



Police & Crime Plan
Strategic Programme for 2020 -2021

Introduction

Following the Government's decision to postpone local elections in light of the Covid-19 pandemic, I will remain as Police and Crime Commissioner for the next 12 months and until it is possible to hold an election safely.

Whilst it is in the most tragic of circumstances, I want to take this opportunity to reaffirm my commitment to supporting victims of crime and anti-social behaviour, reducing offending and listening to the community safety concerns of all communities living in Cleveland.

This document is an extension to my existing Police and Crime Plan, which was refreshed in 2018 to reflect the changing needs and priorities of the public, the police and the entire criminal justice system. It will provide a solid set of foundations for how we will help victim services, criminal justice agencies and the wider community recover from the Covid-19 crisis and how we will ensure our innovative partnership work continues to make Cleveland a safer place to be.

As highlighted in my Annual Report significant progress has been made against my commitments and moving forward my five key objectives will continue to be:

1. Investing in our Police
2. A Better Deal for Victims and Witnesses
3. Tackling Offending & Re-offending
4. Working Together to Make Cleveland Safer
5. Securing the Futures of Communities

There cannot be any delay in the crucial work Cleveland Police need to undertake to dramatically improve the service they provide to the public. The most recent HMICFRS inspection rating revealed the need for a radical rethink about how Cleveland Police protects the vulnerable, investigates crime and treats their own workforce.

Chief Constable Richard Lewis has given firm assurances that despite the current circumstances, improvements will continue through the Service Improvement Programme and the Everyone Matters Equality, Diversity and Inclusion programmes to develop the operational policing and the cultural changes that are required.

The strength of partnership working has been demonstrated time and again during the recent crisis and is an ethos we have embraced consistently during my time as PCC. I will continue to work with partners in victim services, criminal justice, health, voluntary and community sector, local government and beyond to develop ground-breaking initiatives that help address some of Cleveland's most entrenched social and criminal problems.

It is by thinking outside of the box and addressing the root causes of offending behaviour that we stand the best chance of making a change – not only for those who would have been victimised, but for the entire Cleveland community as a whole.

I will report on progress in achieving the objectives set out in this document on a regular basis, through Cleveland Police and Crime Panel and our Annual Report.

Thank you for your interest and for your on-going support.

Barry Coppinger

Police and Crime Commissioner

Investing in Our Police

As Cleveland Police embarks on its journey of major service improvement, both I and HMICFRS will hold the Chief Constable to account to ensure this programme of work is delivered in an efficient and effective manner.

The 'Road to Improvement' Programme will respond to the Causes of Concern identified in the 2019 HMICFRS Inspection, delivering long-term transformational change that will see the Force:

- Serve the public and put communities at the heart of everything they do
- Recognise and safeguard vulnerable victims
- Prevent crime and anti-social behaviour and tackle criminality
- Care and support the workforce

Through the Neighbourhood Policing Survey and my Your Force, Your Voice community engagement programme, I know how much the people of Cleveland value local and visible policing, and therefore the delivery of a renewed and refocused Neighbourhood Policing model remains a priority. Over the next 12 months the number of officers in these teams will continue to increase, allowing greater preventative and problem-solving activity to happen at a local level.

I expect Cleveland Police to understand and effectively respond to the needs of our diverse communities. Through the delivery of the Everyone Matters Programme, I will work closely with Cleveland Police to drive forward cultural and organisational change, ensuring equality, diversity and inclusion is embedded in the development and delivery of all of our policies, procedures, recruitment and decision making processes.

Increasing public trust and confidence in policing is of paramount importance. On behalf of the public of Cleveland, I now have responsibility for the independent review of complaints against Cleveland Police (made after 1 February 2020), a role previously carried out by the Force. Where I find that a complaint has not been resolved appropriately, I can make recommendations for improvement including the re-investigation of the complaint.

Following the decision not to extend private outsourcing arrangements for enabling services, in October 2020 services including Human Resources, Information Technology and Estates Management will transfer back to the Force, allowing for the greater development and control of these functions.

