



## Police & Crime Commissioner for Cleveland Cleveland Community Safety Hub

Email: [pcc@cleveland.pnn.police.uk](mailto:pcc@cleveland.pnn.police.uk)  
Website: [www.cleveland.pcc.police.uk](http://www.cleveland.pcc.police.uk)

Police and Crime Commissioner: Barry Copping  
Chief of Staff (Chief Executive & Monitoring Officer): Simon Dennis BA, Solicitor  
Chief Constable: Richard Lewis

Tel: 01642 301653  
Tel: 01642 301653  
Tel: 01642 301215

---

# Report of the Police and Crime Commissioner to the Chair and Members of the Police and Crime Panel

12 November 2019

## Commissioners Update

### 1. Purpose of the Report

- 1.1. The purpose of this report is to provide Members of the Cleveland Police and Crime Panel with a summary update on progress since the meeting in September 2019.
- 1.2. Further detail on progress made is included within the Performance report, Scrutiny report and Decisions of the PCC.

### 2. Investing in Our Police

- 2.1. The PCC has recently received an update for Operation Phoenix which identifies a range of improvements and areas of further development work. These improvements are a result of an increased use in overtime to better manage demand, increased use of domestic abuse support workers to provide support as early as possible and investment into public communications.
- 2.2. The Chief Constable will provide a presentation to panel members on the results of Operation Phoenix within the panel meeting.
- 2.3. To provide sustainability in the longer term for Operation Phoenix the recruitment of 120 police officers will be completed by the end of November 2019 and start to gradually become operational from January 2020. An additional 52 officers will be recruited during 2020 including the additional officers provided from funding nationally.
- 2.4. As part of this recruitment drive, work has been completed through positive action to increase the number of officers from under-represented groups and delivered as a result of the refreshed Everyone Matters Equality, Diversity & Inclusion Strategy. This work, which was initiated as a pilot, included: seconding BAME officers on to the Everyone Matters Team to drive the campaign; using all social

media channels to reach BAME applicants – from this there were 64 individuals - which equated to about 4% of all who completed the 'expressions of interest' form (1500 forms completed). All BAME applicants were then contacted by a member of the Everyone Matters team to invite them in for a Pre-Application workshop. BAME applicants did not receive any preferential treatment in comparison to anyone else. All information provided to attendees at the workshop is information that is accessible by all; however the only difference is that Cleveland Police used a targeted approach to target a certain group of people who are underrepresented within the Force in comparison to our Policing area and locality.

- 2.5. A second BAME Positive Action campaign for Police Constable Recruitment commenced in September 2019 and there has been a 100% pass rate at application stage for BAME applicants. These applicants will be invited to a Pre-Assessment Centre workshop which is due to take place on 9 November 2019. Work is also underway to kick start the Police Constable Degree Apprenticeship programme and a similar approach to targeting our diverse communities will be taking place.
- 2.6. The Force is currently developing an interim operational model for how resources will be deployed which will be further informed through discussion with the PCC and as a result of the recently published consultation with the public which will close on Wednesday 20<sup>th</sup> November 2019.
- 2.7. Within Everyone Matters the OPCC has successfully recruited an Equality, Inclusion and Diversity Manager to lead the programme, interviews for the remaining support roles will be completed during November with the full team being in place by the end of the year.
- 2.8. Since the last report the PCC, Chief Constable and respective officers have attend the first Police Performance and Oversight Group. The group was chaired by HMI Chief Inspector Sir Tom Winsor and included representation from the Home Office, College of Policing and other forces also being monitored by the process.
- 2.9. Within the meeting the Chief Constable was required to present the initial response to the report and work that had been initiated since the inspection. Both the PCC and Chief Constable acknowledged the report and the findings and will report progress at the next meeting in January. In the meantime Force monitoring (planned and ad-hoc) will be undertaken by the regional inspection team overseen by HMI Northern Phil Gormley.
- 2.10. As reported in the September meeting the process for governance and scrutiny continue to develop with the Chief Constable and Cleveland Police. The reports of the monthly Performance and Scrutiny meetings are included within the overall scrutiny report. In addition the following has been completed:
  - 2.10.1. Discussions have taken place with all of the External/Independent Chairs to consider how support/communication can be improved with Cleveland Police. It has been clear that previously these groups have not be used to best effect by the force. The PCC will bring together these groups with the Chief Constable during December to confirm how use of the groups will improve.

- 2.10.2. The internal structures for managing performance and governance have been reviewed with the OPCC and linkages identified in how external scrutiny will further be linked into formal meeting structures for holding to account.
- 2.10.3. Regular updates are now in place with HMICFRS to ensure that requests for information and scrutiny requirements from Cleveland Police do not conflict, maximising use for external purposes.

