



Police & Crime Commissioner for Cleveland
Cleveland Community Safety Hub
Cliffland Way
Hemlington
MIDDLESBROUGH

Email: pcc@cleveland.pnn.police.uk

Website: <http://www.cleveland.pcc.police.uk>

Police and Crime Commissioner:
Chief Executive & Monitoring Officer:
Chief Constable:

Barry Coppinger
Simon Dennis BA, Solicitor
Richard Lewis
Tel: 01642 301861
Tel: 01642 301861
Tel: 01642 301215

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

15 September 2020

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. 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.
6. During 2020/21 the Cleveland Police Service Improvement Programme (SIP) will be a key feature of the scrutiny programme, where SIP programme control documents will be routinely reviewed and progress tracked against the programme stage plan.

7. 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.
8. 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 and consultation

Scrutiny, Performance and Delivery meetings

9. Since the previous Police and Crime Panel meeting the following meetings have taken place, with minutes from 22 June attached at **Appendix 1**
 - 22 June 2020
 - 10 August 2020 (minutes not finalised at time of writing) The meeting was an in-depth look at the Force Control Room.
10. 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;
 - Visit to Force Control Room

Finance

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

Risk

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

Diversity and Equal Opportunities

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

Recommendations

14. That the report is noted.

Barry Coppinger
Police & Crime Commissioner for Cleveland



Scrutiny, Delivery & Performance Meeting

Monday 22 June 2020

14:00

Via Microsoft Teams

Present

Barry Coppinger – Police & Crime Commissioner for Cleveland
Michael Porter – Chief Finance Officer, OPCC
John Wrintmore – Staff Officer to CC Richard Lewis, Cleveland Police
Elise Pout – Standards & Scrutiny Manager, OPCC
Lisa Oldroyd – Assistant Chief Executive, OPCC
Richard Lewis – Chief Constable, Cleveland Police
Lisa Orchard – Assistant Chief Constable, Cleveland Police
Jo Gleason – Chief Finance Officer, Cleveland Police
Lisa Theaker – Chief of Staff, Cleveland Police

Apologies for absence

Simon Dennis – Chief Executive & Monitoring Officer, OPCC
Liz Byrne – SIT Programme Manager, Cleveland Police
Ian Arundale – Deputy Chief Constable, Cleveland Police
Lynne Swift – HR Director, Cleveland Police

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. 14 May 2020

Financial Updates

1) Quarter 1 update OPCC

2) Quarter 1 Update Cleveland Police

3. MP covered the OPCC Q1 Update report. It was noted that the report is subject to audit and will be finalised over the next few days in terms of the final statement of account. It was noted that the majority of areas have underspent, mostly due to additional income. It was confirmed that there is nothing unexpected based on the medium and longer term financial plans.
4. Consideration is to be made in relation to the potential impacts of Covid-19 on the 2021 finances, including the impact it may have on council tax for 2021 and 2022. It was noted that the usual starting assumptions are likely to be different to the reality and the impact will be observed over the next couple of years' finances.
5. BC queried whether ongoing housing developments in the area were factored in as revenue for the Force and OPCC. MP noted that it is factored in but the figures are likely to be lower than they have previously been next year.

6. It was noted that an amount of funding has been ear marked for major incidents and BC queried whether this was unusual, MP noted that this is usual practice and is also done in other areas such as North Yorkshire to ensure funding is available when required to resource any major incidents.
7. JG covered the Force's Q1 Update report. It was noted that the Force had an overspend of around £512K which was unusual as it differed by around £40K to the costs forecasted in period 11. The majority of the overspend had been as a result of Covid-19 and the complex major incidents in the area. The costs for the police officer uplift were also included in the outturn to allow for the recruitment of 73 officers.
8. JG noted that there have been savings in respect of PCSO salaries due to the successful move of some PCSOs into PC roles and the delays on further PCSO recruitment. The savings have been used to offset the police officer overtime costs. The report presented is subject to audit which is due to commence next week and is expected to last between 4 and 6 weeks.
9. JG noted that the digital interview recording system, the digital evidence management system and the body worn video programme have been grouped together and orders have been placed to allow for a roll out later this year.
10. JG noted that there is a weekly tally kept on costs associated with Covid-19 and the expected expenditure is around £750K based on the current situation. MP noted that as a result of Covid-19 there has been a change in respect of section 114 reports which would require organisations to liaise with the Government prior to issuing the report.