Over the next 12 months, I will ensure:

Organisational efficiency and effectiveness of Cleveland Police is improved

- Continue to monitor the Force's Service Improvement Plans, to seek information from the Force as to what will happen and when, the key risks and support needed.
- Assess the Force's continued ability to deliver improvement as well as managing the COVID-19 crisis.
- Ensure the HMICFRS causes of concern and all outstanding Areas for Improvement are addressed and the Force moves towards exiting 'engaged' status under the police performance oversight process and improves its HMICFRS PEEL assessment rating.
- Hold the Force to account and seek assurance for delivering of a smooth transition of enabling services back into the Force.
- Monitor phase 2 of the mobile working project ensuring officers and staff have better access to technology and mobile working solutions.

More local, visible and accessible policing is delivered to the communities of Cleveland

- I will scrutinise the development of Neighbourhood Policing as resources are expanded across the Force area, ensuring it meets the needs of local communities.
- Ensure the work of the Special Constabulary, Cleveland Police Volunteers and Cleveland Police Cadets supports and compliments the work of Cleveland Police. I will ensure opportunities to utilise volunteers are maximised and that all volunteers are effectively supported in their roles.
- Ensure the Force Control Room provides a responsive and quality service to members of the public and encourage online reporting via the Single Online Home solution.

The values of public service, integrity, transparency and impartiality are held in the highest regard by Cleveland Police.

- My scrutiny programme will be enhanced further to ensure it is more transparent, internally and externally and is able to add even greater value. This will include the better co-ordination of feedback from independent groups and the public, including the Strategic Independent Advisory Group, External Ethics Committee and Joint Independent Audit Committee.
- We will strengthen our professional links and co-working with HMICFRS, so that we can best support the Force on its journey of improvement.
- Work with the Force to continue the development of becoming a centre of excellence in police standards and ethics, including developing our complaints and casework model to ensure we achieve the very best of customer service for communities.
- Ensure that learning from complaints is used to drive forward continuous improvement in the Force.

Cleveland Police is an 'employer of choice' for all and is diverse, inclusive and ever-more representative of the communities it serves; and delivers policing services that are accessible, responsive and meets the needs of all our communities.

- In partnership with the Force, we will host, develop and deliver an Equality, Diversity and Inclusion strategy, where we will:
 - Recruit, develop and retain a diverse workforce.
 - Have fully supported and engaged Staff Networks and positive industrial relations.
 - Focus on engagement with our hard to reach communities, ensuring there is a tangible and visible presence in the heart of those communities.
 - Deliver training across the organisation and ensure diversity is embedded to be more than policies and practices.

A Better Deal for Victims & Witnesses

I have been immensely proud of the outstanding support our victim services across Cleveland have continued to provide throughout the on-going pandemic. Following their swift transition to home working, their dedication and commitment to supporting the most vulnerable members of our community has been admirable.

Since March, I have been in close contact with all of my commissioned services to understand the introduction of new ways of working, changes in demand and changes in the support requirements of service users. This has led to an assessment of need being submitted to the Ministry of Justice for much needed additional resources to assist services get through these difficult times.

I will continue to call for further funding to ensure victims continue to have access to high-quality support throughout the weeks and months ahead.

Like support services, the Criminal Justice System has also been impacted by COVID-19, impacts that will likely take many months to recover, bringing with it many challenges for victims and witnesses. I have chaired regular meetings of the Cleveland and Durham Local Criminal Justice Partnership where I have asked questions and called for action to seek assurances that victims and witnesses have not been forgotten and that they will get the support needed to continue their engagement with the Criminal Justice System.

Over the next 12 months, I will ensure:

Victims of Rape or Sexual Assault have access to high quality, consistent support

- Co-commission Sexual Assault Referral Centre service with neighbouring PCC's and NHS England.
- Work with Sexual Violence Commissioners to ensure timely access to therapeutic support.
- Commission a Tees-wide Independent Sexual Violence Advisor Service to support victims through the criminal justice process.

