



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

7 July 2020

PCC's Scrutiny Programme

Purpose of Report

1. To provide members of the Police and Crime Panel with an update on the PCC's scrutiny programme.

Developments in Scrutiny

2. Holding the Chief Constable to account is the key duty of the Police & Crime Commissioner and must encompass all of the functions of the Chief Constable and functions of those who are under the Chief Constable's direction and control.
3. The PCC has a range of scrutiny approaches in place to engage with the Chief Constable and hold Cleveland Police to account. These take place on a daily, weekly and monthly schedule and include a range of meetings, data and feedback from partners and the public.
4. Changes were made to the scrutiny regime in July 2019 that resulted in a thematic approach to scrutiny across the priorities within the Police and Crime Plan and a greater depth of information is now provided by Cleveland Police in order for the PCC to hold the force to account. The new approach can be seen in the sharper questioning and clearer minutes, which are attached to this report for your information.
5. Changes in scrutiny and more targeted questioning have started to see the evidence of improvement in the Force, for example
 - A new Standard Operating Process for postal requisitions has been implemented by the Force providing a distinct approach for domestic abuse related offences
 - A focus on improving compliance to the Victims Code Of Practice
 - Recent backlogs with Op Encompass have now been cleared
 - Public Protection Notices compliance has improved dramatically to 99%

6. The processes will continue to develop and it has been made clear that there will be greater use of independent scrutiny approaches such as Internal Audit (Joint Independent Audit Committee), internal scrutiny panels such as the Out of Court Disposals, the Use of Force and Domestic Abuse Scrutiny Panels as well as identifying those services which would benefit from a wider multi agency scrutiny approach.
7. During 2020/21 the Cleveland Police Service Improvement Programme (SIP) will be a key feature of my scrutiny programme, where SIP programme control documents will be routinely reviewed and progress tracked against the programme stage plan.
8. OPCC representatives will attend the Delivery and Assurance groups for each of the SIP work streams and will provide feedback on respective programme activities including impact, highlighting and/or identifying any risks of opportunities that may affect delivery and provide performance pack to inform the PCC and External Assurance Process for SIP. Information and evidence that we find will also be shared with HMICFRS to correlate with the evidence they are finding from the Force.
9. Assurance will also be provided by linking the scrutiny programme to the various internal and external forums and on a quarterly basis. Wider scrutiny arrangements are also in place including (and not limited to):
 - Ethics Committee
 - Feedback from complaints
 - Issues raised at community meetings and focus groups

Public Questions

10. I am now welcoming public questions around topical issues which I will put to the Force as part of my scrutiny programme.

COVID – 19 Scrutiny

11. March 2020 brought the unprecedented situation of the covid-19 worldwide public health crisis. In order to ensure effective oversight and scrutiny of the Force's preparedness and handling of the situation I utilised the technology available to maintain our scrutiny and accountability processes as normal and I put a number of additional levels of scrutiny in place which included:
 - Weekly Scrutiny and Accountability meetings with the Chief Constable
 - Daily briefings from the Strategic Command Group
 - Daily briefings from the Tactical Command Group
12. The weekly Scrutiny and Accountability meetings were established to provide a weekly supportive and appreciative scrutiny of the work of Cleveland Police as they work in conjunction with Local Resilience Forum partners, in relation to the Covid 19 Coronavirus public health scenario. We asked members of the public for questions which were put to the Force. The meeting was an opportunity to put over 25 questions submitted by the public directly to Richard Lewis and his senior team. Topics ranged from police powers, travel for exercise, social distancing and queries about MOT tests.

13. As a result of those meetings, key questions were then regularly put to the Force and the meetings between the Chief Constable and I were undertaken by video conference and relayed to the public in order that they could hear the key messages about the Coronavirus from the Force and my office.

14. They can be found via the following links

<https://www.cleveland.pcc.police.uk/Information/CoronavirusCovid19/Police-scrutiny-and-assurance.aspx>

<https://www.cleveland.pcc.police.uk/Information/CoronavirusCovid19/Covid-19-PCCs-video-meetings-with-Chief-Constable-Richard-Lewis.aspx>

15. The weekly scrutiny and accountability discussions between the Chief Constable and I covered a range of topics both force and Covid related and included

- Operational updates
- Knife crime
- Communications
- Guidance
- Vulnerable communities
- Personal Protective equipment
- Fixed Penalty Notices
- Covid related scams
- Eston Hills

Scrutiny, Performance and Delivery meetings

16. Since the previous Police and Crime Panel meeting the following meetings have taken place with minutes attached at **Appendix 1, 2, 3 and 4**

- 10 February
- 9 March
- 6 April
- 14 May

17. Since the last update to the panel there has been a Working Together meeting on the 25 February 2020 (draft). The minutes are included at **appendix 5**.

18. In addition to the meetings above, the Commissioner continues to attend the following to complement his scrutiny programme:

- Daily review of the Control Room and Serious Incident Logs;
- Weekly accountability meetings with the Chief Constable;
- Attend at least one local area meeting in each of Cleveland's neighbourhood police team areas.

Finance

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

Risk

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

Diversity and Equal Opportunities

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

Recommendations

22. That the report is noted.

Barry Coppinger

Police & Crime Commissioner for Cleveland



Scrutiny, Delivery & Performance Meeting

10 February 2020

13:00

Cleveland Room 2

Present

Barry Coppinger - Police and Crime Commissioner
Richard Lewis – Chief Constable, Cleveland Police
Ian Arundale – Deputy Chief Constable, Cleveland Police
Lisa Orchard – Assistant Chief Constable, Cleveland Police
Liz Byrne – Assistant Chief Executive, OPCC
John Wrintmore – Staff Officer to Chief Constable, Cleveland Police
Elise Pout – Standards and Scrutiny Manager, OPCC
Jeremy Collins – Service Improvement Team, Cleveland Police
Will Green – Head of Communications, Cleveland Police
Steve Graham – Assistant Chief Constable, Cleveland Police
Charlotte Rumins – Community Hub Advisor, OPCC

Apologies for absence

Simon Dennis – Chief Executive & Monitoring Officer, OPCC

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

1. None declared.

Notes of the Previous Meeting

2. The notes of the following meeting were approved for publication.
 - i. 13 January 2020

Police and Crime Plan Objective - Victims

3. The PCC put the following questions to the Force prior to the meeting:

- i. Is the Performance Framework for Victims available which includes*
 - A clear meeting structure*
 - Clear terms of reference for each meeting, attendees, responsibilities*
 - Framework of measures - data and information that feeds into each meeting*
 - Clear linkages made to the Police and Crime Plan*

Det. Supt. Downes provided a written update prior to the meeting which JC discussed in more detail. It was confirmed that the Victims and Witnesses Group now has a clear meeting structure in place with Terms of Reference linking to the PCC's Police & Crime Plan objective. This group has developed the Victims and Witness Strategy, the Performance Management Framework and will now form the core of the newly formed Victims and Witnesses Tactical Delivery Group.

