government's Financial Settlement was awaited and that once this was received then the Budget and Medium Term Financial Plan (MTFP) would need to be collectively agreed in advance of the Police and Crime Panel on 5 February 2019.
6. The Assistant Chief Officer noted that at the time of the meeting the Transformation Project was in its discovery phase, with that element of the work being concluded in January 2019. Throughout this process, work had been taking place with designated superintendents to assess the staffing and resourcing requirements, taking into consideration what was required against the budget and resources that were available.

7. The Head of Corporate Services confirmed that the plan that would be produced would be based on affordability and would ensure a balanced budget. In the first instance the mandatory areas of police service would be planned and then some analysis would be brought to bear to identify the 'discretionary' areas of police service, which would then be taken into account.
8. The Chief Executive asked for clarity about the timescales of that phase, in response too which it was noted that the model, which would produce a balanced Long Term Financial Plan (LTFP), would be available by mid-January. That position would need to be health-checked going into the Phase 2 piece of the work however the PCC was assured that the model would underpin a balanced LTFP or clarity about the remaining projected financial gaps, with plans to address them.
9. Discussion took place about the messages that needed to be communicated to the public, especially where there might be compromises in service provision and also to include the impact of the increased pension costs on the Force budget over future years.

Action – That a full day of planning should be arranged; that the ACO would feed back a proposal which catered for the need for OPCC officers to be sighted on and involved in that planning day; and that the PCC should be updated immediately following the Executive Meeting on 15 January 2019.

Project Fusion

10. The Business Transformation Manager presented an outline of where the project was to date. Initial due diligence had taken place and a future transition timeline was presented, which outlined the project steps from December 2018 up until March 2022. The presentation also gave details of the Futures Transition Board and the Smooth Transition Board which had 2 areas of work:

Strategic

- Contract - renewals, 3rd party, Legal and Commercial
- Assets – ERP, Storm,
- ICT - licensing, infrastructure and business continuity
- Estates - source and secure new building
- People –TUPE (Transfer of Undertakings (Protection of Employment)), on boarding, TNA and potential market value salary considerations
- Communications and stakeholder management

Due Diligence of Business Areas Business Services

- Force Control Room
- Finance
- ICT
- Operational Support
- Criminal Justice Unit
- Estates
- HR
- Learning & Development

11. The ACO gave an overview of the ongoing dialogue with Cleveland Fire in relation to areas for short, medium and long term collaboration opportunities.
12. It was noted that the transition process was quite complex, however the project's aim was about ensuring increased capability and capacity and was not just a financial process. A Project Initiation

Document (PID) and statement of intent had been prepared and weekly checkpoint meetings and fortnightly highlight reports were taking place. The PCC was presented with the details of the project plan which started from the decision and commencement stage, through to governance set up, work streams, consultation and communications which were linked with the Transforming Cleveland Police project.

13. Details of the project plan were given which included the terms of reference for the Futures Working Group, the risk log and the TUPE timeline. The PCC was assured that the plan's timescales were on track and that the risks had been identified and were being managed, including the provision of ICT technical support and the provision of Storm. It was noted that recommendations would be produced for the PCC throughout the process.
14. The Chief Executive sought assurance about how current high risk/high impact issues were being dealt with, but the PCC was assured that, at this stage, there were no issues of this nature present and that risk would be reviewed at every Smooth Transition Board.
15. It was also noted that work taking place to understand workflows and recruitment planning.

Action – That the ACO will keep the PCC and OPCC informed of developments in relation to dialogue with Fire.

That the Force provides, via the PCC's scrutiny process, quarterly updates. The first one to take place in March which will also provide details of the previous three months' work.



Working Together Meeting

Thursday 13 December 2018

10am – 11.30am

Cleveland Room 1 – Cleveland Community Safety Hub, Hemlington

Present

R Checksfield, Hartlepool Council

K Dargue, South Tees Youth Offending Service

T Evans, Stockton Youth Offending Service

J Feakes, Redcar & Cleveland Council

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

D Holian, E-Cins Project Manager, Office of the Police and Crime Commissioner

S Hume, Stockton Council

R Kipling, Commissioner's Officer for Victims, Office of the Police and Crime Commissioner

P Morris, Inspector, Cleveland Police

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

L Oldroyd, Commissioner's Officer for Reducing Reoffending, Office of the Police and Crime Commissioner

N Stone, Hartlepool Council

1. Apologies for absence

B Coppinger, Police and Crime Commissioner for Cleveland

R Beard, Middlesbrough Council

J Hill, Middlesbrough Council

R Parker, Hartlepool Council

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

C Sills, Stockton Council

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. Neighbourhood Policing Update

P Morris updated representatives on the review of neighbourhood policing within

Cleveland Police. Confirmation was given that dedicated neighbourhood teams still exist

within local authority areas and that focus is being given to problem solving and antisocial behaviour hotspot areas.