The most vulnerable in our community are protected from exploitation

- Cleveland Anti-Slavery Network commissioned in partnership with Local Authority colleagues – Strategy to be launched and action plan developed and delivered.
- Ensuring practitioners are trained and can effectively identify vulnerabilities in relation to county lines and criminal exploitation.
- Support and promote the use of Ugly Mugs scheme to improve the safety of sex workers and support them in accessing specialist services
- Commission specialist services to enable the most vulnerable to access high quality support in a timely manner i.e. Domestic Abuse, Sexual Violence, Honour Based Violence.
- Support the prevention of fraud and re-victimisation through awareness raising and education.

Victim Support Services across Cleveland are able to effectively recover from the impact of COVID-19

- Secure additional investment and resources from the Ministry of Justice for domestic and sexual abuse services
- Support recovery planning across victims services

- Review with service providers any learning opportunities as a result of COVID-19
- Monitor capacity and demand across services and where possible lobby Government for additional funding
- Work with criminal justice partners to renew and recover the criminal justice system ensuring court delays and the voice of the victim remains at the heart of the system.

Collaboration across key strategic partners in relation to the response to Domestic Abuse is strengthened

- Identify shared priorities and opportunities for joint working in relation to domestic abuse
- Seek funding from external sources to support the development of new and innovative approaches to support victims, children and families affected by domestic abuse.
- Continue to provide a contribution towards IDVA provision support high risk victims

Victims of crime receive their rights and entitlements as set out in the Victims Code of Practice (VCOP):

- Work with partners including the Police and the Crown Prosecution Service to implement the updated VCOP
- Engage directly with victims to understand their experience of the criminal justice system to inform future improvements
- Develop VCOP Adherence Performance Framework and reporting mechanisms to the Ministry of Justice.

Tackling Offending & Re-offending

Here in Cleveland we continue to have some of the highest re-offending rates in the country for both adults and young people. Tackling offending and re-offending is therefore central to keeping our communities as safe as possible, whilst ensuring those who have offended can access support and rehabilitative services that will help them turn their lives around.

Nationally, significant changes are currently underway in relation to the reform of probation services which will bring an end to the probation privatisation programme in June 2021, and will see responsibility for the supervision of adult offenders transfer to the publicly owned National Probation Service.

In attempting to reduce offending and break the cycle of behaviour that causes people to consistently commit crime, we are faced with tackling some of the most entrenched and problematic issues facing society today.

Both national and local research tells us that the use of short-term prison sentences fail to effectively intervene in the cycle of re-offending.

For many prolific offenders, there are deep-rooted issues that cause them to commit crime, whether drug or alcohol abuse, trauma experienced in childhood or as an adult, mental health problems or any other factor which affects their ability to cope with life. It is by intervening at the appropriate stage and addressing these issues, that we stand a chance of turning people away from crime and encourage them to participate in a positive future.

With this in mind, the continued development of an Integrated Offender Management approach, that proactively manages and supports our most prolific and priority offenders is key.

I will continue to invest in Cleveland Divert – a scheme which requires first-time or low-level offenders to engage in an intensive programme to address their behaviour, in engage for a clean criminal record and a chance to start afresh. The early results from scheme already show lower reoffending rates for those who take part in the programme in comparison to those who don't.

I've worked closely with partners to introduce specialist support interventions for female offenders, or woman at risk of offending. The additional barriers and complex needs women experience often means the criminal justice system is not the most appropriate place for them. Engagement with vulnerable women entering police custody and preparation schemes for women leaving prison give agencies the opportunity to intervene at a crucial stage and support women to begin a journey towards a more positive future. This work must continue.

We're taking a similar approach to reduce the number of drug-related deaths and the impact of drug abuse on our communities. In a UK first, Middlesbrough's Heroin Assisted Treatment scheme prescribes an injectable heroin replacement medication to stabilise the chaotic drug use of the town's most entrenched addicts. Also often high-crime causers, the participants also benefit from wrap-around support for a range of other issues. 67% of current participants have not been linked to any crimes since embarking on the scheme.

I've faced criticism for investing in these programmes, which some consider to be "soft on crime". The reality is that the current system is not effectively reducing levels of reoffending or reducing drug-related deaths, and a fresh approach is needed - which in the long run, will save money, reduce crime and prevent additional pressure on our stretched police service. These schemes need time to embed and the early findings subject to analytical scrutiny – but the early signs are positive and we plan to continue to build on this success moving forward.