The VCOP performance data and portal is being developed and is to be introduced in the near future by the PQR team, at present the current data isn't sufficiently accurate enough in order to form part of a credible performance framework as it only recognises VCOP compliance if an officer completes the VCOP form on NICHE. Officers can comply with VCOP and record within NICHE on the OEL and therefore not use the VCOP form, this isn't captured as VCOP compliance by the automated system. Work is currently ongoing to develop a more accurate set of data. However difficulties in this area have been identified on a national basis.

It was noted that a New Victims and Witness strategy has been developed in line with the NPCC plan which aims to address all key needs of the victims and witness from initial police contact to the conclusion of the Criminal Justice process, this is aligned to the outcomes set out in section 2 of the Police and Crime Plan.

ii. Operation Encompass

Has there been a clearance of backlogs?

Are children consistently and accurately being flagged on Niche?

Are the staffing issues resolved?

It was noted that recent backlogs with Op Encompass have now been cleared. There had previously been a lack of secure email addresses for schools and issues within school holidays which had impacted upon the backlog, these issues are also now resolved. Children are now consistently and accurately being flagged on Niche and current PPN compliance is at 99%. There are now two FTE Op Encompass officers based at the North CHUB and South MACH.

iii. Internal Victims of Domestic Abuse

Update on what the Force are doing in relation to internal victims, their wellbeing and improving confidence of people coming forward.

The Domestic Abuse employee policy is now with HR for final feedback. The proposed policy was presented at the Safeguarding and Vulnerability Delivery Group on 28 January 2020 and further amendments were identified. The policy requires an Equality Impact Assessment and will be circulated for a 4 week consultation period once a final draft is reached. At present it is unclear how success of the approach will be measured as reporting is often discrete.

iv. VCOP

In November it was noted that improvements are still required although it has been recognised that the force have put in place the means by which they will understand compliance as well as raising investigative standards. It was to be reviewed again at the end of the financial year, with a target of 85%, is compliance on track?

Discussions took place in relation to the incoming changes to VCOP and it was noted that no timescales have been given for the implementation of the changes. This has been discussed at the Victim and Witness Strategy Working Group and RK is currently trying to ascertain the timescales as it is believed that the changes may not be in the near future. When this information is clarified then the reintroduction of VCOP guidance and performance management will be reassessed and therefore may be reintroduced prior to the changes to VCOP being made. Current compliance based on the data capture is between 45-53%.

v. Victims Right to Review (VRR)

Confirmation of which department is leading on VRR and assurance that it is running effectively and adhering to the 2015 ACPO guidance?

An explanation of the Force's VRR process and how it is measured?

How many VRRs have been received and how many have been overturned – broken down by crime type.

It was noted that DSE are leading on the VRR process, when a request is received they are checked for compliance to ensure they are appropriate for VRR then a NICHE tasking is initiated to a DCI within the relevant area for review. Once tasked to the command a reminder is sent after 30 working days, when the review is complete and returned to DSE, a letter is sent updating the victim. Over the last 12 months, 16 VRRs have been conducted in respect of sexual offences, 1 for assault, 3 for domestic assault, 2 for theft, 2 for harassment and 1 for criminal damage.

vi. Vulnerability Desk

Update on the impact of the implementation of the desk and if there have been any impact of the increased demand on Domestic Abuse partners?

How do you know that victims are receiving a better service?

The vulnerability desk consists of 4 PCs and a Sergeant and had initially focused on domestic abuse cases. The desk conduct research prior to officer attendance with a focus on an initial review of the STORM event and the control room call for potential lines of enquiry, the desk gather a snapshot of the static risk and are able to provide potential safety advice to the officer attending so they are able to arrive on site with a greater picture of the incident. Since the introduction of the desk the force have seen an increase in the number of DVPNs and arrest rates have also increased. In the longer term, success will be evaluated by considering victim withdrawal rates and evidence led prosecution figures.

vii. Operation Phoenix

Update on the implementation of the recommendations and what has been adopted as core business?

Progress in respect of each of the recommendations was discussed. It was noted that a new process of allocation has been developed and implemented in the Intelligence Hub which tasks managing warrants, prison recalls and Breach of Bail to teams with capacity for the work, this will be further reviewed following the upcoming changes to working models. All Sergeants have received training inputs in relation to Crime Management standards and an agreement has been reached to increase supervisor ratios in the new IRT model to allow Sergeants and Inspectors time to supervise investigations and add meaningful reviews.

A piece of work is ongoing to understand investigative demands placed upon the force and since the introduction of the suite of Power Bi performance products the Force are now in an improved position in relation to understanding incoming demand and monitoring the workloads of departments, teams and individuals. As part of the work around Crime Data Integrity a process is to be developed to prevent the incorrect closure of tasks.

New National Guidance is due to be published in respect of the Victim's Charter and when it is this will be launched in Cleveland and shared with all officers clearly explaining their roles and expectations within the process, a new performance management framework has been developed to monitor adherence to the Charter.

The Domestic Abuse Support Cars will be continued to be utilised until 31 March 2020, the support provided by the IDVAs was generally well received by the engaged victims and the feedback for the IDVAs was that their time had been well spent and they were keen to continue the process.

New processes are now implemented in respect of Claire's Law and Sarah's Law disclosure which will prevent the previous increases in outstanding work when key individuals are away from work. Queues have remained low since the process has been implemented.

Operation Hornet is to be launched in relation to retail crime, this will be undertaken by Supt Cooney. Training has been provided to all of the Special Constabulary around Domestic Abuse and recognising vulnerability. The role of the Special Constabulary is currently under review and will form part of the future Local Policing Model.

viii. Evaluation of the Philomena Protocol

Can the PCC receive an update on the effects of the implementation of the protocol? What has been the impact so far?

It was noted that the Protocol was implemented in 2019. The Terms of Reference (ToR) has been drafted and requires final sign off, once signed off the ToR will allow the Force to accurately measure the success of the protocol. Reality testing is currently taking place in care homes and the control room and a meeting has been scheduled to consider its impact following this. This item will be revisited within a future Scrutiny, Delivery and Performance Meeting.

ix. No Further Action (NFA) in Sexual Offences

Due to the increase in NFA in sexual offence cases, can the Force Assure the PCC that sexual offence cases are being dealt with thoroughly and effectively.