### **3. A Better Deal for Victims**

- 3.1. Following Operation Phoenix the services to victims continues to develop with positive action being reported from Cleveland Police including but not limited to the following:
  - 3.1.1. Increased supervision of investigation standards is starting to demonstrate improvement
  - 3.1.2. Improved response and support for victims of domestic abuse as a result of additional officers and domestic abuse support workers being available at weekends
  - 3.1.3. Increased arrests for those 'Wanted' in breach of bail or on prison recall, and, positive action being taken on incidents of domestic abuse
  - 3.1.4. Increased deployment of specialist teams in support of response officers when demand is greatest
- 3.2. Further development is required to continue to drive improvements to the services for victims. This includes a consistent and standardised approach to the Victims Code of Practice, Victim's Charter and ensuring that staffing is appropriate to being able to respond to times of high demand. Whilst this has been improved during Operation Phoenix, plans are required to confirm how this will be sustained into the longer term and monitored through the newly formed governance framework.
- 3.3. Feedback has also been received from partners and service providers that has recognised the achievements of Operation Phoenix plus areas where improvements are required.
- 3.4. A joint domestic abuse conference was hosted by the PCC with Cleveland Police and attended by partners on the 30<sup>th</sup> September to identify opportunities for a more joined up approach to progressing improvements to domestic abuse. The conference identified the following priorities:
  - 3.4.1. Acting like or developing towards a single Multi Agency Safeguarding Hub
  - 3.4.2. Standardising the access to services across the county
  - 3.4.3. Prevention of domestic abuse
  - 3.4.4. Domestic Abuse Perpetrator programmes
- 3.5. The above priorities are now being progressed by a small group of representatives from the meeting to identify existing frameworks that can be better utilised to progress the priorities such as the Local Criminal Justice Partnership and Safeguarding Boards.

3.6. Within the wider context the OPCC continues to develop support for victims through the services commissioned. This is detailed within the Performance Report and summarised as follows:

- 3.6.1. Based on victim feedback a pilot will place a victim support worker from Safer In Tees Valley within the Control Room at Cleveland Police, alongside the existing domestic abuse support worker and mental health worker.
- 3.6.2. Increased focus on victims understanding what support that is available within the areas of sexual violence, witness care and burglary
- 3.6.3. Discussions are in progress with partners to align the dates for contracts to be considered jointly in the future such as domestic abuse support workers
- 3.6.4. A regional market engagement event has taken place to inform the requirements for the re-commissioning of the Sexual Assault Referral Centre (SARC) service which required renewal before March 2020
- 3.6.5. The evaluation for the use of funding from the Violence Against Women and Girls Strategy (VAWG) has been received and has reported positively in terms of the use of Independent Sexual Violence Advisors and sexual violence counselling. Discussions are now in progress to identify how the risk of funding no longer being available can be mitigated from April 1<sup>st</sup> 2020.
- 3.6.6. A multi agency conference took place on 16<sup>th</sup> October National Anti-Slavery Day arranged by the Anti-Slavery Network and Safeguarding Adults Board to focus on 'Understanding Exploitation of Tees' The network has further developed victim pathways for each of the local authority areas to utilise should a victim be identified that requires support.

3.7. Development work for Hate Crime has been an area of focus since the previous report to panel members. The activities completed include:

- 3.7.1. Joint work led by the OPCC with Stagecoach, Arriva bus companies and Restorative Cleveland to advertise how to report hate crime on buses, within offices and journey assistance cards are now in place
- 3.7.2. Hate Crime Awareness Week included a range of public facing events including Show Racism The Red Card Day on the 18<sup>th</sup> October. Cleveland Police further utilised school liaison officers to raise awareness in schools.
- 3.7.3. Further work is planned with McDonalds restaurants as these have been identified as a key opportunity to engage with young people

#### **4. Tackling Offending and Reoffending**

- 4.1. Local analysis of Ministry of Justice data shows that whilst the actual cohort size of offenders are declining, those who are going on to re-offend are doing so at much greater levels in terms of volume of offences, this suggests that prolific offenders are becoming even more prolific.
- 4.2. The Cleveland Reducing Reoffending group have reaffirmed this and discussions have progressed to consider options to redevelop a future Integrated Offender Management Model that will address the needs of the most prolific and priority offenders.