Reducing re-offending requires a strong partnership approach. This will be achieved through the Local Criminal Justice Partnership which brings together criminal justice agencies including Probation, Prisons, Courts, Police and Health to provide a co-ordinated response to this issue.

Over the next 12 months, I will ensure

Early intervention services are in place to divert people away from the criminal justice system and address the underlying causes of offending behaviour.

- In partnership with Cleveland Police and partners, review the use of out of court disposals.
- Continue investment and development of Cleveland Divert – adult deferred prosecution scheme.
- Optimise early intervention referral routes into Youth Justice Services for young people who offend.
- Support the development of Liaison & Diversion services ensuring individuals with mental health, learning disabilities, substance misuse or other vulnerabilities are identified and offered support at the earliest opportunity.
- Raise awareness of problem gambling, links to offending behaviour and available intervention programmes.

Offenders have access to effective treatment and support to address substance misuse and mental health issues.

- Use proceeds of crime funding to support the continuation of the Heroin Assisted Treatment Scheme.
- Support the development and delivery of a Peer to Peer Naloxone Programme.

- Identify shared priorities and opportunities for joint working with health partners to address substance misuse and mental health issues affecting the offending population.
- Work with criminal justice and health partners to implement Community Sentence Treatment Requirement (CSTR) programme, requiring people who have offended to participate in community treatment, instead of a custodial sentence.
- Support the development of the care after custody service, RECONNECT pathfinder, to improve continuity of care between leaving prison and community-based services.

Collaboration across key strategic partners in relation to Reducing Re-offending is strengthened

- Work with Probation services to support them through current reforms and shape the design of local delivery models and rehabilitative services.
- Seek funding from external sources to support the development of new and innovative approaches to reduce opportunities for offending and support the delivery of behaviour change programmes for domestic abuse offenders.
- Drive forward the continuous improvement of Integrated Offender Management arrangements through partnership governance structures.
- Continue the development of a whole-system approach to female offending.
- Support the use of new technology to manage offenders including the introduction of sobriety tags.

Working Together To Make Cleveland Safer

I am a passionate advocate of the power of partnership working to develop joined-up and innovative solutions to community problems, and the role of PCCs in leading the coordination of the key agencies to seek radical change. At a time when resources are finite and demand on criminal justice agencies continues to grow, there is an opportunity to draw in wider partners to allow for even greater reform.

When truly effective, collaboration with partners will prevent duplication, reduce costs and tackle issues by using a multi-agency methodology. Taking this approach, we have developed ground-breaking solutions such as the Heroin Assisted Treatment programme and Cleveland Divert scheme - both projects making a fresh attempt at addressing age-old community problems through effective partnership strategy.

Moving into the next 12 months, I remain committed to working with partners from all sectors in addressing some of Cleveland's most pressing challenges.

Cleveland has consistently missed out on government funding to tackle and prevent serious violence, despite having the third highest levels of violent crime in the country per 100,000 population. Working with partners in health, local government, youth services and beyond, we are developing a Tees-wide strategy to reduce the impact of serious violence on our communities.

I will continue to lead on multi-agency solutions on complex issues such as rural crime and hate crime, ensuring all partners are regularly engaging with each other with a shared goal to drive improvements on behalf of communities.

Over the next 12 months I will:

Protect communities in Cleveland from the harm caused by serious violence

- Work with partners to develop a public health, Tees-wide approach to preventing serious violence.
- Lobby central government for funding to invest in a multi-agency team to drive forward the Tees-wide strategy.
- Take a co-ordinated approach to ensure Cleveland Police's strategies align with the wider public health aims and approach.
- Promote effective multi-agency methods to identify gaps in prevention and specialist interventions.
- Enhance the experience of victims and witnesses affected by serious violence
- Raise awareness of child exploitation, to prevent the most vulnerable in our communities from being drawn into criminality.
- Prepare recovery plans and services for potential increases in serious violence as Covid-19 restrictions are eased.