Rape investigations are reviewed by the relevant Detective Sergeant at the outset of the investigation and an initial PIP set, prior to allocation to the appropriate resource. All rape investigations are reviewed by a Detective Inspector prior to the case being finalised. This gives an additional oversight to ensure that all enquires have been exhausted and that the case does not meet the threshold for CPS referral if the case is to be closed. 20 rape investigations from Safeguarding are reviewed on a quarterly basis by a DI from CID and vice versa, the reviews are fed back into the Sexual Violence Meeting and key themes identified are disseminated.

All officers that investigate rape offences either have or are working towards the required level of training, officers that are detectives and those dealing with rape or sexual offences will have or will be working towards Serious Sexual Assault Investigator's Development Portfolio (SSAIDP). A CPD event is arranged for March with inputs from CPS Rape and Serious Sexual Offences (RASSO) lawyers aimed specifically at supervisors and will provide guidance on decisions made in relation to RASSO cases.

Cases are also reviewed at the key attrition points in the criminal justice process to identify themes, this includes CPS providing information on cases that are referred to them that they NFA and of cases that CPS have authorised charge for but have not been convicted at court. Police attend the PCC's Rape Scrutiny Panel where recent cases are discussed with professionals from other agencies. A DI/DCI attends the panel and provides and input in relation to the rape cases but also receives and disseminates any relevant feedback. It was noted that work is ongoing around feedback obtained from victims via the Sexual Assault Referral Centre.

Operation Magnolia

4. The PCC has recently received a briefing from the officers working on Operation Magnolia. As a result of the update the PCC would like to seek assurance from the force that the Operation is being properly resourced and seek information about how the victims are being looked after.
5. LO provided an update in relation to Op Magnolia and it was noted that DCI Sarah Robinson is the SIO. At the point of reporting all victims receive a letter outlining the process and details of various support agencies are included within this correspondence so they are able to access support if required. The victims are also asked how they would like to be contacted and when and it was noted

that the majority of victims are happy to be updated only when there are significant events such as the death of officers, CPS decisions, arrests and charges.

6. In some occasions, a personal visit to the victims may be appropriate and this has been conducted when required. All the victims are also given the contact number for Operation Magnolia so they can ring at any time and if they leave a message they are re-contacted.
7. Whilst managing many competing demands, the force confirmed that there was a small team who remain dedicated to push forward with the investigation and get justice for the many victims.

Neighbourhood Survey

8. WG delivered a presentation in respect of the Neighbourhood Survey. The 'Our Conversation' brand had been used for the survey and will be extended into other workforce communication – Kim Walker and Amy Ridden had worked on the Neighbourhood Survey and its branding.
9. The survey had been widely promoted on social media and online, paper copies had also been made available in libraries, schools etc. as they had been shared by Fay Cole in paper format. A total of 4,736 responses were received to the survey, burglary had been identified as a top priority across all 4 local authority areas. The Force are able to break down the survey responses to ward level and this can be used as a starting point under the new Neighbourhood Policing structure.
10. Analysis is ongoing by Louise Drummond and the performance team in respect of the answers to open questions in which respondents were able to provide a free text answer to what they want from Cleveland Police. 2555 people provided their views to the free text questions and 200 responses have been analysed so far. It was noted that the public want visible local police officers, mobile patrols, and beat officers dealing with local issues to prevent crime and be proactive in solving crime. They also want improved mechanisms for contacting the police and want to be able to raise concerns with neighbourhood officers directly.

Any Other Business

11. Discussions took place in relation to the Coronavirus, the force receive updates on the national picture and Public Health England have been identified as the lead body. Guidance has been provided for first responders outlining what the virus is, how it is spread, preventative measures etc. The pandemics staff absence plan has been updated. Engagement is also taking place locally with Teesside University.

Public Questions

12. Public questions were received on 3 areas which were to be answered outside the meeting.



Scrutiny, Delivery & Performance Meeting

9 March 2020

15:00

Cleveland Room 1

Present

Barry Coppinger - Police and Crime Commissioner
Richard Lewis – Chief Constable, Cleveland Police
Ian Arundale – Deputy Chief Constable, Cleveland Police
Lisa Orchard – Assistant Chief Constable, Cleveland Police
Lisa Theaker – Chief of Staff, Cleveland Police
Simon Dennis – Chief Executive & Monitoring Officer, OPCC
Liz Byrne – Assistant Chief Executive, OPCC
Michael Porter – Chief Finance Officer, OPCC
John Wrintmore – Staff Officer to Chief Constable, Cleveland Police
Emily Harrison – Superintendent, Force Control Room, Cleveland Police
Elise Pout – Standards and Scrutiny Manager, OPCC
Will Green – Head of Communications, Cleveland Police
Steve Graham – Assistant Chief Constable, Cleveland Police
Charlotte Rumins – Community Hub Advisor, OPCC

Apologies for absence

Jeremy Collins – Service Improvement Team, Cleveland Police
Louise Solomon – Head of Corporate Services, Cleveland Police

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

13. None declared.

Notes of the Previous Meeting

14. The notes of the following meeting were approved for publication.
ii. 10 February 2020

Police and Crime Plan – Investing in Our Police

Budget Monitoring

15. Budget Monitoring Reports were provided by both the OPCC and the Force, Michael Porter discussed key points from each of the reports. It was noted that the OPCC is expected to underspend by £60k during 2019/20. It is currently forecast that the income received by the PCC will be £1,365k more than the revised budget. The total forecast outturn at the end of January is that there will be an overall underspend of £340k.

16. The Force year-end forecast position is for an overspend of £375k. It was noted that one of the main overspend areas has been in relation to Police Officer overtime. The delay in recruitment within the FCR had resulted in Police Officers supporting the FCR operations on overtime.
17. Attrition rates for Police Officer recruitment were discussed and it was noted that some officers had been lost during the training process. It was noted that around 300 applicants were received for the PCDA posts. It was noted that the recruitment process is being looked at by DCC Arundale to consider how attrition rates can be reduced during future phases of recruitment.
18. The forecast year-end position against the PCSO pay and allowances is for an underspend of £470k. It is anticipated that there will be no further recruitment of PCSO's in this financial year and the savings have been released to support the pressures across the Force.
19. The forecast year-end position against the police staff and allowances is for an underspend of £881k. Delays in the recruitment of additional staff into the Force Control Room have resulted in this saving. The recruitment for the other vacant posts identified in the 2019/20 budget are underway with 17 Force Control staff and 5 other staff planned before the financial year end. The impact of this recruitment is built into the current projections.
20. It was noted that an interim member of staff is being recruited into HR to manage the strategic element of upcoming work streams such as the return of Sopra-Steria staff to the Force and the police officer uplift.
21. The PCC queried how the Force are engaging with North Yorkshire in relation to the MIT arrangements following the increase in serious violence within Cleveland. LO noted that a Task and Finish Group has been established to look at the ToR for the current MIT. LO has held various meetings with her equivalent in North Yorkshire to consider potential options for the arrangements going forward. These options will be worked through and proposals will be drafted and presented to both PCC's for a decision. MP queried the risk management for if the collaboration were to cease and LO noted that this is being worked through within the consideration of each of the different proposals.
22. The PCC queried whether there is any indication as to why there has been a recent increase in serious violence. LO noted that it is an increase that has been observed nationally, the response to serious violence from the Force has been improved and there has been an increase in armed deployment in response.

