



# POLICE AND CRIME PLAN

## 2018-2023



## PARTNERS & PARTNERSHIPS

As Police & Crime Commissioner, I am proud to work in partnership with crime reduction, criminal justice, victim-focused and community-supporting organisations, including the following:



## INTRODUCTION FROM BARRY COPPINGER

This plan builds upon the first Police and Crime Plan I published when elected in 2012, updated to reflect the emerging needs of the public and is responsive to the new and emerging threats we all face. I have placed a fresh emphasis on preventing violence and abuse, cyber crime and fraud, improving criminal justice processes, early intervention and prevention.

### PCC OBJECTIVES

- 1 INVESTING IN OUR POLICE
- 2 A BETTER DEAL FOR VICTIMS AND WITNESSES
- 3 TACKLING OFFENDING AND RE-OFFENDING
- 4 WORKING TOGETHER TO MAKE CLEVELAND SAFER
- 5 SECURING THE FUTURE OF OUR COMMUNITIES

Cleveland Police has embarked on a series of positive changes through a commitment to Everyone Matters and Transforming Professional Standards. Together we will build greater trust and confidence in communities and further develop neighbourhood policing, placing officers and volunteers at the heart of our communities. We will excel in problem solving and develop preventative strategies to keep people safe and free from crime.

I am committed to doing all I can to protect and support the most vulnerable in our communities. In the criminal justice system, many vulnerable people find themselves in crisis either as victims, offenders or sometimes both. Greater support for offenders with multiple and complex needs who are in repeat contact with the criminal justice system is vital if we want to reduce crime in our society. It's time to get smart on crime not soft on crime.

I want to re-affirm my commitment to supporting victims of crime and anti-social behaviour and I have placed particular emphasis on victim and witness court experience in this plan. I continually develop services for victims with police and partners, with the aim of meeting victim's needs and ensuring those who need it receive quality support and safety. Partnership working in Cleveland is second to none and on a daily basis, as well as in the production of this plan, agencies are coming together to share resources, ideas and actions.

We have a thriving voluntary and community sector here in Cleveland with many small grass roots organisations making a huge difference to local people. I am committed to working with them in pursuit of making Cleveland a safer place. The continuation of partnership action is essential against a backdrop of continuing government austerity and we will work together and encourage others to collaborate at every opportunity. I view the engagement and support of our communities as fundamental to the work we are doing, having undertaken over 580 community meetings since 2012.

You will get a flavour of this within this plan and also see details of the scrutiny and accountability processes we have introduced and participate in.

I will report progress in achieving the objectives set out in this plan through my Annual Report and thank you for your interest and on-going support.

Barry Coppinger  
Police & Crime Commissioner for Cleveland



# INTRODUCTION FROM CHIEF OFFICER TEAM

We are fully committed to working with the PCC to deliver his Police and Crime Plan. We are confident that by working with the PCC, we can create an outstanding Force that is recognised for keeping people safe and protecting communities. The priorities we have set for the Force are intrinsically linked to objectives set out here, and our performance will be judged on the delivery of these priorities.

Improving public trust and confidence in Cleveland Police is something we are committed to and we will do this by creating a values-based organisation with leaders that drive improvement and support the wellbeing of their officers and staff. We want our teams to build solid sustainable relationships with their communities and work with those communities to solve their problems with crime and antisocial behaviour.

Crime is changing with more offences taking place behind closed doors or online, but our communities are still suffering from high levels of antisocial behaviour, violence and acquisitive crime and we cannot tackle these alone. We must be persistent in seeking to work with partners to solve these problems, many of which arise from deprivation, poor health, poor well-being, poor education, poor parenting and drug and alcohol misuse.

In order to best address these challenges, we have recently commenced a programme of transformation which is designed to deliver the world class organisation that our communities deserve. Transforming Cleveland Police is not just a structural change project - it is a comprehensive programme of work to help us on our journey to becoming a high performing organisation with clarity of purpose, increased empowerment and clear lines of accountability.

This redesign work will ensure that our Force structure is able to effectively and efficiently deliver a truly integrated end to end service for victims, from first point of contact through to a successful outcome of the case and beyond. We want victims to be at the heart of everything that we do, particularly the most vulnerable in our society.

In the current environment of reduced resources, we will continue to try and do more with less. We will ensure that we make the best use of public money by reducing bureaucracy and using technology to full advantage. This means that all officers and staff will have access to the IT equipment and information they need to do their jobs, whether they are working from a police building, a partner building or in a victim's home. In addition we need to ensure that our processes are streamlined, focussed on the victim and that we reduce inefficiencies wherever possible.

The move to the Community Safety Hub (CSH) is already enabling new ways of working by removing silos and encouraging greater integration between teams. The CSH will be a prototype for our future estate plans which will focus on new ways of working and the health and wellbeing of our staff.



## POLICING VISION 2025

The National Police Chiefs' Council and the Association of Police and Crime Commissioners published a vision for the Police service in 2016. These commitments include:

**Local Policing** - Policing will be aligned or integrated with other local public services.

**Specialist capabilities** - We will enhance our responses to new and complex threats by reinforcing and connecting policing locally, nationally and beyond.

**Workforce** - Policing will have a more representative workforce with the right skills, powers and experience to meet challenging requirements.

**Digital Policing** - It will be easier for the public to make digital contact and we will improve our use of digital intelligence and evidence.

**Enabling business delivery** - Police business support functions will be delivered in a more consistent manner across the police service.

The PCC will hold the Chief Constable to account for ensuring that the vision will be achieved in Cleveland.

## TRANSFORMING CLEVELAND POLICE



### Transforming Cleveland Police into an outstanding and values led organisation in which our staff have pride and our communities have confidence

#### OUR OBJECTIVES

##### Keeping people safe and protecting our communities



Preventing and reducing crime, ASB and wider demand



Securing a trusted, quality and efficient police service



Protecting the most vulnerable in society



Putting victims, witnesses and communities at the heart of all we do

#### OUR DESIGN PRINCIPLES



##### Increased empowerment

Reduced hierarchy and removal of unnecessary bureaucracy with clear lines of accountability and timely decision making



##### Improved wellbeing

Investment and improvements in our approach to the health and wellbeing of our workforce



##### Modern estate

Fit for purpose, modern and efficient workplaces



##### Collaboration

Working in partnership with others to deliver better outcomes for communities



##### Workforce mix

Putting the right people with the right skills in the right places, and embracing the use of volunteers and special constables



##### Agile workforce

The best use of mobile and digital technology to facilitate agile working



##### Leadership

Inspirational, bold and audaciously lawful leadership



##### Innovation

Innovative with service design based on the evidence of what works

#### OUR VALUES

##### Creating a values based organisation



##### Integrity

We do the right thing and uphold public trust



##### Impartiality

We act with fairness and objectivity



##### Transparency

We are open, honest and accountable



##### Public service

We are selfless and treat people with respect



Cleveland Community Safety Hub is a state-of-the-art epicentre for operational policing and community safety in Cleveland

# 1 INVESTING IN OUR POLICE

I will support the Chief Constable in delivering a new neighbourhood policing model that will place neighbourhood officers and Police Community Support Officers (PCSOs) where they are needed most.

