



Police & Crime Commissioner for Cleveland Cleveland Community Safety Hub

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

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Key achievements of Police and Crime Commissioner for Cleveland 2012-2020

Introduction

I was elected as the first Police and Crime Commissioner for Cleveland in 2012 – a role I believe has massive potential to make our area a much safer and better place to live, work and visit. My main constraint is having the resources needed to do just that. I see every day the great bravery, loyalty, passion, goodwill, and enthusiasm from our local officers, staff and volunteers – as well as many professional and community partners. Collectively, all these resources make an immense contribution to make communities safer – it just needs those in power nationally to give us the best chance to do so, by allocating Cleveland a fairer share of resources. For example, in 2019 Merseyside PCC was awarded £18m from 'Serious Violence' and 'County Lines' funding streams, where Cleveland missed out, through what I believe are flawed funding formulas.

After nearly 10 years of government austerity, the recent announcement of additional investment for policing is welcome. However, this new level of extra investment needs maintaining year on year, for the following three years at least, so we can grow officer and staff numbers by another third - to where they were - and need to be. This would also allow us to further invest and develop more measures with partners up-stream to tackle the conditions in which crime develops.

My general approach has been to make myself approachable and accessible to all. I have worked with local communities for many years and local politicians, of all parties or none, the vast majority of whom I've enjoyed constructive working relationships with, and who understand and are honest about the challenges we face, and scale and scope of actions needed to address them.

As well as austerity, Cleveland Police has faced various other challenges since 2012 and despite improvements being made and recognised earlier in my tenure, the recent judgements by HMICRFS were of significant concern. Inappropriate or unprofessional

behaviour by a very small number has massive consequences for morale and confidence – and distracts attention from the great work of our front-line officers and staff, of whom we should all be proud and who I will always defend from unjustified criticism. Equally, I have not shied away from my responsibility for scrutiny and challenge, and for taking appropriate strategic actions where required. Cleveland Police is now at a crucial turning point and significant improvements are being made, which I believe will be driven forward by Chief Constable Richard Lewis.

This report sets out some of the many achievements from my years as the first Police and Crime Commissioner for Cleveland. I'm proud to have delivered a number of commitments from my various Police and Crime Plans, through a number of programmes that have brought together people from all walks in life, making a difference to the communities we serve.

1. Investing in our police:

- I appointed Richard Lewis as our Chief Constable in March 2019, who is delivering the organisational and transformational changes required, and who has already made much progress, including developing a new neighbourhood policing model. This will result in over 200 police officers and PCSOs being deployed into communities across Cleveland over the coming weeks and throughout the spring period. Richard has committed to serving his entire policing career in Cleveland and I have committed to extending his contract to stabilise and secure that arrangement.
- I have developed with Cleveland Police an award-winning Everyone Matters programme, to invest in and promote diversity, equality and human rights. The programme aims to better recruit and develop our employees, and to support and protect all the communities we are here to serve. I am also a recognised Dementia Champion and a supporter of Blue Light mental health work, our Autism network and the numerous internal staff networks and initiatives.
- I've invested in specialist roles to tackle hate crime, early intervention, school liaison, community cohesion, rural crime, crime prevention and championed a Cleveland Connected online information sharing system, which is accessed by thousands of residents.
- In a ground-breaking partnership with the Force, we introduced a Transforming Professional Standards programme, which is led for the first time by a professional from outside of policing and with international experience, to deliver ethical standards and practice.
- We've also established wholly independent professional Audit and Ethics Committees, who the Chief Constable and I report to regularly, as well as the Cleveland Strategic Independent Advisory Group.
- We designed and constructed an award-winning Community Safety Hub, housing state-of-the-art facilities, delivered at no cost to the public, and built by local contractors using local steel.
- I was the first PCC to action Living Wage policies for direct employees and contractors as a priority on first taking office.
- I have funded a £22m programme of technological investment to better equip officers and improve efficiency and effectiveness. This has most recently included the introduction of a drone capacity, bringing a further dimension to local policing.
- Across the North East, I helped develop collaboration between the three North East PCCs and police forces, to establish a North East Regional crime centre,

bringing national and regional resources together tackling serious and organised crime. We've also engaged in developing forensic services with up to seven other North force areas, and the Domestic Abuse Whole Systems Approach has now been embedded into Cleveland Police.