It was noted that meeting demand and tackling vulnerability remains the key drivers for neighbourhood policing teams. How these are resourced is still under discussion by Cleveland Police executive teams and an update on decisions will be provided at a future meeting. J Hodgkinson asked how the new structure will work with integrated teams and it was noted that Cleveland Police is unable to commit to collaborative services until decisions are made regarding the structure of neighbourhood policing resources. It was recommended that any concerns should be raised with neighbourhood policing lead officers, namely D Sutherland covering Middlesbrough and Redcar & Cleveland and A Jackson covering Hartlepool and Stockton policing areas.

J Hodgkinson requested that a full briefing be provided to the PCC prior to his annual meetings with local authority leaders. This briefing should include an assessment of the impact of the precept on the budget.

Actions

That Cleveland Police provide a full update on the neighbourhood policing structure to the PCC prior to meeting with local authority leaders.

That partners note the new neighbourhood policing leads for their policing area.

6. **Police and Crime Plan**

It was noted that the Police and Crime Plan consultation is complete and that the final Plan will be presented to the Police and Crime Panel meeting in February. After which it will be issued.

7. **Funding bids update**

It was noted that the following have been awarded to the PCC.

- Support for female offenders
- Early interventions for young people.

R Kipling and L Oldroyd are lead OPCC officers for these awards and are working closely with partners to develop events, activities and support as part of the delivery of these work programmes. This will include the appointment of a project manager/coordinator.

K Dargue reported that Youth Offending Services have prepared a bid for funding to provide peer support/mentoring in schools as well as supporting personalised interventions for young people.

8. **Community Safety Partnership Information Sharing Protocols**

L Oldroyd asked representatives for an update on local information sharing agreements. It was noted that Stockton Council is reviewing these as part of their GDPR compliance checks. It was noted that there is some uncertainty about what can and cannot be shared between partners and partner agencies. The impact of which is that partners and agencies are reluctant to share information. It was noted that the publication 'Legal Gateways' is available and should be circulated to representatives.

It was agreed that the area would benefit from some central leadership in this subject and that the OPCC could play a role in this. L Oldroyd agreed to host an event to raise and discuss issues and concerns regarding information sharing.

Actions

That the OPCC circulate the 'Legal Gateways' to representatives.

That the OPCC host an Information Sharing Protocols event.

9. **Gambling, Crime and Vulnerability**

Discussion were held on the two papers

- Review of Gambling, Adult Social Care and Health Select Committee, Oct 2018
- Gambling Commission, Gambling, crime and vulnerability – an overview

It was noted that organisations and agencies are delivering considerable services and activities regarding this subject area and that further information was needed by the group before any assessments or development work could be started. This included work by Loan Shark (Birmingham) working with Credit Unions and a multi-agency event hosted by Thirteen in 2019. The OPCC agreed to seek further information regarding work and activities on this subject and to table at a future meeting.

Action

That the OPCC carry out further investigations of activities and work being completed to tackle gambling, crime and vulnerability in the Cleveland area.

10. **E-Cins update**

D Holian updated representatives on the E-Cins project. It was noted that two new organisations (A Way Out and Community Rehabilitation Company CRC) have subscribed to the system and that new pilots are underway with regard to developing information sharing to improve VEMT, MARAC, Divert and IOM services.

It was noted that some benefits are apparent with the increasing use of the system, this includes

- The ability to provide a chronological log of activities for individuals and the agencies they're involved with.
- Availability of information about individuals, their status and activity across services and local authority areas.

Risks being addressed by the project include reluctance by some to share information, issues regarding doubled keying on multiple systems and also some agencies providing verbal updates only at meetings.

Action

D Holian to provide project update at future meetings.

11. **Any other business**

None.

12. **Date of Next Meeting**

The next meeting is scheduled to take place on 3 April 2019 at 10am.