This will give them time to engage with communities and undertake crime prevention and problem solving activities. This will be supplemented by Special Constables and other volunteers who play a key role in working in our community to provide assurance and visibility.

Accountability is important across policing. It drives improvements in public confidence and assures everyone that the dedicated staff and officers, who work hard every day to keep Cleveland safe, do so with integrity and perform to the highest standards. Where there are complaints and concerns about conduct or service standards, they will be addressed thoroughly and fairly. We will embed a culture of openness and transparency in the way that we work and encourage independent scrutiny through our Ethics Committees and our Joint Independent Audit Committee.

I hold the Chief Constable to account through a scrutiny programme that adds real value and is transparent. The programme is flexible in design to ensure that it is responsive enough to tackle issues when they arise, but also serves in ensuring the force is making progress against the delivery of the Police and Crime Plan.

My aim is for Cleveland Police to be seen as a national lead in terms of professional standards and the way in

which we handle complaints from the public. I will hold the Chief Constable accountable for embedding the policing Code of Ethics and shaping an innovative programme of development across the whole organisation which enables staff to be confident in challenging inappropriate behaviours, strengthens and improves the working environment and establishes genuine recognition of the value of diversity.

We have developed a multi-million pound Community Safety Hub on land at Hemlington Grange in Middlesbrough, funded through the sale of Ladgate Lane. The 3,600 sq ft building provides a cost-effective and viable base for policing in the future - with state-of-the-art technology, enabling the force to create a vibrant, modern and transformed policing service.

The Community Safety Hub is an innovative, efficient, and technologically capable building, providing a work space for policing and community safety specialists. It will be a base for decision-making during major incidents, and houses the epicentre of contact with the public - the police control room. The building gives our staff the best possible working conditions and provides a blueprint for our estate. We must invest in new technology and infrastructure to deliver modern and effective policing and the building will support our aims for further collaboration with agencies.



## MY COMMITMENT TO YOU

- Ensure that Cleveland Police understands and plans for the full range of current and anticipated demand upon the Force and configures its services to make the best possible use of resources.
  - I will continue to lobby for fairer funding for Cleveland Police.
- Ensure the current policing model is reviewed to enable Neighbourhood policing to be re focused, so problem solving is enhanced and officers become more accessible to the public.
  - Create a Citizens in Policing model so volunteers and specials become part of the fabric of the organisation and create community and social capital.
  - Further develop the Police Cadets Programme and promote the positive work they contribute to.
  - Develop and grow the primary school Mini Police scheme.
- Ensure the control room is reviewed to provide a better service capable of meeting increasing demands and public expectation.
- Enhancing communication with the public to ensure that the vast range of activities that officers and staff are doing in communities each day is recognised.
  - Explore new methods of public contact and engagement.
- Ensure the workforce is transformed and modernised.
  - Streamlining the hierarchy at Cleveland Police to enable greater investment in the frontline and empower officers.
  - Consider what work can be done by staff without warranted powers.
  - Continue to invest in Equality and Diversity through Everyone Matters.
  - Invest in the well-being of our staff and reduce sickness.
  - Continue to recruit and support apprenticeships.
  - Ensure we retain accreditation as a Living Wage Foundation employer.
- Transform technology through our Digital Policing Strategy.
  - Ensure police staff and officers have the resources and technology to properly investigate crime and bring offenders to justice.
  - Support the further development of agile working practices.
- Greater focus on cyber crime and fraud.
  - Gather, develop and disseminate intelligence and to investigate and disrupt cyber-dependent crimes, at the local, regional, national and international levels.
  - Effectively engage with the public and businesses to reduce vulnerability to cyber-dependent crimes.
- Continue to utilise the National Police Air Service and develop a local drone capability.
- Develop a new approach to support services including exploring potential for collaboration.
- Implement our Estates Strategy, ensuring we create efficient and effective workplaces that support agile working.
- Working with the Head of Standards and Ethics Directorate, ensuring we have the best complaint handling model possible.
- Supporting the effective implementation of the new police complaints system including enhancing the role for Commissioners.
  - Delivering a more transparent, responsive and independent system of complaints.
  - Enable the Department of Standards and Ethics to set the culture of the organisation.
- Operate an efficient and effective Independent Custody Visitor Scheme.



## OUTCOMES

- Organisational efficiency and effectiveness
- Improved victim satisfaction
- Enhanced public confidence in the Force across all communities we serve

## 2 A BETTER DEAL FOR VICTIMS

Crime can have a devastating impact on someone's life. It is crucially important that victims are given swift and effective help and support to cope, and that their needs are identified and met. As Police and Crime Commissioner for Cleveland I am responsible for ensuring that services are in place locally.

I have worked in partnership with the Police and Crime Commissioner for Durham, Ron Hogg to put in place a Victim Care and Advice Service for Cleveland and Durham. We share a joint ambition to make services for victims in our area the best in the country. Victims must be at the heart of criminal justice processes and I fully support the cross government Victims Strategy that sets out a vision to give even more victims a voice and ensures they are understood and protected. Every victim of crime should benefit from the best possible service according to their needs.

Through these arrangements we look forward to further improving and enhancing our offer for victims and ensuring their satisfaction with our service is as high as it can be, even during what can be a very difficult time. As co-chair of the Cleveland and Durham Local Criminal Justice Board I will seek to ensure criminal justice agencies comply with the national victims and witness code standards and through the Cleveland multi-agency Victims Strategic Planning Group work together to identify and address gaps in service provision for local victims.