Workforce Modernisation and Transformation

23. Lindsay Wrigglesworth provided a note for the meeting and it was noted that the Resourcing Team have been delivering against the enhanced recruitment plan in order to facilitate the additional numbers required for Police Officers. This initiative has been in addition to the BAU delivery plan and to date, the resource hasn't been increased formally (with the exception of a PCSO who has been placed on adjusted duties within the team to offer additional administrative support). Although this has presented an unprecedented volume of work the team have delivered against the Operation Uplift Plan.

24. Additional resource for HR has now been approved by the Force and they are advertising to recruit a Full Time Resourcing Specialist and two additional FTC Resourcing Assistants to alleviate the pressure within the team to deliver against the Op Uplift plan as well as being prepared for the upcoming recruitment activity, uplift to enabling services, Fusion and the larger promotion processes being presented.
25. LW will continue to monitor the demand against the resource within the team.

National Policing Digital Strategy 2020-2030

26. CC Lewis noted that a meeting has been scheduled for Wednesday 11 March in relation to the National Policing Digital Strategy. The release of the National Policing Digital Strategy is currently being assessed against the local Cleveland Police Digital Policing strategy and a gap analysis exercise will be conducted by the end of April 2020. This will further inform the ICT work programme is going forward and the work to transition the ICT service from Sopra Steria to Cleveland Police at the end of the Sopra Steria contract in October 2020.

Estates Strategy

27. The PCC noted that he has received the update and notes the response, he queried whether the Chief Constable currently feels the estate is sufficient. CC Lewis noted that it is likely the force does have sufficient estate and that further consideration is to be made in relation to re-populating former Police Station buildings.

Risk Register

28. A written update was provided to attendees prior to the meeting. It was noted that quarterly meetings are held with the Force nominated risk champions, one from each Force business area, to promote the discussion of risk with attendees and the wider departments. Scrutiny features throughout the risk process, within the quarterly risk meetings in each business area, at the bi-monthly Risk and Governance Board and the twice yearly Joint Audit Committee. Additionally risk has also been subject to internal audit.
29. A risk can only be closed if all actions are either closed or implemented. For a risk action to be marked as closed or implemented, this would ordinarily come from the risk owner/ champion/ SME from the line of business. A secondary form of assurance would be sought.
30. MP highlighted the importance of effective risk registers for key areas of business across the force. He noted that when updated and monitored correctly, they can be used as a tool to forecast and mitigate risks to reduce their potential impact on the organisation.

Force Control Room

31. Emily Harrison attended the meeting to deliver an update in relation to Force Control Room. It was noted that the increase in precept for 2018/19 has been utilised by the Control Room but the full establishment of additional 41 staff have not yet been recruited.
32. Cohort one are due to complete their training and will soon go live within the Control Room. Cohort two are in their initial 8 week training and are midway through their on-the-

job training, cohort three are in their initial 8 week training and cohort 4 are due to start their initial training imminently.

33. There will be four Chief Inspector led teams with two FIMs. A new FCR trainer has been recruited and the THRIVE training package has been given to shifts. An e-learning package has been compiled for delivery to the others, the package concludes with a knowledge check to consolidate understanding. It was noted that since implementation, the Vulnerability Desk have reviewed 1429 incidents in January and 1392 incidents in February.
34. On the 17 February 2020 the 101 function went live with improved overnight coverage. 999 answer rates have improved and the abandonment rate is now down by 1.6%. There has been a reduction in crime administration to improve CDI in disposal and validation queue. It was noted that the event queues are also reducing ensuring members of the public obtain a quicker service.
35. LB queried the attrition rate in relation to losing within training, EH confirmed that so far no staff have been lost during training. LB queried what the green sections meant within the FCR Project Plan which had been circulated prior to the meeting, it was noted that the PQR team have reviewed and signed off those elements but feedback hasn't been received yet.
36. LB noted that within the Fusion meeting the project would be due to close at the end of June, EH confirmed that this would no longer be the case due to the attrition rate from move of previous staff members into police officer roles. LB asked what project closure looks like, EH noted that the project shouldn't be closed up until full recruitment is established and 999 has gone live and a post implementation review has been conducted, LB added that reviews of the FCR should be pro-active. LO noted that longer term, the Force Management Statement should inform the FCR model appropriately based on demand as the Force matures.
37. The PCC queried the overall timescale for FCR as a project, EH noted that it is likely to be the end of 2020, followed by a period of post implementation review. The PCC also queried whether EH is happy with the quality of the training the staff receive, EH confirmed that the FCR are and it has also been a great opportunity to deliver training to existing FCR staff.
38. MP queried the plan for future recruitment training processes, EH noted that there is another cohort required for recruitment following the April 2020 cohort but the training school are unavailable during the summer. Discussions are currently ongoing to factor in another programme of training prior to the summer training department closures.

Public Communication

39. Will Green delivered a presentation on public communications and a copy of the communications strategic service plan was provided to attendees. The strategic service plan consists of three teams, namely; media and communications, internal communications and engagement and digital engagement and design.
40. It was noted that the Communications and Engagement Strategy for 2020-25 will consist of five pillars and each of the strands were discussed. A copy of the draft Digital Engagement Strategy 2020-25 was shared with attendees and it was noted that it has been produced to

incorporate best practice from other digital engagement strategies across the country. It was noted that the strategy is a living document which is subject to change, further consultation will take place with the Everyone Matters team to increase the engagement element of the strategy. It was noted that the strategy does not yet include the delivery element, this will be adapted going forward once the Digital Engagement Officer is in post.

41. LB noted that HS has been developing the communications strategy for the OPCC in draft format. LB, HS and SW have met to consider how SW can assist the Service Improvement Team in relation to community engagement. It was noted that complementary media strategies should be in place for the Force and OPCC.
42. The PCC noted that the key to the success will be building up proactive relationships with local press and media. In relation to community engagement, the PCC attends a number of community meetings and is not always accompanied by members of the Force (PCSOs, Police Officers etc.), consideration is to be made as to how improvements can be made in this area.

Action – As the overall plan was not presented to the PCC at the meeting, it was agreed, post meeting, that the PCC and the Chief Executive be given a copy as soon as it becomes available.