- 4.3. A priority has been further confirmed by the group to clarify the level of services for drugs, alcohol and mental health services provisions across the county as these are the most common causes of underlying offender behaviour.
- 4.4. This has been further supported by a recent workshop held to consider the use of Community Sentence Treatment Requirements to drive the use of treatment with the aim of reducing reoffending and short term custodial sentences by addressing underlying behaviour.
- 4.5. The Heroin Assisted Treatment project was also launched on the 9<sup>th</sup> October attracting wide spread local, and national media attention, the first clinic then took place on the 15<sup>th</sup> October in Middlesbrough.
- 4.6. To monitor performance and progress there is a range of support being provided including:
  - 4.6.1. Engagement with the national HAT working group established by Public Health England to develop guidance on setting up and implementing schemes
  - 4.6.2. Monitoring through Teesside University to develop the evidence base for understanding return on investment and evaluation of the scheme
  - 4.6.3. Engagement with the Health and Social Care Select Committee and the recent publication of Inquiry in Drug Policy supporting changes in legislation for long term heroin dependency.
- 4.7. The Knife Angel report has been drafted to confirm the outcomes of the monument being brought to Middlesbrough during August 2019, copies will be issued for Members at the meeting.
- 4.8. The benefits are summarised below with the full benefits map including how these have been measured being located in the report:
  - 4.8.1. Increased awareness evidenced through increases in visitor numbers, footfall into the library and local to international media coverage
  - 4.8.2. Remembrance for knife crime victims evidenced through the vigil ceremony which brought together approximately 300 people
  - 4.8.3. Increases in education opportunities evidenced through workshop attendance, production of stab packs by the Youth Offending Teams, use of knife amnesties to create artwork by Stockton & Riverside College and display of the Graffiti Kings
  - 4.8.4. Effective partnership working that delivered the project from start to finish in 10 weeks across 4 key partners and a number of outreach organisations

## **5. Working Together to Make Cleveland Safer**

- 5.1. The Early Intervention funding provided the opportunity to increase capacity for Youth Offending partners, Local Authorities, Outreach organisations and community groups. The funding was in place for 12 months and will expire in March 2020.

- 5.2. A working group is in place with the Home Office who will conduct evaluation of the funding during December with the results being available in January 2020.
- 5.3. This evaluation will also assist with the development of an evidence base to attract further national funding opportunities and discuss with partners and Cleveland Police confirming what elements can be sustained should new funding not be identified.
- 5.4. The ECINS Steering Group re-convened on the 17<sup>th</sup> October and a range of agencies and processes were confirmed as benefitting from using the solution.
- 5.5. As reported previously the project underwent review that was discussed with the Steering Group to clarify and agree the following priorities moving forward:
  - 5.5.1. To develop a generic training package for systems administration, compliance
  - 5.5.2. To clarify with partners the priorities of the project moving forward including an opportunity to reconnect with the project
  - 5.5.3. To develop and implement Information Management requirements
  - 5.5.4. To reconfirm the current Standard Operating Procedures across all agencies
  - 5.5.5. To develop mechanisms across all agencies for governance and compliant use of the system
- 5.6. Cleveland Police have recently launched consultation to inform decision making as to how Neighbourhood Policing will develop, confirming how officers will be deployed across the county. This will then also enable the PCC in confirming with the Chief Constable how issues raised through public consultation will be addressed. The consultation closes on the 20<sup>th</sup> November and panel members are encouraged to provide feedback.

## **6. Securing the Future of Our Communities**

- 6.1. A key risk that is currently being considered across agencies is the sustainability of services locally that have been funded as a result of national funding initiatives. These include:
  - 6.1.1. The Violence Against Women and Girls Fund that has provided support for victims of sexual violence and counselling services. This equates to £420,000
  - 6.1.2. Ministry of Justice funding for support workers to support offenders with complex needs, domestic abuse and specialist support for BME female offenders. This equates to £203,500
  - 6.1.3. Early Intervention Fund that has provided additional funding in Youth Offending Teams and Outreach services This equates to £546,250
- 6.2. Discussions are in progress to identify where funding can be sustained and where funding will need to cease from April 2020.
- 6.3. Opportunities are available for other national funding streams through bidding such as the Youth Endowment Fund and Safer Streets Fund. Clarification on the criteria and timeframes for these are still to be confirmed, all partners are looking to focus and co-ordinate efforts to successfully achieve funding. Further work is

required to identify opportunities across other government departments that could also be progressed outside of the Home Office.

6.4. The OPCC has further developed partnership work with Teesside University to secure two internships to develop and support the evaluation of Heroin Assisted Treatment; and the effectiveness of training provided to officers during 2018/2019 in Coercive Controlling Behaviour.