- Throughout my time in office I have actively supported a growing Cleveland Police Cadets scheme. With over 100 members in four borough-based units, we give youngsters the opportunity to learn, develop, and provide valuable assistance to many local projects and events. The cadets have assisted in delivering crime prevention advice; helped with youth engagement and been involved in volunteering opportunities supporting local charities and the vulnerable. They've won two national awards for their work with people living with dementia in the local community. The programme also helps cadets with personal development by preparing them for further education and entry into the workplace.
- I am a consistent supporter of the Cleveland Police Special Constabulary, who give up their own time to police our streets and make a difference in our communities. I'm also proud of the Cleveland Police Volunteers scheme and have met with, and given placements to, a wide range of school, college and university students, to help them gain valuable professional and life skills.

2. Getting a Better Deal for Victims:

- I helped establish the local Victim Care and Advice Service (VCAS). Delivered by Safe in Tees Valley, VCAS was co-commissioned with Durham PCC Ron Hogg and launched in April 2015, replacing a nationally commissioned service. The service provides free, confidential support to victims of crime and anti-social behaviour across Cleveland. Every year VCAS has consistently supported over 1,400 victims providing one-to-one support, with many thousands more receiving telephone advice and support.
- I assisted in moving sexual violence services in Cleveland from a model of multiple providers, to an efficient commissioned service providing consistency across the whole of the Cleveland area. The process involved a collaborative commissioning approach between myself and NHS England, integrating the Sexual Assault Referral Centre (SARC) to include management and crisis support, in addition to a Tees-wide Independent Sexual Violence Advisor Service. The development of this work was shortlisted at the GO Procurement Awards 2018/19 under the category Innovation/Initiative of the Year Award. The SARC provides a 24/7 service for victims of sexual assault and rape. Their specialist facility is equipped to provide sound forensic testing, as well as a range of technology to enable evidence collection and court testimony from vulnerable victims.
- In tackling hate crime, I set up and chair a Cleveland-wide Strategic Hate Crime and Incidents Group. I've also funded Cleveland Police to employ two dedicated Hate Crime Investigators, who have achieved over 200 successful hate crime prosecutions since their introduction.
- I played a central role in establishing Cleveland-wide standards and governance for Third Party Reporting Centres for hate crime and supported training for a range of agencies, including major retailers and large corporations. This work continues as we engage with local bus companies to prevent hate crime on their vehicles through promotional activities and supportive interventions.
- We have also engaged directly with victims to understand their views and experience of Cleveland Police and the support services I commission. We have

taken part in focus groups to allow victims to voice any concerns or suggestions about how their voice could be better heard throughout the criminal justice process. One of the outcomes of this process was a pilot I instigated in the Cleveland Police Control Room to enable instant support, at the point of reporting, for the most vulnerable victims.

- Much multi-agency work has taken place around Refugees and Asylum Seekers (RAS) in Cleveland. This has included the funding of a dedicated engagement officer within Cleveland Police to support minority communities, a review of the information provided to new arrivals to ensure victim support services are highlighted, and Hate Crime Champion training for the RAS community to encourage reporting of hate offences.
- I commissioned a Human Trafficking and Modern Slavery expert to bring together key partners to collectively and collaboratively prevent, identify, disrupt and eradicate modern slavery and human trafficking in all its forms. The result of this work was the establishment of a multi-agency Cleveland Anti-Slavery Network. Through this group a Victim Care Pathway has been established - the first in the country - to ensure a smooth process to effectively provide care and support to victims 24/7 who are identified and rescued. This has been welcomed as a ground-breaking model of good practice by the national Anti-Slavery Commissioner.
- Restorative Cleveland commenced on 1 April 2018 following a successful multi-agency pilot during 2017/18. The service delivered by Safe in Tees Valley, includes a partnership arrangement between Cleveland Police and Durham Tees Valley Community Rehabilitation Company. During 2018 the service were successful in achieving the nationally acclaimed Restorative Service Quality Mark (RSQM) of which I am very proud. Between April 2018 to end December 2020, the service delivered 39 face-to-face interventions, with many more interventions delivered, including shuttle mediation and letters of explanation. The service was nominated for - and won - a Howard League for Penal Reform Award as a result of one of the cases they supported involving a Hate Crime.