HMICFRS Inspection Update

43. LO provided an update in relation to Crime Data Integrity. In January 2020, a Gold Group meeting structure has been established under the direction of ACC Orchard. Meeting on a fortnightly basis, the Gold Group have reviewed the previous action plan and a new programme of improvement activity has commenced.
44. Progress that has been identified to date was discussed. It was noted that new processes have been introduced within the Control Room aimed at increasing compliance and ensuring all crimes are recorded within 24 hours. Additional training is to be provided to operational staff with a focus on the identification and recording of stalking, serious sexual offences and domestic incidents. Improved performance products have been procured which allow the Force to monitor and manager performance more effectively.
45. A revised communications strategy with a clear and visible Chief Officer lead has been produced, with a video message from ACC Orchard titled 'Understanding the Victim' due to be rolled out in March 2020. Compulsory CDI assessments have also been implemented within the Control Room to test staff knowledge and understanding.
46. A new THRIVE assessment matrix has been introduced for use by Control Room staff and an associated quality assurance audit will be conducted. There are also daily performance accountability measures within the Control Room in relation to the accurate and timely validation and disposal of crime.

Coronavirus Update

47. SG provided background in relation to the spread of Coronavirus, there are currently 319 confirmed cases within the UK. There is no immunisation for the virus and national guidance has been sent out in relation to a reasonable worse case planning scenario. The Cobra group have met a number of times and a COVID-19 task force has been established. England have

applied for military planning for each LRF, the frequency of LRF reporting is expected to increase to daily reports.

48. Locally, Cleveland Police has a duty to risk asses and prepare for emergencies, this includes novel virus' such as Coronavirus. This preparation includes a role as an emergency responder and as part of day to day policing in the community. Business Continuity Plans are being reviewed in line with the reasonable worst case scenario planning. Occupational Health are also looking to procure hand sanitizer for staff to increase wellbeing.

Any Other Business

49. No items were raised for discussion under any other business.



Scrutiny, Delivery & Performance Meeting

6 April 2020

13:00

Via Conference Call

Present

Barry Coppinger - Police and Crime Commissioner
Richard Lewis – Chief Constable, Cleveland Police
Lisa Orchard – Assistant Chief Constable, Cleveland Police
Lisa Theaker – Chief of Staff, Cleveland Police
Simon Dennis – Chief Executive & Monitoring Officer, OPCC
Michael Porter – Chief Finance Officer, OPCC
Joanne Gleeson – Chief Finance Officer, Cleveland Police
John Wrintmore – Staff Officer to Chief Constable, Cleveland Police
John Bent – Service Improvement Team, Cleveland Police
Elise Pout – Standards and Scrutiny Manager, OPCC
Hannah Smith – Commissioners Officer for Communication and Information, OPCC
Charlotte Rumins – Community Hub Advisor, OPCC

Apologies for Absence

Liz Byrne – Assistant Chief Executive, OPCC
Steve Graham – Assistant Chief Constable, Cleveland Police
Ian Arundale – Deputy Chief Constable, Cleveland Police

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

50. None declared.

Notes of the Previous Meeting

51. The notes of the following meeting were approved for publication.
iii. 9 March 2020

Covid-19

52. Discussions took place in relation to virtual meeting software, the option to use either Microsoft Teams or Zoom for video conferencing is to be explored.

53. The PCC asked the following questions of the Force

53.1 Could the Force explain the new incoming powers under The Health Protection (Coronavirus, Business Closure) (England) Regulations 2020 and the existing Anti-social Behaviour, Crime and Policing Act 2014. To include

53.2 How do officers feel they have been briefed and prepared for blending those powers into the Cleveland Police 'policing style'?

53.3 Could the force provide a Covid-19 policing update on the current Covid-19 situation to include the following:

- Does the Force have a Covid-19 public Communications Strategy and if so, please can a copy be provided? What is the Force's approach to public communications, for example, how is the force engaging, advising and encouraging members of the public in respect of the new powers?
- What is the Force doing to minimise the risk to the public?
- How is the Force ensuring the safety of staff?
- What measures is the Force taking to understand areas of community concern and monitoring community tension, to include a borough by borough update for the PCC of Fixed Penalty Notices, details of any hotspots, disturbances at supermarkets, unrest, etc? Does the Force have adequate supplies of Personal Protective Equipment (PPE)?
- With regard to the impact on the control room, please provide an update report for call volume (999 and 101) in the control room, are there any abstractions and if so how are these being managed, where have the 'pressure points' been identified and what are the plans to deal with those.
- Could the Force provide a brief snapshot of the complaints and thanks that are currently being received, and in particular how messages of thanks to particular staff are being conveyed.
- Could the Force provide an update on the current position with recruitment/training, in the light of current circumstances. Will the planned recruitment drive still continue and how will staff undertake mandatory training?
- Given the current climate and the news regarding the threat to small and medium size businesses can the Force assure the PCC on the actions taken to ensure that all suppliers are paid as quickly as possible?

54. The Force provided a written update prior to the meeting in response to the questions raised by the PCC. LO provided an overview of the Force's overall response, a command structure had been implemented within the Force with LO as Gold, Thom McLoughlin as Silver and multiple Bronzes in various areas. Silver meetings are held daily and any Gold matters are escalated to LO for any strategic decisions.
55. It was noted that the PCC also receives daily updates from the Strategic Co-ordinating Group (SCG) and Tactical Coordinating Group (TCG) and holds a weekly accountability meeting with the Chief Constable to provide supportive and appreciative scrutiny of the work of Cleveland Police as they work in conjunction with Local Resilience Forum (LRF) partners, in relation to the Covid 19 Coronavirus public health scenario.
56. There is also a daily dial in with partner agencies (TFG) including the local authorities, fire, the OPCC, the Force, health and the environment agency. PPE shortages continue to be an issue across the piece, this is discussed within the meeting and the Force currently adopt a risk based approach in relation to whether they wear PPE or not, this has been raised nationally as different Forces are adopting different procedures and National Police Chiefs Council (NPCC) had produced a variety of directives. The risk currently remains as 'significant' until the local delivery of Personal Protective equipment (PPE) is received. RL assured the PCC that those who require it in the Force will get it.
57. The PCC queried the scale of the need of PPE, LO noted that figures are submitted daily to the national SPOC and they differ on a daily basis. Further detail on the figures is to be provided to the PCC. RL noted that the Police have appropriate PPE at present and the scale of future requirements is difficult to judge as the picture is constantly changing.
58. LO noted that there have been challenges with data from the health colleagues re ICU beds. There are currently vacancies in the area for ICU beds and this has been the case for the last two weeks.