I have always believed in the power of restorative justice and want to ensure victims are offered the opportunity to take part in restorative justice if they choose to at a time that is right for them. Restorative Cleveland, the multi-agency partnership responsible for delivering restorative justice across Cleveland has been awarded the coveted Restorative Services Quality Mark - a national benchmark signifying the high quality of service on offer. I will continue to further develop the Restorative Cleveland service and work to raise awareness about restorative justice among all victims.

In November 2012, I came together with the Police and Crime Commissioners for Durham and Northumbria to develop a joint Violence Against Women and Girls Strategy for the North East. Much has been achieved since its introduction; however this is a long term process in creating a change in cultures and behaviours. I am committed to continuing to develop the prevention strategies and activities to support this agenda. I encourage you to take a look at the strategy; a copy is available on my website.

While it is difficult for many of us to imagine, the police have received intelligence to suggest that modern slavery and human trafficking is taking place in Cleveland. These

barbaric crimes are increasingly becoming a concern for agencies at a local and national level and it is important we adjust our approach to help bring perpetrators to justice. The newly established Cleveland Anti-Slavery Network is making strides in developing victim care pathways, to ensure victims have access to the support and help they need the moment they are taken into the care of the authorities. I will continue to support the Network's progress, to raise awareness and to encourage the public to report their concerns.

We must not underestimate the harm hate crime causes to both individuals and the wider community. The term 'hate crime' refers to any crime against a person which is perceived to be motivated by a person's hostility or prejudice against certain characteristics; race, religion, disability, sexual orientation and gender identity. This type of offence is unacceptable and no one should suffer in silence. I will bring people and partners together to tackle all forms of hate crime. I have established a Strategic Hate Crime Group to look at how we can best prevent, identify and respond to hate crimes. Two dedicated hate crime investigators were recruited following PCC investment. Over the last 12 months they have achieved over 150 charges in relation to hate crime across Cleveland.



Multi-agency partnership Restorative Cleveland were recently awarded the prestigious Restorative Services Quality Mark



### MY COMMITMENT TO YOU

- Continue to deliver and review our comprehensive Victim Care and Advice Service.
- Enhance the offer to witnesses required to attend court.
- Further develop Restorative Cleveland and raise awareness of restorative approach opportunities amongst all victims.
- Provide dedicated support for vulnerable victims of anti-social behaviour, through the Victim Care and Advice Service.
- Continue to commission specialist support for victims of Honour Based Violence, Forced Marriage and Female Genital Mutilation.
- Work with NHS England to monitor and further develop the Sexual Assault Referral Centre and Tees Independent Sexual Violence Advisor Service.
- Provide a whole system approach to domestic abuse - working with the seven forces in the northern region to share best practice, take account of the independent evaluation and seek sustainable solutions.
- Promote the Domestic and Sexual Abuse Champions scheme.
- Continue to support the Cleveland Human Trafficking and Modern Day Slavery Network to ensure awareness raising, co-ordination of activity and victim care pathways are developed.
- Together with our Local Authority colleagues jointly commission support services for victims of Child Sexual Exploitation.
- Further develop our scrutiny panel processes for Rape and Domestic Abuse to ensure continuous improvement in our services.
- Further embed Operation Encompass - an initiative to provide support to young victims of Domestic Abuse via their school, expanding to include nurseries and health professionals.
- Further develop multi agency safeguarding arrangements.
- Work in partnership to tackle all strands of hate crime, including awareness raising, encouraging reporting and continually improving support for victims.
- Use the research into adverse childhood experiences in developing preventative approaches to reduce vulnerabilities in our community.
- Increase awareness and understanding of county lines (when gangs and organised criminals exploit children to sell drugs).

### OUTCOMES

- Improved victim satisfaction
- Victims and witnesses are supported, well informed and kept up to date with the progress of their case
- Victims and witnesses have a voice and are able to influence current and future service delivery
- Reductions in repeat victims as a result of effective problem solving and prevention activity



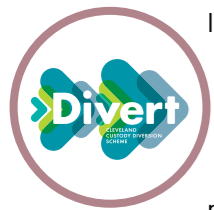


# 3 TACKLING OFFENDING AND RE-OFFENDING

Many crimes are often committed by a relatively small number of people. These repeat offenders cause the most harm to our communities. The cycle of re-offending needs to be broken and persistent behaviour addressed. This is why tackling re-offending was a priority for me in my first term of office and will continue to be a priority for the next four years. We have already made great progress in establishing an Integrated Offender Management Unit based at Holme House Prison - a Cleveland wide multi-agency hub that works together to support and manage our most prolific offenders.

This plan places fresh emphasis on working to change systems and improve services for people with multiple and complex needs who are in repeat contact with the criminal justice system. The multiple problems faced by this group can include poor mental health, substance misuse, debt and gambling issues, repeat victimisation including domestic violence, homelessness, family breakdown and persistent poverty. These factors make it extremely difficult to break out of the cycle of offending behaviour. We know that there is a higher prevalence of need amongst female offenders. The Government have published a Female Offender Strategy, setting the way forward through a shift in focus from custody to the community.

Whilst it is right to punish those who have caused harm we must take steps to address the underlying causes and assist and support offender in turning their lives around. Families play a significant role in supporting offenders. The Farmer Review in 2017 concluded that quality family services will help people turn away from crime and it will support families to cope. I am committed to working with organisations like NEPACS who provide family support from the court process, maintaining contact during the prison sentence and then, at the end of the journey, release from prison and resettlement in the community.



I am committed to developing a new custody diversion scheme, Cleveland Divert, which will place offenders on an individually designed programme, providing an alternative route to prosecution. This programme is not 'soft on criminals' but an evidence based approach to address the complex causes of offending behaviour and assist offenders to make better life choices.

As well as providing an important experience for victims, restorative justice can have a life changing impact on offenders. Offenders will be given the opportunity, if the victim agrees to come face to face with the person they have caused harm. Agencies can refer offenders to Restorative Cleveland at any point in their journey and restorative justice

can be used alongside the criminal justice process. In 2018, Restorative Cleveland was awarded RSQM accreditation and should give all those involved confidence in this high quality service.



The harm caused by drugs and alcohol misuse continues to be a concern across all public sector services. I have always taken a pragmatic policy stance on drugs, recognising the need for education, for treatment and rehabilitation, as well as for enforcement against organised crime by police and other agencies. Over recent years I've expressed this publicly, as have others, through the idea of a Royal Commission to look at all aspects of drugs policy. Sadly, public debate is all-too-often portrayed as polarised between being 'tough on drugs' and being 'soft on drugs'. I would maintain it is time we were 'smart on drugs'.