Make communities across Cleveland safer and stronger for everyone

- Establish Cleveland Community Safety Network – a forum to bring together agencies within the voluntary and community sector with the aim of maximising their contribution to tackling community safety issues and concerns.
- Identify opportunities for improving inclusivity, diversity and cohesion in all communities, including understanding the impact of international and national events on local communities.
- Continue to champion the needs of rural communities as Chair of the Tees Rural Crime Forum and identifying new ways to engage with Cleveland's rural residents.
- Continue to take a strategic lead on tackling hate crime as Chair of Cleveland Strategic Hate Crime & Incidents Group.

Securing the Future of Our Communities

In order to develop strategies and policies on behalf of the residents of Cleveland, it's essential I have a deep understanding of their needs and concerns about policing and community safety. Through my Your Force, Your Voice programme of community engagement, I have attended over 700 community meetings and had the chance to hear first-hand about the priorities of the public.

The Covid-19 crisis has made many organisations, including my Office, consider how well we engage with communities when face-to-face opportunities are not feasible. I will be exploring how we maximise the technology available to us to listen effectively to community concerns and to widen the diversity of the people we engage with, including young people and those who may face barriers in attending public meetings.

The future looks very different after the COVID-19 pandemic, with wide-ranging impacts on our economy, social services, healthcare, travel and other sectors. It's important as a local leader that I play a role in ensuring plans are in place should further outbreaks occur and that appropriate support measures are helping those most affected. As the wider impact of the pandemic begins to emerge, I'll continue to engage with our Local Resilience Forum structures who will plan for the long-term recovery from the virus.

When we speak about the future, young people should be at the very core of our goals and objectives, as they are the generation who will live to see the true impact of the changes we are trying to make today. I've commissioned a not-for-profit social enterprise to establish a Cleveland

Youth Commission, as a sustainable, structured system for young people aged 14-25 to influence decisions about policing and crime in Cleveland.

I will continue to invest in youth projects and diversion schemes which will engage Cleveland's young people in a positive way, particularly those at risk of offending behaviour. We already celebrate success in diverting young people from crime by working closely with local football clubs, sports groups and anti-racism charity Show Racism the Red Card, who conducted workshops for 1900 pupils last year. Further investment in the Cleveland Police Cadets programme and the Mini Police scheme will further build relationships between the Force and children in our communities.

Over the next 12 months, I will:

Support communities to cope and recover from the COVID-19 pandemic

- Continue regular engagement with the Local Resilience Forum and Local Outbreak Control Board to monitor recovery planning and preparations should any further outbreaks occur.
- Understand the sustainability of locally commissioned services impacted by the virus and where possible, call on support of central government to give these organisations the support they need.
- Consider the impact of the pandemic on mental health and the impact this may have on the wider criminal justice system.
- Work with partners to examine and respond to increases in vulnerability and poverty as a result of unemployment or financial difficulties caused by the pandemic.

Young people are empowered to make positive life choices and feel their voice is being heard

- Working with a not-for-profit social enterprise, establish a Cleveland Youth Commission to give young people aged 14-25 an opportunity to influence decisions about policing and crime in Cleveland.
- Continued investment in youth diversionary activities, to encourage young people to channel their energy into sport or community activities.
- Further development of the Cleveland Police Cadet and Mini Police scheme to develop skills, encourage friendship and to build bridges between young people and the police.

Communities feel well-informed and that their concerns are being listened to

- Explore how technology can be utilised to engage with communities virtually and with a more diverse group who may otherwise face barriers to attending face-to-face meetings.
- Develop a theme-based approach to community engagement, to allow for issues of most public concern to be discussed on a wider scale and in much greater detail.
- Consider the use of live-streaming and broadcast options to increase transparency of key processes such as scrutiny meetings.
- Transform the way we produce our digital and printed information, to improve accessibility for those with additional needs and where English is not a first language.
- Develop unique partnerships with organisations such as Teesside University to allow for independent analysis of public concerns and feedback.

Support local groups and organisations to develop community solutions to crime and antisocial behaviour

- Continue to provide small grants to community and charitable organisations through my Community Safety Fund and the Police Property Act fund.

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