3. Reducing Reoffending:

Serious Violence

- In trying to turn the tide against rising levels of serious violence across the local area, we secured a visit from the nationally renowned Knife Angel sculpture on its first trip to the North East. The monument was seen by more than 30,000 people during its time in Middlesbrough's Centre Square and hundreds of young people received anti-knife input from campaigner Theresa Cave.
- The lasting legacy of the Angel in Cleveland has resulted in further initiatives aimed at reducing knife violence and raising awareness among young people. Cleveland Police installed permanent knife bins in all four of their main local police stations and conducted knife operations on local train networks.
- Working with local partners, my office has been instrumental in funding emergency first aid packs to help treat those with stab or slash wounds. These 'stab packs' have been put together by young offenders currently engaged with South Tees Youth Offending Service, to help them understand the dangers of using or carrying a knife.

- We have appointed a Tees Serious Violence Prevention Manager, as a result of securing £546,000 from the Home Office Early Intervention Youth Fund, who is leading on developing a Tees-wide Serious Violence Prevention Strategy, in line with Cleveland Police's strategy on the same issue. The strategy will include the key strands of prevention, early intervention, targeted intervention and diversion – with work streams for each strand working towards a public health approach.

Heroin Assisted Treatment

- We've worked with a range of local partners to develop and commission the first Heroin Assisted Treatment (HAT) scheme in the country. Our research found a cohort of 20 chaotic drug users in Middlesbrough cost the taxpayer upwards of £1m a year in police time, A&E or GP visits, and demand on the court and prison system. Patients now attend a specialist facility twice a day for a prescription of medical grade diamorphine, which is injected by the participants on site.
- Whilst there, the participants receive wrap-around support for a range of issues, including mental health and housing. Early findings from the pilot are positive, with a 99% attendance rate among participants and an increasing number of participants providing samples which are negative for traces of street heroin. The scheme has attracted national and international interest and Heroin Assisted Treatment was endorsed by the cross-party Health and Social Care Committee in their recent report calling for a radical new approach to tackling drug misuse.
- I'm passionate about continuing and extending the current pilot scheme in Middlesbrough and exploring the possibility of other areas establishing their own programmes. I will be investing "Proceeds of Crime" money seized from organised criminals and gangs into this area of work, to help repair harm to communities that the illegal drug trade causes.

Cleveland Divert

- Developed in partnership with Cleveland Police and Durham Tees Valley Community Rehabilitation Company, Cleveland Divert identifies those who have committed first-time or low-level offences and offers them a bespoke programme of support from a specially trained worker. Pathways have been established in assisting people with a range of issues that have caused them to offend, including mental health, poverty, domestic abuse and alcohol or substance misuse.
- If the victim consents, the participant can also engage directly with the person they have harmed through restorative justice. This process is designed to help the participant understand the impact of their behaviour, to reduce future offending and to offer some form of redress to the victim.
- Latest performance information, April 2019 – December 2019 shows 298 accepted referrals into the scheme, with 75% of cases successfully closed during this time period 'Needs Met'. Also shortlisted for Howard League Penal Reform Award for specialist support for females.

Youth Triage

- I also invest in the evidence-based Youth Triage scheme, which provides specialist assessment and intervention programmes to address needs of children and young people at the earliest signs of offending behaviour. This is delivered across the Cleveland area by Youth Offending Teams. Between April 2016 to

September 2019, 755 children and young people have received triage interventions across Cleveland. The effectiveness of this scheme has reduced the rate of first time entrants to the criminal justice system by 27% (between 2015 and 2018).

- I have also funded and supported the undertaking of ground-breaking research into motivations of Sexual Exploitation offenders, including prison interviews and analysis. This is work which I believe society needs to do much more of, in understanding and tackling an issue with wide-ranging impacts for our communities and our institutions.
- Alongside my late PCC colleague Ron Hogg, I also co-chair the Cleveland & Durham Local Criminal Justice Partnership (LCJP) and have worked with a range of partners to work towards seamless criminal justice services and to achieve positive outcomes for victims, witnesses and people who offend. This work involved drawing up a LCJP Plan 2018-2021, which sets out how the agencies will work together to reduce offending, support victims and streamline processes.