The conditions are right here for a new local approach to drugs. Recently the Office for National Statistics released an update on their annual data on drug-related deaths and the North East of the country had the highest rates in England and Wales. The Four Tees areas were the highest for drug related deaths in the North East. I am committed to working with public health colleagues to ensure that people can access the treatment and support they need. This includes ensuring drug safety in Cleveland Police's custody suites where naloxone has been available for use to prevent drugs overdose.

In January 2018, the Local Criminal Justice Partnership Plan 2018-2021 was launched. The 27 page document sets out how criminal justice agencies in Cleveland, Darlington and County Durham will work together to support victims, rehabilitate offenders and deliver an effective and integrated criminal justice system. I encourage you to take a look at the plan; a copy is available on my website.

I see a number of opportunities emerging to better tackle re-offending, with new partners and ways of working, which will hopefully lead to greater flexibility in response and innovation.

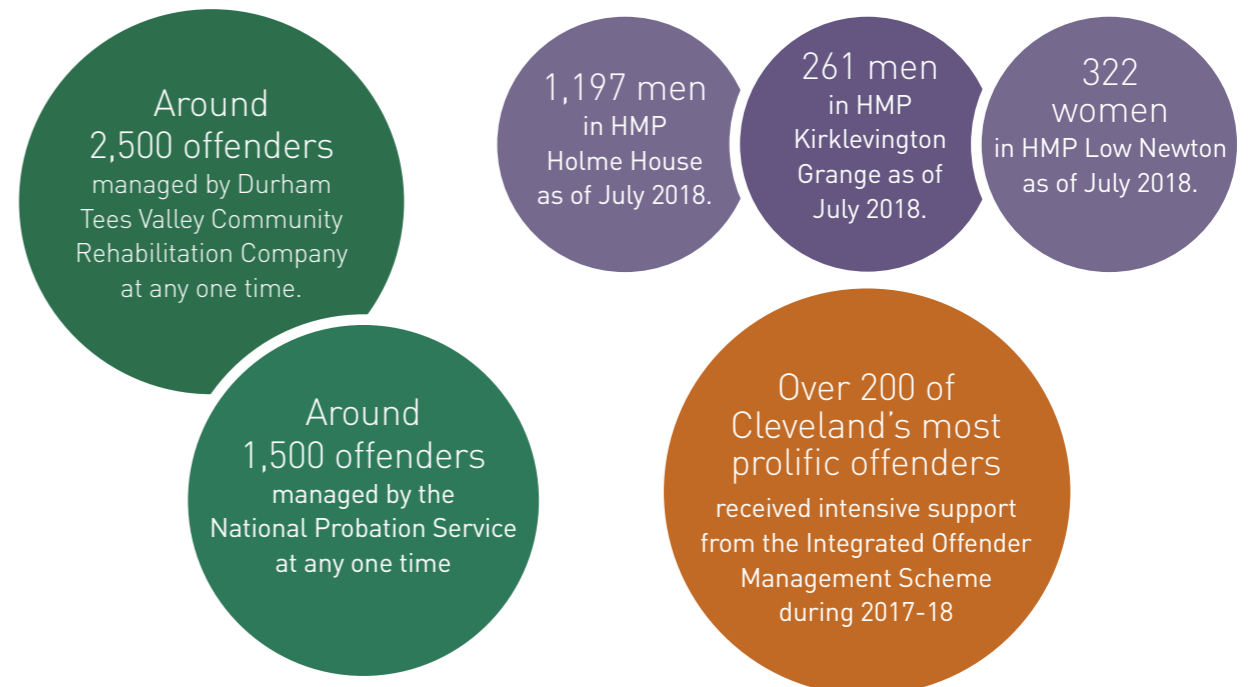


## MY COMMITMENT TO YOU

- Take responsibility for criminal justice through the Cleveland and Durham Local Criminal Justice Partnership work with criminal justice organisations to deliver joined-up, integrated service accountable to myself and key professional advisers.
- Further enhance our integrated offender management approach.
- Implement the 'deferred prosecution model' to both adult (Cleveland Divert) and young people (Youth Offending Triage Service) - providing interventions as an alternative to prosecution.
- Improve pathways for offenders to better support them in dealing with substance misuse issues, mental and physical health.
- Support public health in implementing a supervised Injectable Opioid Treatment (IOT) Pilot.
- Work with partners to better support offender in gaining employment on release from custody.
- Working with local employers to understand the skills gap in the employment market and encouraging employers to provide more opportunities for those with a criminal record to gain employment.
- Work with partners to ensure offenders are able to access appropriate accommodation and prevent homelessness.
- Ensure offenders have the opportunity to participate in restorative justice through Restorative Cleveland.
- Make use of the Child Sexual Exploitation perpetrator research to work with partners to prevent sexual abuse and support perpetrators in their desistance from crime.
- Enhancing the support available to female offenders and develop a whole system approach to addressing the needs of women in the criminal justice system.
- Increase support and availability of interventions for domestic abuse perpetrators.
- Develop strategy and best practice around use of sport to prevent offending and reoffending including the Street Games initiative (a collaboration of 25 Police and Crime Commissioners).
- Optimising Liaison and Diversion Services, supporting NHS England in re-commissioning a North East Liaison and Diversion Service.

## OUTCOMES

- Fewer people re-offending
- More offenders are engaging with services and demonstrating positive steps in reducing their offending behaviour



# 4 WORKING TOGETHER TO MAKE CLEVELAND SAFER

This Police and Crime Plan is all about working together to make Cleveland safer. I have always been a strong advocate for partnership working, I believe no single agency is able to do this alone. To make a real difference we need to co-operative, co-locate, share information and invest together in our communities for the future.

We are working closely with our Local Authority partners to establish integrated neighbourhood services. The more we develop joint operational delivery models, the stronger we become in sharing intelligence, improving communications, developing multi agency solutions and early intervention and prevention. In Stockton, Police and Local Authority community safety teams are co-located; we have established a joint community safety unit in Hartlepool, a town centre hub in Middlesbrough and are embarking on an integrated services team in Redcar and Cleveland.