59. In addition to the TCGs there are two SCGs, one on a regional basis and on a local basis chaired by RL. LO noted that the Force are policing through the four E's, (Engage, Explain, Encourage and Enforce) with a focus on engagement with the community and explaining the requirement. RL noted that concerns have been raised by Middlesbrough Council in relation to non-compliance in TS1 and further enforcement is to be considered by the Force.
60. It was noted that collaboration is working well between the Force and local authorities, the Force have also received positive media coverage in relation to their response to the situation.
61. SD noted that the OPCC and PCC have engaged positively with the Force with regard to the response to Covid-19 and in respect of public communications. HS noted that the OPCC have provided a reassuring voice to the public and in particular to victims informing them that victims services are still running and available to provide support. The OPCC are a secondary voice on social media, sharing key messages from the Force, Local Authorities and partners. It was noted that there are plans for the CSH to be lit up blue for the weekly clap of support to the NHS and other key workers.
62. BC discussed some of the difficulties that the Fire Brigade are having and noted that arson is beginning to emerge again at a local level, LO noted that it is hoped that there will be news coverage at a local level in relation to ASB and Arson. LO also raised concerns with the deployment of drones and RL noted that careful consideration would be required on a case by case basis prior to any deployment.
63. BC queried the use of drones, especially over Eston Hills during periods of good weather. It was confirmed that drones would continue to be used for operational policing but would not be used to identify people not obeying social distancing laws.
64. BC queried the predicted level of costs to the Force as a result of Covid-19 and whether any of the costs are likely to be recoverable. JG noted that expenditure has been coded specifically to Covid-19 codes, these figures will be passed to MP on a weekly basis going forward to give an overview of figures. Forces are all to collate their costs and if a claim were to be submitted it is likely to be a national police claim as opposed to individual forces submitting claims.
65. In order to ensure suppliers to the Force, many of which are small and medium size enterprises, are paid as quickly as possible procurement have provided a list of suppliers who have requested or require faster payment, either in advance, same day, or within 7 days, a flexible approach has been taken in order to accommodate these and assist suppliers to ensure the Force can assist where it can.
66. The communications strategy in relation to Covid-19 has been produced on behalf of the LRF as opposed to a Force based approach to communications. The messages are delivered on a partnership basis based on government guidance.
67. SD queried whether Cleveland Police are currently issuing fixed penalty notices and RL noted that the Force are currently issuing tickets but he and LO are unaware of the reason for the change. This is to be followed up and SD will be informed. The number of enforcements had previously been published and had now stopped, RL noted that he would like these figures to be published and this message would be reinforced.
68. Only two complaints to the Control Room have been noted so far. One in relation to an Officer attending an address while coughing. The second complaint was more of a personal matter relating to an Officer off duty. Messages of thanks are being referred to supervisors, copied in to email specifying the event number. All messages of thanks are directed through Insp Doherty who will

then email the Officer directly, expressing the gratitude of the Force. Line Managers are copied into these emails with an expectation that they are recorded on PDR.

69. All operation UPLIFT recruitment is proceeding as normal, however the College of Policing have directed that recruit assessment are postponed until the end of June. Cleveland Police have significant numbers of potential new recruits available, from previous assessment centres. This should take the Force through to September 2020. Student officers continue their training at the LDC, while observing social distancing measures. All other training has been postponed to the end of June.
70. A strategy for the use of Specials is to be devised but at present they are carrying out their normal duties as well as supporting the force every day with the distribution of the food outside of office hours. As with all of the additional resource that is keen to assist we are putting plans in place to use them should the need occur.

Action – that clarification is given to the PCC on the subject of fixed penalty notices (FPN) and the use of summons and that FPN numbers would be published.

Briefing on Crime Assessment Framework

71. JB provided a briefing on the Crime Assessment Framework (CAF) roll out. The assessment of the crime for its investigation and the allocation of the crime for its resource is looked at in more detail through the CAF model. When a crime comes into the force it will be assessed through THRIVE as it is currently and will then be further assessed to consider whether it requires secondary investigation based on a background scoring matrix.
72. The system has safeguards in place to ensure crimes which would always be screened for secondary investigation, such as domestic abuse, are not missed due to the scoring matrix. The tool does not determine what is and isn't investigated as the Force investigate every crime, it instead relates to evaluating the requirement for a secondary investigation. It is hoped that CAF will go live on 27 April 2020 across the board and will be assessed a month later. CAF will be revisited through the PCC Scrutiny programme.
73. SD queried the planned communications approach, JB confirmed that internal messaging will be progressed and external communication will be progressed through local authority links.

Action – that the PCC receives an update on CAF following its launch.

Public Questions for the Force

74. The PCC sought questions from the public in relation to the Force's approach to Covid-19 prior to the meeting, a response to each of these questions will be provided directly to those who had asked. A 'frequently asked questions' type document will be produced and published on the PCC website based on the answers provided.

Any Other Business

75. No items were raised for discussion under any other business.



Scrutiny, Delivery & Performance Meeting

Thursday 14 May

10:00am

Remotely – Via Conference Call

Present

Barry Coppinger – Police and Crime Commissioner for Cleveland
Richard Lewis – Chief Constable, Cleveland Police
Steve Graham – Assistant Chief Constable, Cleveland Police
Liz Byrne – Service Improvement Team, Cleveland Police
John Bent – Service Improvement Team, Cleveland Police
Lisa Theaker – Chief of Staff, Cleveland Police
Ciaron Irvine – Chief Supt., Cleveland Police
Elise Pout – Standards & Scrutiny Manager, OPCC
Nicola Tranter – Business Transformation Manager, Cleveland Police
Simon Dennis – Chief Executive & Monitoring Officer, OPCC
Hannah Smith – Commissioner’s Officer for Communication and Information, OPCC
Jo Gleeson – Chief Finance Officer, Cleveland Police
John Wrintmore – Chief Constable’s Staff Officer, Cleveland Police
Charlotte Rumins – Community Hub Advisor, OPCC (Minutes)

Apologies for absence

76. Apologies for absence were received from DCC Ian Arundale, ACC Lisa Orchard and Lynne Swift.

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

77. None declared.

Notes of the Previous Meeting

78. The notes of the following meeting were approved for publication.

iv. 6 April 2020

79. Discussions took place in relation to video conferencing abilities, it was noted that the Force are moving towards piloting Microsoft Teams. It was noted that NY have Teams up and running in the OPFCC, Force and Fire & Rescue Service. Teams partially works on Cleveland hardware but the experience differs between machines with some machines unable to utilise the audio and visual functionality of the system.

Service Improvement Team Update

80. The Service Improvement Team progress report was circulated prior to the meeting amongst the agenda. LB noted that the delivery groups are beginning week commencing 18 May bringing the team to phase 0. Discussions have begun taking place in relation to NPT delivery and further work is required to explore the numbers to ensure flexibility for response.