4. Working together to keep Cleveland safer:

- I have used the PCC role to organise and host a series of multi-agency anti-social behaviour (ASB) summits, to bring agencies together to discuss how best to implement new ASB powers available to police, local authorities and registered social landlords through changes in legislation. Most recently, I have responded to a proposed consultation advocating for victims of ASB to be included as part of the refreshed national Victims Code of Practice, to ensure they are entitled to the same rights and entitlements as victims of crime.
- I've also organised other multi-agency events including: retail crime summits, disability hate crime events, ECINS multi-agency meetings, a community cohesion consultation for a national review; plus two Cleveland-wide asylum seeker good practice events and a number of criminal justice volunteers fairs.
- I have also represented the North East on the National Police Air Service Board served since 2014 and we've overseen development of a comprehensive service across the country delivering air support to our forces and communities.
- To allow agencies to work together to tackle crime and antisocial behaviour, a need was identified for a technological solution to allow quick and easy information sharing between organisations. I invested in a computer system (ECINS) which allows partners to input and examine case files on individuals of interest to a range of agencies or groups. In 2019 there were a total of 826 cases created on ECINS. ECINS is currently being used for the following:
 - To support joined up work between Neighbourhood officers and community safety teams in tackling antisocial behaviour
 - Supporting partnership work between Integrated Offender Management Unit and the Divert deferred prosecution scheme
 - Sharing information to support problem solving between Cleveland Police and other statutory partners
 - Identifying and supporting vulnerable individuals across all agencies
 - Supporting the Team Around the Family process in Hartlepool and the Transformation Challenge team in Redcar and Cleveland

- ECINS is being used in the Adverse Childhood Experiences (ACE) project with Cleveland Police, schools and the voluntary sector in Middlesbrough

5. Developing Stronger Communities:

- Between 2012 and 2020 I've attended over **710** community meetings to speak to, and hear from, local people about their community safety concerns. Many examples of actions flowing from this, including work on Eston Hills, around motorcycle nuisance in Stockton and ongoing work around ASB in Thornaby.
- I also attend and support a variety of community events throughout the year, as part of my community safety roadshow calendar. This has included Middlesbrough Mela, Stockton EID Fusion, Middlesbrough Pride, Festival of Thrift, Kirkleatham, Hartlepool Waterfront Festival, Cleveland Show, plus many local ward-based events. This allows opportunity to engage directly with residents, whilst also providing crime prevention products and advice, alongside information on a range of victim support services available through my commissioned services.
- Through my Community Safety Initiatives Fund I have been able to invest over £655,000 to 200 local community safety projects, to help community groups to develop their own local safety schemes and initiatives, including:
 - Preventing crime and anti-social behaviour in and around several local allotments across the area, with the purchase of over 420 padlocks and alarms for their owners.
 - Partnered with Home Instead Senior Care Cleveland and the National Trading Standards Scams Team, to help combat fraud in the local community by delivering over 200 scam awareness workshops to help thousands of older people avoid falling victim to mass market scammers, enabling them to continue to live at home, safely and independently.
 - Soroptomist International Stockton branch were awarded £3,600 to create emergency welfare packs for victims of trafficking. The packs included basic clothing, toiletries and £5 in cash - with an additional 15 mobile phones being made available for victims without one.
 - I have worked consistently with the football-based anti-racism charity Show Racism the Red Card, who have reached over 8,000 young people in the last 4 years in sessions in local schools across Cleveland, and I have also supported the MFC Foundation Kicks programme who have delivered training and development sessions with youngsters at risk of offending and similar work with Hartlepool FC.
- I introduced an annual Cleveland Community Safety Awards (now joined with Cleveland Police into the ROSE Awards) to recognise outstanding achievements of dozens of employees and volunteers across Cleveland. Some of the excellent range of winners include a PCSO who worked tirelessly to ensure vulnerable Syrian arrivals to his community felt supported and welcomed through the Vulnerable Persons Resettlement Programme, and the private sector home care company who have played an instrumental role in raising community awareness of fraud across thousands of residents in vulnerable groups.