I have invested in Empowering-Communities Inclusion & Neighbourhood Management system (E-CINS). The software can be used by police, local authority, health agencies and criminal justice partners recording information about local problems, vulnerable individuals, victims and offenders resulting in a more co-ordinated approach to responding to local concerns. A project manager has been recruited to support the expansion of the use of the system and this should further boost the ability of agencies to provide seamless services.

People in crisis place significant demands upon public services. Assisting all agencies to deal with individuals with mental health problems, learning disabilities and dementia is a particular priority. I have declared my support for the mental health Crisis Care Concordat and the Herbert Protocol for dementia sufferers. Both documents aim to provide co-ordinated and appropriate support for those who find themselves in crisis. I have worked with partners to ensure a Safe Places Scheme is operating in each local authority area. The Safe Places Scheme aims to keep vulnerable people safe whilst they are out and about in our community.

Whilst joining up services locally is a top priority, some threats and risk to our safety can only be dealt with by drawing together the resources and expertise of people either regionally or nationally. The Strategic Policing Requirement, issued by the Home Secretary sets out national threats that the police must address and the policing response needed to counter those threats. These include; terrorism, civil emergencies, public disorder, cyber security incidents, child sexual abuse and serious and organised crime. I will ensure the Chief Constable balances local and national priorities effectively.

The criminal justice system can do much more to share responsibility beyond its own boundaries. Public services have developed much more sophisticated strategies for working together to improve services. As co-chair of the local criminal justice partnership I will ensure that locally criminal justice agencies are unified in their ambition and work together in the most efficient and effective way possible, to improve outcomes both for victims of crime and people who offend. I encourage you to take a look at the Cleveland and Durham Local Criminal Justice Partnership Plan. Delivery of this plan should take us one step further in providing an end to end effective and efficient criminal justice system.



Supporting people living with dementia is a priority of the Police and Crime Commissioner and partner agencies



The Community Safety Hub has been designed to encourage close working relationship with partners and community groups



Local agencies joined forces to tackle crime and antisocial behaviour on Eston Hills, following concern raised by local residents



## MY COMMITMENT TO YOU

- Engage in effective collaboration and co-working with councils, community groups, the fire service, housing, education and health to deliver value for money and efficient services to Cleveland.
- Continue to deliver the regional police collaboration including the Evolve Programme - collaboration with Cleveland, Durham and North Yorkshire.
- Continue to support the North East Region Serious Organised Crime Unit - a Cleveland, Durham and Northumbria Collaboration.
- Continue to ensure that Cleveland and the North East are represented at the National Police Air Service Board.
- Continue to develop a seven force collaboration in the North East and Yorkshire Region to secure national resources for local programmes.
- Support the Chief Constable in meeting the strategic policing requirements.
- Further developing our use of ECINS, a multi agency tool designed to improve information sharing across services, including potential use of the system for business areas such as offender management, and supporting vulnerable victims.
- Support the Local Authorities in jointly developing safeguarding children hubs.
- Work with Local Authorities in developing integrated community safety teams.
- Work with community safety partnerships to develop violence reduction interventions.
- Support the Rural Crime Forum in tackling and preventing rural crime.
- Support the Road Safety Partnership in reducing injury and death on our roads.
- Work in partnership to deliver Operation Endurance and reduce the dangers caused by illegal off road motorbikes.
- Continue to support the roll out of Friends Against Scams to prevent vulnerable people becoming victims of fraud.
- Continue to support the Crisis Care Concordat, Herbert Protocol, Dementia Friends and our Safe Places Scheme.
- Work with NHS England and Clinical Commissioning Groups to optimise Street Triage.
- Continue to support the needs in our neighbourhoods through our specialist early intervention co-ordinators, asylum seeker and refugee co-ordinator, rural crime officer and crime prevention officers.

## OUTCOMES

- Those who live, work or visit the area are safe and feel safe
- Efficient and effective public sector services with the capability and capacity to meet demand

# 5 SECURING THE FUTURE OF OUR COMMUNITIES

Since being elected as Police and Crime Commissioner in 2012, I have done all I can to serve the people of Cleveland and to protect the community safety services that we all rely upon. I have attended over 580 community meetings and continue to listen to and take up your concerns at a local, regional and national level.

## INVESTING IN COMMUNITIES

I have already supported over 160 community safety projects and have been encouraged when locally based community groups approach me for their support in solving problems in their neighbourhood. Often communities are able to come up with innovative and long lasting solutions themselves, but need a small grant to kick start their project. I am always willing to listen to good ideas and will continue to keep a small community safety fund available for resident/community groups to bid into.



Organisations like Cleveland Mountain Rescue Team have received small grants from the PCC's community fund

## PROTECTING OUR COMMUNITY

Cleveland has seen its funding from Government fall by 36% since 2010; that's £39m in real terms and has resulted in the loss of 500 police posts. Despite these cuts I have done everything I can to protect services that are important to our communities. I am committed to continuing to lobby central Government for the introduction of the revised funding formula, bringing more money into Cleveland. I want to ensure that those most at risk of harm and living in deprivation have a fair level of funding spent on them.

I will also work with the Ministry of Justice and Home Office and where possible encourage further devolution of victims funding to provide local services that meet the needs of local people. The office of the Police and Crime Commissioner is committed to working in partnership to co-ordinate multi agency funding bids to centre government for exciting and ambitious projects that will bring us a step closer to achieving a safer Cleveland. We aim to undertake whole system reviews and identify gaps in our current service provision.

I have been observing Brexit negotiations and together with other Police and Crime Commissioners have collectively expressed increasingly concerned at the potential of 'no deal' on security, policing and justice between the United Kingdom and European Union. We have collectively called on the Home Secretary to ensure that whatever deal is negotiated we do not lose the data sharing and intelligence tools that are so essential to the security of our country.

## DIALOGUE AND UNDERSTANDING OF COMMUNITIES

Many people in our communities already do a great deal to make our communities safer. It is important that we improve our knowledge and understanding of the communities we serve and listen to their feedback. I will continue to work with and in support of the Strategic Independent Advisory Group. I am committed to effective communication and engagement with all communities and will continue to develop mechanism such as Cleveland Connected to share information with communities and promote the good work of agencies.