81. There are currently gaps in the enabling services but it was noted that Lynne Swift is now in post and discussions will be taken forward with her in relation to workforce planning, learning & development and change interventions.
82. LB noted that further work is required through the commands to evidence the improvements that have been made in relation to the HMICFRS causes for concern.
83. The unknown impact of Covid-19 was also discussed, current sickness abstraction is low and not an issue for the Force. The impact of relaxing social distancing measures is currently unknown in terms of demand. BC noted that it had been discussed nationally that approximately 80% of the population will remain unaffected by Covid-19 and queried whether this is represented within the Force. SG noted that sickness abstraction levels have remained low and figures have not been representative of the initially forecasted worst case scenario.
84. JB noted that the red status on the progress report is to reflect the fact that decisions and sign off are required in relation to the areas of change and that progress is being made in respect of the areas.
85. BC noted that the Service Improvement Team and programme of work is to be embedded within the Police and Crime Plan. LB noted that the role of PCC Scrutiny within each of the delivery groups is to be considered and developed further to ensure the messages from Scrutiny are properly digested within the Force. Output to the public from the Scrutiny programme is also to be considered further to ensure key messages from the programme reach members of the public.
86. SD noted that he had an informal catch up with Audit Committee members on 13 May 2020 and had outlined progress in respect of the Service Improvement Team, feedback received from members in relation to the progress was positive. Members had requested further materials following the discussions and SD agreed to discuss this further with LB and SIT colleagues following the meeting.
87. SD queried whether feedback was received from HMICFRS in response to the detailed submission to the PPOG. LT noted that formal written feedback has not been provided but they have met with the Home Office and HMICFRS and brief initial feedback on the document has been provided orally.

Sopra Steria Update

88. CI provided an update on the transfer of the Sopra Steria contract back to Cleveland Police, a definitive end date of 30 September 2020 was noted.
89. It was noted that two meetings are taking place in relation to the contract, one which is internal and one which is held jointly with Sopra Steria to measure progress against the programme objectives and ensure the transition is as smooth as possible.
90. Staff who are currently employed by Sopra Steria are engaged with the process to ensure they are aware of what they can expect over the coming months. Engagement is also taking place with Unison and the Police Federation to ensure the transition is completed sensitively and appropriately.
91. It was noted that the majority of Sopra Steria staff work within the Shared Service Centre, access to this site will terminate from 30 September and St Marks House has been purchased by the PCC in its place. Refurbishment of St Marks House is underway and Covid-19 has meant that some contractors have been able to access the site earlier than expected. Staff are also agile enabled as a result of the Covid-19 response and will remain so following the transition back to Cleveland Police.

92. Further investment is required in some areas, such as ICT, prior to transfer to ensure the level of service received under the Sopra Steria contract is as consistent as possible with the service that will be received post transfer.
93. Overall, the team are on track to deliver by 30 September but the risk in relation to Covid-19s impact on the supply chain for furniture and electronics was noted.
94. SD queried whether the assessment has changed in relation to the smoothness of the transition and whether the programme will deliver on time. RL noted that the risk was highlighted to HMICFRS to ensure they are aware of the potential challenge that the transition could pose, the position in recent weeks has led to an increase in confidence that the transition will be delivered smoothly and on time.
95. This item is to be revisited in a future Scrutiny meeting.

Issues in Localities

96. A written update was provided prior to the meeting detailing ongoing issues in each of the four local authority areas. It was noted that hate crime continues to fall at present, this may increase over the coming weeks and months as lockdown measures are released.
97. Reports had been received of break-ins to NHS staff cars within James Cook Hospital car park. The police provided a rapid response to these issues and arrested the perpetrator the day following the reports.
98. Wider Force tensions were discussed and it was noted that Preston Park has been highlighted as a site for an upcoming protest with approximately 5 attendees confirmed at present.
99. BC expressed his thanks to JW for the written report which was provided prior to the meeting.

Demand

100. SG provided an overview on demand, demand generally is down but the Force are receiving a large amount of Covid-19 related calls. A rise has been identified in serious violence and serious criminal activity. Deployment of armed response cars has increased as a result over the last few days. As the time of the meeting it was reported that crime was down by approximately 20% as a result of Covid-19.
101. BC noted that the daily log produced by Chris Baxendale is useful. SG noted that recovery should start from day one, a recovery group is running alongside the Covid-19 meeting structure. Organisational learning has been identified as a result of the lockdown and some changes such as an increase in agile working will be carried forward into the 'new normal'.

Released Under Investigation

102. LT noted that there is an increase in RUIs which in the main can be attributed to the interim protocol which has been introduced by CPS to reduce the impact on them and the Courts. John Morgan has done work around this and has begun driving the use of pre-charge bail. Scrutiny of this is conducted through the Investigations Delivery Board.

Sickness & Wellbeing

103. SG noted that there has been a reduction in sickness figures, stress and anxiety remains the biggest concern for the Force. Preparations have been made ahead of winter for the provision of flu jabs to members of staff. The Oscar Kilo van has been secured for the wellbeing service and visits are made across the force.

104. BC queried whether there is a backlog building up of leave, SG noted that a block had initially been placed on leave but this was removed when the sickness abstraction was identified as lower than anticipated. It was noted that a number of people are starting to cancel leave as their holidays and plans have been cancelled, this is being monitored and staff are being encouraged to take leave from a wellbeing perspective to ensure they are able to have some time away from work. Monitoring is also taking place of leave balance backlogs for those who are nearing retirement from the Force.

Public Questions for the Force

105. It was noted that no public questions were received for the Force for this meeting.

Any Other Business

106. No items were raised for discussion under any other business.

Date of Next Meeting

107. The next Scrutiny, Delivery and Performance Meeting will be held on 22 June 2020.



Working Together Meeting

25 February 2020

1pm

Tees & Transporter Rooms – Cleveland Community Safety Hub

Present

Barry Coppinger – Police and Crime Commissioner
ACC Steve Graham – Cleveland Police
Liz Byrne – Temporary Assistant Chief Executive, OPCC
Elise Pout – Standards and Scrutiny Manager, OPCC
Denise Holian – E-Cins Project Manager, OPCC
Satnam Singh – EDI Manager, OPCC
Glen Ward – Service Improvement Team, Cleveland Police
Marc Stephenson – Stockton Council
Julian Feakes – Redcar & Cleveland Council
Nicholas Stone – Hartlepool Council
Kay Dargue – South Tees Youth Offending Service
Angela Corner – Thirteen Housing
Jane Hill – Middlesbrough Council
Charlotte Rumins – Community Hub Advisor, OPCC (Minutes)

Apologies for absence

108. Apologies for absence were received from Tanya Evans

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

109. None declared.

Notes of the Previous Meeting

110. The notes of the following meeting were approved for publication.

v. 5 December 2019

111. The PCC provided an update on point 18 from the previous minutes on behalf of Rachele Kipling in relation to ISVAs, the £1m for ISVA provision has been made available for PCCs to provide expressions of interest for support for increased ISVA capacity. An expression of interest (which had to be scalable) has been submitted for 2 ISVAs which if successful will fill the potential gap as a result of the VAWG Transformation Fund ending in March 2020. We should find out the outcome of this expression of interest in mid-March.