6. Scrutiny & holding to account:

- Throughout my time as PCC, I have regularly written to leaders within government and provided feedback to policy consultations at national levels to lobby for change in a range of areas such as:
 - Changes to drugs policy in support of the introduction of Heroin Assisted Treatment in Cleveland
 - To bring local probation services back into public ownership
 - Funding from the Home Office to tackle Serious Violence, which continues to be withheld from our area despite high levels of violent crime
 - Campaigning for the introduction of Minimum Unit Pricing to address alcohol related harm and the demand it places on emergency services
 - Changes in the law to accommodate Assisted Dying as part of PCC Ron Hogg's legacy when battling motor neurone disease
 - Support for the introduction of the Protect the Protectors Bill to bring in tougher sentences for people who attack emergency services workers
 - Proposed changes to the Victims Code of Practice
 - Welcoming the Domestic Abuse Bill, much needed legislation for victims of domestic violence
 - Changes to the police complaints system
 - The government vision of a Public Health Approach to Policing
 - Changes to the Police Inspection Programme

- I have a great team of Independent Custody Visitors who do a fantastic job on my behalf to ensure detainees in police custody are treated with dignity and respect. ICVs are at the frontline of holding the police to account and I rely on their proactive work and feedback to drive improvements to police custody. I receive regular reports on any issues raised in custody and have a mechanism for raising issues with the Force. I have also undertaken unannounced visits to police custody with ICVs, to see the invaluable work they do to uphold standards and protect the rights of others.

- My office and Cleveland Police's Directorate of Standards and Ethics (DSE) have worked closely together towards my objective of becoming a national lead in complaints handling. Initiatives introduced include:
 - Introducing a Complaints Service Team who provide a 'triage' service to improve the service provided to the public who have expressed dissatisfaction with Cleveland Police. Staff employed by my office undertake early engagement with complainants to help resolve matters quickly and fairly to the benefit of all parties. Staff offer advice and guidance to the public, providing explanations and apologies where necessary and around 80% of complaints are dealt with in this way.
 - For the calendar year of 2019 the force recorded 372 complaints. This is a reduction of 29.14% on 2018, where 525 complaints were recorded. When looking at the reduction of complaints since the introduction of the OPCC triage team in 2015, we have reduced complaints by 46.93%, where 701 complaints were recorded in that year.

- I have introduced a Community Hub Team who provide a range of services to ensure that I can undertake my role effectively. The small team deal with all general public enquiries, signpost people to the correct services, and arrange and attend my public engagement meetings.

- An Independent Scrutiny Panel (Complaints) has been operating for a year and meets quarterly. It is made up of independent members who dip sample complaints cases to check the quality of decision making, the proportionality of approach, fairness, communication and compliance with the statutory framework.
- From February 2020, my office will play a more central role in the police complaints system, by taking over the responsibility for reviewing complaints after they have been resolved by the Force.

7. The Office of the Police and Crime Commissioner:

All of this work could not have been achieved without the support of the staff within my office. A public facing service in itself, my team speak to many members of the public every day, supporting them in any queries they have, responding to correspondence, and also managing complaints that need to be resolved.

This work includes maintaining a professional website and social media presence, as well as assisting me in the valuable work of scrutiny of the work of the Force, and of all the community safety services we commission.

The team have been successful in recent years in winning around £2m in external funding bids, bringing investment into community safety and being recognised across Cleveland for their innovation and ability to provide forums for partners and the police to raise and address issues that cut across all agencies. They have made successful bids to the following funds:

- Violence Against Women & Girls (VAWG) Transformation Fund
- Early Intervention Youth Fund – Home Office
- Female Offender Fund – Ministry of Justice
- Modern Slavery Police Transformation Fund
- Domestic Abuse Whole System Approach
- Supported the development of the Domestic Abuse Navigator Bid covering Cleveland Durham and Darlington
- MoJ Competed Fund

Their advice and support for me personally over my time in this role has been immense, and as a result we have collectively achieved all of this progress and made a real effort to communicate this success with the public, so I thank you all very much.

Finally, as this will be my final Police and Crime Panel, I would like to thank the Chair, members and officers for supportively scrutinising my work. I consider our relationship a key strength, especially when reflecting on other arrangements across the country. The welcome contribution made has always been constructive and relevant, helping all of us to seek to do the very best for the people of Cleveland who we are all here to serve.

Barry Coppinger
Police & Crime Commissioner for Cleveland

4th February 2020