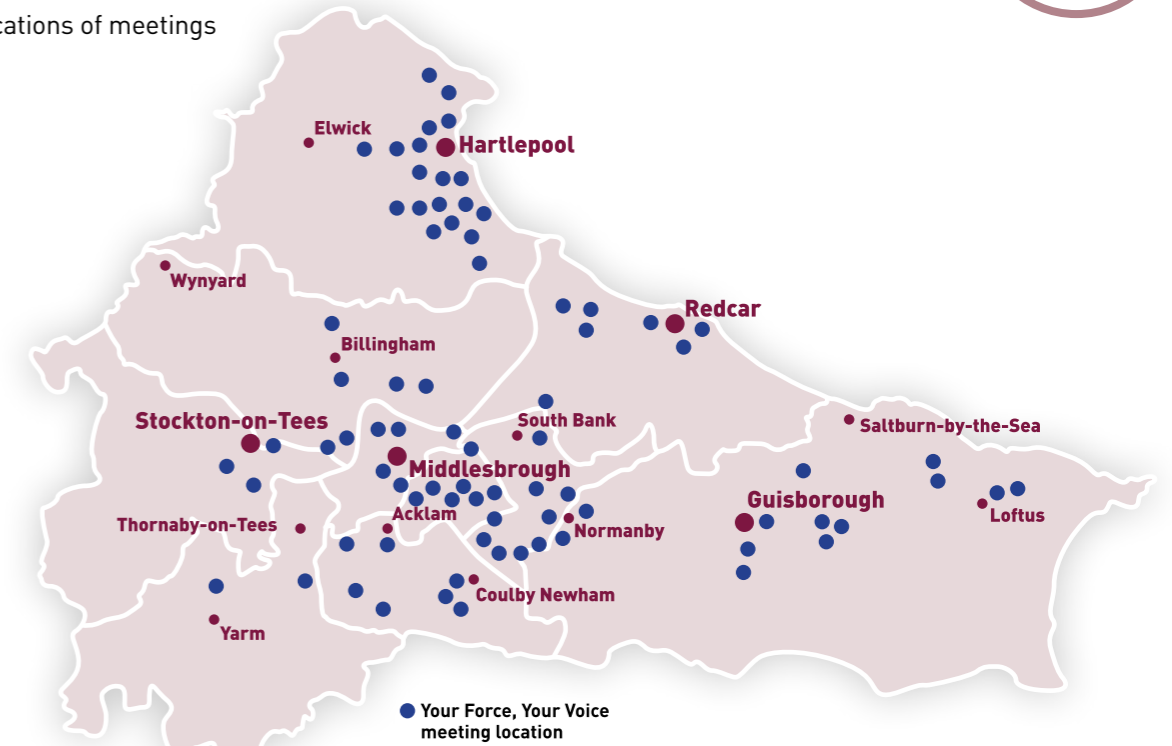


The Light Up for Liam campaign educates young people about the dangers of walking on poorly lit roads by handing out reflective wristbands

## YOUR FORCE YOUR VOICE

When I was first elected in 2012, I unveiled plans for the biggest public engagement exercise in the history of Cleveland Police. Your Force Your Voice is my personal commitment to attend public meetings in every one of Cleveland's Neighbourhood Police Team areas. Since then, I have attended over 600 community meetings, where I have had chance to listen to the policing priority of Cleveland residents first-hand.

The map shows the locations of meetings I attended in 2017-18.



## MY COMMITMENT TO YOU

- Continue with Your Force Your Voice, a personal commitment for the PCC to engage with local communities in the 79 Cleveland wards.
- Work with communities to draw up new plans for local community safety initiatives.
- Work with the new Commissioner on countering extremism and encourage partners to support the work locally.
- Work with schools to prevent offending and victimisation this will include delivery of a programme designed to challenge racism, extremism and radicalisation. Show Racism the Red Card will enable citizens to familiarise themselves with the causes and consequences of racism.
- Continue to invest in prevention services.
  - Working with the Police and other partners to enhance the early intervention co-ordinator model.
- Work with the voluntary and community sector to share intelligence, problem solve and encourage community based solutions.
- Continue to lobby for a better central Government funding deal for the benefit of Cleveland.
- Work collectively with Police and Crime Commissioners on BREXIT negotiations for national security and contingency plans.
- Work with the Ministry of Justice and Home Office on the devolution of funding for criminal justice services to provide better support locally.
- Proactively work with partners to design innovating and exciting bids and boost funding locally for community safety programmes.
- Work in partnership with Teesside University to develop evidence based practice approaches.

## OUTCOMES

- Improved dialogue and understanding of the community
- Successfully commissioned community services
- Increased strength and resilience across our communities



## GOVERNANCE & ACCOUNTABILITY

I remain committed to providing the highest standards of service. The governance framework allows us to operate with integrity, openness and accountability. I record all decision of public interest on my website and report them on a quarterly basis to the Police and Crime Panel.

I invite you to take a look at my website where you can find information on [www.cleveland.pnn.police.uk](http://www.cleveland.pnn.police.uk). My office has been awarded a national transparency award for three consecutive years.

The Chief Constable and I have developed a Memorandum of Understanding setting out how specific areas of business are conducted between us. I am responsible for appointing a Chief Constable and holding them to account for the delivery of this Police and Crime Plan.

### THE POLICE AND CRIME PANEL

The role of the Police and Crime Panel is to support the PCC in the effective exercise of his functions. This includes the review and scrutiny of: the Police & Crime Plan and Annual Reports; the decisions and actions of the PCC and the PCC's proposed precept levels.

### DECISION MAKING

The PCC is the legal contracting body that owns all police assets and liabilities, with the responsibility for the financial administration of the Office of the Police and Crime Commissioner and the force, including all borrowing limits. The PCC will receive all funding, including the government grant, precept and other sources of income. The PCC will make all decision in relation to the allocation of funding/ grants unless specified otherwise in the scheme of delegation.

The scheme of delegation is incorporated into the Corporate Governance Framework and is intended to ensure efficient discharge of the PCCs duties by setting out clearly who is empowered to take decisions. The aim of the scheme is to ensure that decisions are soundly based on relevant information and that the decision making process is open and transparent.

Details of the Corporate Governance Framework are available on the PCC web page at [cleveland.pcc.police.uk](http://cleveland.pcc.police.uk).

I regularly meet with the public and the many partners who we work collectively with and I have asked for feedback on the plan to ensure everyone has the opportunity to influence the contents.

I meet with the Chief Constable and other senior colleague weekly to discuss progress against the plan, performance and other matters of mutual interest.