Neighbourhood Policing Update & Discussion

112. ACC Graham provided an update in relation to Neighbourhood Policing. PCSOs had previously been working in isolation in respect of Neighbourhood Policing. Operation Phoenix had been implemented last summer to work towards managing demands and increase proactive policing within Cleveland. The Neighbourhood Policing team had previously been utilised as a secondary response team and resources had been taken out of neighbourhoods. On 4 May 2020, the force are shifting to a 5 team pattern.
113. The national strategy has been considered when seeking to refresh the Neighbourhood Policing model. Neighbourhood Policing is to be resourced to meet the threat and risk the local area are facing using a mix of Police Officers, PCSOs, Special Constables and Police Volunteers. The new model will link with the priorities within the PCCs Police & Crime Plan with a focus on prevention, problem solving and engaging with communities to reduce the demand over time and better respond to calls for service.
114. Glen Ward has worked to produce an evidence based approach, using the Vulnerable Locality Index, for how Neighbourhood Policing should be resourced. Following the evaluation, the overall leadership structure for Neighbourhood Policing has now been confirmed. Chief Supt. Tom McLaughlin has joined the Force with overall oversight for North and South, Supt. Sharon Cooney then has operational oversight for local policing North Supt. Yak Teladia has operational oversight for South. There are then 4 dedicated local authority Chief Inspectors in post namely, Pete Graham in Hartlepool, Marc Anderson in Stockton, Daryll Tomlinson in Middlesbrough and John Grange in Redcar and Cleveland. There will then be a layer of Inspectors across the four Local Authority areas with teams beneath, working to a 3 team pattern, shift patterns are yet to be formalised.
115. The evidence based approach was discussed. It was noted that staffing levels had previously been done to ward level, but requirements are now considered based on threat and risk. The evidence base to distribute staff measured factors across the area, including non-police data overlaid with police data, which creates a scoring for each area. The Force are then able to consider what level of resourcing areas which score highly require. This model will be regularly refreshed based on changes to the data as opposed to having ring-fenced officers for each area.
116. 160 Police officers are going back in to neighbourhood policing overall, supplemented by PCSOs. Every area will have a named allocated PCSO. Starting to move into Neighbourhoods from 2 March 2020 in waves of 24, it is hoped that the Force will reach the full model by July 2020.
117. The next step is to consider place based working with partners, working alongside Local Authorities. Examples of this are already in place in Hartlepool, and work is increasing with the enforcement team in Middlesbrough, it is planned that there will be some form of support in each of the Local Authority areas.
118. JH asked whether a document could be produced for circulation within Local Authorities to include a refreshed leadership structure. LB noted that the implementation is being done incrementally to allow for further review and development, numbers are subject to change over time.
119. JH queried how volunteers and specials are deployed and whether there would be any scope for them to work within the Middlesbrough CCTV Control Room. SG noted that the Specials predominantly support response officers and volunteer in their own time, there is often a balance between what the forces require them to support and what they are interested in becoming involved in, SG is keen to introduce Specials into Neighbourhoods. Similarly, Police Volunteers are to be utilised as added value, not to replace other full time roles. SG suggested providing contact details for those who manage the Police Volunteers for Middlesbrough Council to consider how they may wish to implement something similar.

120. AC queried how existing Local Authorities structures such as JAGs and area teams might be affected and informed of the red, amber & green areas. SG noted that as there hasn't been a clear Neighbourhood Structure previously it is difficult to outline at this stage, it may be that the Neighbourhood Structure operates in addition to existing structures in each of the Local Authority areas as opposed to trying to adapt structures which are already operating effectively. SG has oversight from a policing perspective but at present there isn't a joint forum for discussing how each of the structures will interlink, the current focus is ensuring the model operates effectively from an operational perspective with an opportunity to develop further going forward.
121. It was noted that the model will constantly evolve to respond to changes in data to ensure the approach remains evidence based. SG noted that the numbers on the ground will 'flex' based on the changes in demand as they will move to meet the threat and risk as a single Force approach, the leadership structure will remain consistent in all Local Authority areas. North & South will also each have a task force consisting of 2 sergeants and a number of PCs.
122. The PCC suggested that ACC Graham deliver the Neighbourhood Policing presentation to Ward Councillors in each of the four Local Authority areas at an appropriate point in the future, briefings are to be arranged to follow the elections.
123. NS queried how many of the officers will be new in post. SG noted that the force are going through an intensive recruitment program, but Neighbourhood Policing will not be wholly staffed with new officers. SG confirmed that some of the officers will be probationers as it is an effective learning environment, this has previously been evidenced through a programme named Police Now. It was noted that some of the new recruits were formerly PCSOs and will therefore have past experience within Force.

Actions – i) A document is to be shared with partners to include the refreshed Neighbourhood Policing Leadership Structure and an accompanying narrative.
ii) That the Force deliver a presentation on Neighbourhood Policing to Ward Councillors in May.

Joint Funding Opportunities

124. LB noted that the drafting of the Safer Streets funding bid is in progress and Local Authorities are engaged, three bids are to be submitted in respect of the fund. A bid is also to be formulated for the Youth Endowment Fund which is targeted towards 10 to 14 year olds. The OPCC are currently looking to canvass what the area would be looking to do in terms of submitting a bid and are considering how best the fund could be utilised.
125. It was noted that the use of the Early Intervention Youth Fund has been evaluated in February 2020, the results of this evaluation have not yet been received.
126. The PCC noted that he is continuing to canvass for fairing funding in respect of serious violence and that he is attending an event at James Cook University Hospital on 28 February 2020 in relation to Violent Knife Crime and Surgery.

Any Other Business

127. GW raised data sharing under any other business and noted that the force hold a small fraction of data. Consideration is to take place in relation to more effective data sharing between the Force and Local Authorities related to the red, amber and green model.

128. MS noted that consultation has started in Stockton in relation to the Community Safety Plan as the current arrangements have now come to an end.
129. JH noted that Middlesbrough have gone through another restructure, there are now around 70 enforcement officers in the area. Opportunities for joint patrols for PCSOs and Wardens within Middlesbrough are currently being discussed with the Mayor as part of the town centre team. There are two dedicated town centre police officers and results are already being evidenced in respect of a prolific burglar and prolific beggar in the area. Active intelligence mapping is to be reintroduced in Middlesbrough to gather figures from partners and consider where resources are to be focused.
130. NS noted that the three year Community Safety Plan has now expired in Hartlepool and will be refreshed over the coming weeks in consultation with key partners.