The Cleveland panel is made up of 12 local councillors from the area's four local authorities and two independent (non-councillor) co-opted members appointed by the Panel.



### PERFORMANCE AGAINST THE PLAN

The Police and Crime Commissioner is responsible for the totality of policing in the Cleveland Police area and scrutinises the performance of Cleveland Police and partners in meeting the outcomes identified in the plan.

A range of police and criminal justice indicators will be regularly monitored during the life of this plan. A quarterly report will be present on performance against the plan to the Police and Crime Panel.

### CONTACTING THE PCC

To find out more about the work of the Police and Crime Commissioner visit:

[cleveland.pcc.police.uk](http://cleveland.pcc.police.uk)

and search for "your force your voice"

Barry can be contacted at

 [pcc@cleveland.pnn.police.uk](mailto:pcc@cleveland.pnn.police.uk)  01642 301653

 @Cleveland\_PCC  search PCC Cleveland

Please note that all social media communication with the Police & Crime Commissioner for Cleveland is bound by the Social Media & Digital Communications Policy.

## AUDIT & INSPECTION

### JOINT CLEVELAND AUDIT COMMITTEE

The Audit Committee supports and advises the PCC and the Chief Constable. It comprises five members of the public who are independent of the Office of the PCC and Cleveland Police.

The audit committee is responsible for enhancing public trust and confidence in the governance of the Office of the Police and Crime Commissioner and Cleveland Police. It also assists the PCC in discharging statutory responsibilities in holding Cleveland Police to account.

The committee terms of reference and committee papers can be found at [cleveland.pcc.police.uk](http://cleveland.pcc.police.uk)

### RISK MANAGEMENT

Effective risk management is an essential part of planning and governance. The PCC and Cleveland Police have complementary risk registers which are monitored and reviewed on a quarterly basis by the Joint Cleveland Audit Committee, who will assess any new or emerging risk as well as the progress of action plans.

### HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS)

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire and rescue services - in the public interest.

HMICFRS visits police forces, fire & rescue services, and other organisations in England, Wales, Northern Ireland and further afield, carrying out inspections or reviews. They look at critical national issues and themes, across the police service or fire & rescue services and their evidence is used to drive improvements in service delivery to the public.

### CODE OF ETHICS

The Code of Ethics was introduced by the college of policing for the police service in July 2014. The aim of this Code of Ethics is to support each member of the policing profession to deliver the highest professional standards in their service to the public. The code sets out the principles and standards of behaviour expected from officers and staff.

Further details and a copy of the code can be found at [college.police.uk/What-we-do/Ethics/Documents/Code\\_of\\_Ethics.pdf](http://college.police.uk/What-we-do/Ethics/Documents/Code_of_Ethics.pdf)

The PCC is committed to supporting the Chief Constable in embedding the Code of Ethics in Cleveland Police.

### STANDARDS AND ETHICS

The newly reformed Directorate of Standards and Ethics has been on a significant transformation programme since January 2017.

The Department comprises of an assessment hub for complaints, a complaints and discipline function and a Counter-Corruption Unit. Significant investment has been made in training and continual professional development. More recently, the Independent Office of Police Conduct has recognised Cleveland's complaints triage system as leading the way nationally as an area of best practice. The future vision of the Directorate is to implement a Prevention and Organisational Learning Strategy and promote access to our services to every member of our community.

The Directorate is also setting up an Information Management Unit by bringing together key Disclosure and Barring Services with Vetting, Information Security, Data Protection and the Children and Family Court Advisory and Support Service (Cafcass). This will improve information management with the Force and effective exchange of information with partnering organisations.

### INDEPENDENT OFFICE OF POLICE CONDUCT

The Independent Office for Police Conduct, formerly the Independent Police Complaints Commission oversee the police complaints system and investigate the most serious incidents and complaints involving the police.

For more information visit <https://policeconduct.gov.uk>

### CLEVELAND INTERNAL AND EXTERNAL ETHICS COMMITTEE

Cleveland Police recognise that commitment to integrity is absolutely essential to the legitimacy of policing.

The Force values public trust and confidence in policing and to earn that they recognise the need to be open to scrutiny and for their behaviours, actions and decisions to always consider the public interest.

The remit of the Committees is to promote the highest standards of ethical conduct and to act as a 'critical friend' to the Force, providing a focus for education, a source of support and a measure of compliance with organisational values.

## GOVERNMENT GRANT

The Government has indicated that the level of Grant received from them in 2019/20 is likely to be the same in cash terms as the grant received in 2018/19. After taking into account the impact of inflation - this will be effectively another cut in funding with a consequential impact on service.

Beyond 2019/20 there is no clear indication of the funding strategy for Policing from the Government - this is something that has recently been criticised by the National Audit Office.

It is extremely challenging to plan for the best possible Policing and Crime Services under these circumstances. This is a message that the Police and Crime Commissioner will continue to raise with the Government.

By 2019/20 we will have seen Government Grants reduce by over £40m in real terms which has resulted in the loss of over 500 police posts. We will continue to raise the issue of fairer funding for Cleveland, these concerns have already been raised with both the Prime Minister and Home Secretary. Areas with the highest levels of demand like Cleveland are also the areas that have seen the greatest impact in terms of funding cuts since 2010.

## PRECEPT

Only 27.5% of the Net Budget Requirement within Cleveland is funded by the local precept and therefore this provides less of a cushion to cuts in Government grants, than in most Police Force areas.

The Department for Communities and Local Government has published the draft council tax referendum principles. In 2018-19 all PCCs will be allowed to increase band D bills by as much as £12. This represents increases of between 5.34% (Surrey) and 12.2% (Northumbria).

Consultation was undertaken in relation to whether the public supports the option of increasing the Band D 'Police' precept by £12 per annum for 2018/19 and the response was that 80% of the 284 people who responded to the survey

supported the option to increase the Band D precept by £12. The LTFP is therefore based on a £12 increase in the Band D precept for 2018/19, this equates to a 5.59% increase.

For the purposes of planning, the Long Term Financial Plan assumes the following:

- 2019/20 - Precept Increase of £12 per annum (5.3%)
- 2020/21 - Precept Increase of 1.99%
- 2021/22 - Precept Increase of 1.99%

## CAPITAL PLAN

The assets owned by the PCC are a vital platform for the delivery of the Police and Crime Plan, with the overall purpose of the capital plan to provide sufficient funding to renew the asset base of the organisation, informed by condition deficiency surveys, 'fit for purpose' reviews, equipment replacement programmes, business continuity requirements and invest to save expenditure. Plans have been drawn up and are being developed for capital investment which would aid the organisation in delivering against the Police and Crime Plan.

The current capital plans will be subject to review, development and refinement over the coming years are set out below:

Future Funding Levels	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Earmarked Reserve/Funding b/f</b>	<b>3,924</b>	<b>586</b>	<b>1,468</b>	<b>87</b>	<b>425</b>	<b>1,245</b>
Capital Grant	515	515	515	525	535	545
Contribution to/from Revenue	1,165	1,400	855	2,410	2,390	2,250
Capital Receipts (from Vehicle Sales)	100	100	100	100	100	100
Capital Receipts (from Property Sales)		2,542	575	3,109	2,988	3,109
New Prudential Borrowing	11,000	3,000		-3,272	-4,000	-4,772
Supported Capital Borrowing	760					
<b>Projected In-year Funding Available</b>	<b>13,540</b>	<b>7,566</b>	<b>2,075</b>	<b>2,872</b>	<b>2,014</b>	<b>1,232</b>
Community Safety Hub	11,423	2,956				
IT Replacement Programme/Data Centre move	967					
Police Force New Capital Schemes	4,488	3,719	3,455	2,534	1,194	1,500
<b>Total Capital Programme</b>	<b>16,878</b>	<b>6,674</b>	<b>3,455</b>	<b>2,534</b>	<b>1,194</b>	<b>1,500</b>
<b>Earmarked Capital Reserve/Funding c/f</b>	<b>586</b>	<b>1,486</b>	<b>87</b>	<b>425</b>	<b>1,245</b>	<b>977</b>

## LONG TERM FINANCIAL PLAN

The table below shows the current position of the overall finances available to the Police and Crime Commissioner based upon current assumptions and plans:

	Budgets				
	Actual	Forecasts			
	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Funding</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Funding</b>	<b>(131,705)</b>	<b>(134,644)</b>	<b>(135,930)</b>	<b>(139,604)</b>	<b>(141,340)</b>
% Change in Funding	-1.2%	2.2%	1.0%	2.7%	1.2%
<b>Office of the PCC Planned Expenditure</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Planned Expenditure</b>	<b>850</b>	<b>860</b>	<b>875</b>	<b>890</b>	<b>905</b>
<b>Community Safety / Victims &amp; Witness</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Community Safety Initiatives	986	982	981	996	996
Service Improvement and Development	1,250	1,450	1,500	1,550	1,600
Victims and Witnesses Services	1,009	1,508	1,134	954	954
<b>Total Planned Expenditure</b>	<b>3,245</b>	<b>3,939</b>	<b>3,615</b>	<b>3,500</b>	<b>3,550</b>
<b>Corporate Services</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Staff Pay	330	465	425	435	445
Non Pay Expenditure	100	95	100	100	100
PFI Action Stations	5,145	5,240	5,325	5,410	5,500
PFI Urlay Nook	1,770	1,820	1,855	1,915	1,945
Asset Management	1,605	1,855	2,150	1,935	1,575
<b>Total Corporate Costs</b>	<b>8,950</b>	<b>9,475</b>	<b>9,855</b>	<b>9,795</b>	<b>9,565</b>
<b>Police Force Planned Expenditure</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Pay</b>					
Police Pay	66,740	66,043	65,184	65,987	67,198
Police Overtime	1,375	1,402	1,487	1,567	1,727
Police Community Support Officer Pay	4,255	4,360	4,595	4,720	4,880
Staff Pay	9,755	10,525	11,000	11,320	11,635
<b>Pay Total</b>	<b>82,125</b>	<b>80,330</b>	<b>82,266</b>	<b>83,594</b>	<b>85,440</b>
<b>Major Contracts</b>					
<b>Major Contracts Total</b>	<b>19,662</b>	<b>20,366</b>	<b>20,840</b>	<b>20,580</b>	<b>20,630</b>
<b>Non-Pay Total</b>	<b>17,633</b>	<b>19,074</b>	<b>18,294</b>	<b>18,686</b>	<b>18,710</b>
<b>Total Planned Force Expenditure</b>	<b>119,420</b>	<b>119,770</b>	<b>121,400</b>	<b>122,860</b>	<b>124,780</b>
% Change in Expenditure	0.0%	0.3%	1.4%	1.2%	1.6%
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>(Surplus) / Deficit</b>	<b>760</b>	<b>(600)</b>	<b>(185)</b>	<b>(2,560)</b>	<b>(2,540)</b>
Planned Transfers to/(from) General Fund	(2,000)	(950)	(850)	0	0
Contribution to Capital Programme	1,164	1,400	885	2,410	2,390
Planned Transfers to/(from) Earmarked Reserves	75	150	150	150	150
<b>Net (Surplus)/Deficit After Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Reserves</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
General Fund Balance b/f	8,016	6,016	5,066	4,216	4,216
General Fund Movements	(2,000)	(950)	(850)	0	0
General Fund Balance c/f	6,016	5,066	4,216	4,216	4,216
<b>Employee Numbers (average per year)</b>	<b>FTEs</b>	<b>FTEs</b>	<b>FTEs</b>	<b>FTEs</b>	<b>FTEs</b>
Police Officers	1,280	1,236	1,226	1,226	1,226
PCSOs	148	147	147	147	147
Police Staff - Police Force	285	318	318	318	318
PCC / Corporate Staff	14	14	14	14	14
<b>Assumptions</b>					
Pay Awards	1.0%	2.0%	2.0%	2.0%	2.0%
Non Pay Inflation	1.6%	2.0%	2.0%	2.0%	2.0%
RPI	3.0%	3.5%	3.0%	3.0%	3.0%
Precept Increases	2.0%	5.6%	5.3%	2.0%	2.0%
Government Grant Movements (Cash Basis)	-1.4%	0.0%	0.0%	2.0%	2.0%



# POLICE AND CRIME PLAN 2018-2023

## CONTACT

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### FACEBOOK:

'Police and Crime Commissioner for Cleveland'

### TWITTER:

@Cleveland\_PCC

### CLEVELAND POLICE

In case of an emergency always call 999.

Please call 101 to report a non-emergency incident, for information or advice and to speak to a member of your community policing team.

[cleveland.pcc.police.uk](http://cleveland.pcc.police.uk)