Covid Recovery Plans

11. The PCC asked the Force the following question
 - 11.1 Could the Force provide an update on their Covid recovery plan and how will this plan link with the work of other partners and the Local Resilience Forum?
12. JW circulated a note prior to the meeting as an overview and noted that there is a recovery plan in place to return the Force to a new normal. It was noted that Emily Harrison is the tactical delivery owner for the plan and it feeds into the Force Gold structure and the Tactical Coordinating Group meeting structure.
13. LOr noted that the criminal justice backlogs and training delays are currently having the biggest impact locally. It is currently unknown nationally what impact Covid-19 will have and will have already had in respect of vulnerability, domestic abuse and child abuse.
14. LOL noted that point 10 in the recovery plan discusses excessive overtime and queried workforce planning in respect of operation Phoenix and quarantine after periods of annual leave. LOr noted that this is being considered and the Force are trying to gather a strategic overview of annual leave to ensure the Force are able to operate as business as usual. LOr noted that Operation Phoenix will feed into the wider picture and the risk is higher in relation to members of staff cancelling annual leave.
15. MP noted that the general trend in relation to sickness has improved throughout Covid-19 and queried whether the reasoning for this will be evaluated following the current situation. LOr noted that a wellbeing survey has been launched in respect of Covid-19 to gather indications of best practice which can be implemented going forward. LS noted that the shift towards more flexible home working has partially led to a reduction in sickness levels.

16. BC queried whether the workforce is generally adhering to the social distancing requirements. RL noted that LOr had led on work in the Force control room to improve their ability to adhere to social distancing.

Service Improvement Programme Update

17. The PCC asked the force the following question
- The PCC would like a monthly update on the progress of the Service Improvement Programme to include what's working, what isn't, what will be different and by when?
18. LT provided an update on stage 0 and noted that there are 6 work streams in place within the Service Improvement Team, each with a lead at chief officer level and a 'silver' driving the activity. Consideration is now being made in respect of the measures of success and how progress will be evidenced.
19. Review work in respect of the Multi-Agency Children's Hub (MACH) and North Tees Children's Hub (CHUB) is being focused on as a priority area to understand the demand on the Force along with the Force response to domestic abuse under stage 0. The next stage of vulnerability desk and the Philomena protocol is also to be explored and evidenced linking the work to the causes for concern and AFIs. Inclusion and leadership will then be focused on going forward towards the end of September, working in conjunction with the Equality Diversity and Inclusion (EDI) team.
20. MP asked how assurances HMICFRS would usually be provided and how they will be received from internal processes. LT noted that Kirsty D'Souza is engaged on a more informal basis from an internal review perspective, reality checking is to be further implemented. LS noted that HMICFRS are not providing formal assurances at present but they are actively participating in progress meetings and providing informal feedback regularly.
21. RL noted that consultation has also taken place with the College of Policing and South Wales Police on specific areas to receive independent feedback. MP asked whether there is a document relating to the reassurance that has been provided by external organisations which could be shared with external auditors. JW agreed to produce an overview and share with MP.
22. BC queried whether the force has progressed towards the roll-out of technology that HMICFRS had identified as an Area for Improvement (AFI). LS noted that a large amount of equipment has been rolled out as a result of Covid-19 and this will continue as the workforce has begun moving towards an increase in agile working.

Force Control Room and Impact of the Single Online Home

23. The PCC asked the force the following questions

Since the last update on 8 March 2020 the PCC would like an update on the Force Control Room to include:

- 23.1 The impact of demand on the control room since the introduction of Covid legislation.
- 23.2 We are starting to hear anecdotal evidence of issues with 101, looking at the log there are occasions where call abandonment rates are reaching 20%, could the Force provide an explanation for this?
- 23.3 What has been the effect on the Force of the introduction of the Single On Line Home reporting system, has this created additional demand or assisted with the capacity to deal with demand of the 999 and 101 services?
- 23.4 It was noted at the last update that the increase in precept for 2018/19 had been utilised by the Control Room but the full establishment of additional 41 staff have not yet been recruited and

ongoing training was taking place. Have the posts been filled and what impact has the covid situation had on the ability to be able to recruit and train staff?

24. A written update was provided prior to the meeting in respect of the questions raised by the PCC, JW discussed each of the answers within the meeting.
25. BC noted that his understanding of abandoned calls was that it is a technical process as opposed to someone putting the phone down to end the call. LOr confirmed that it was partly a technical issue and partly related to the time taken to answer the call resulting in the call being abandoned. The figures refer to any call that has been abandoned, the data is being analysed to gather a true reflection. A post meeting note was to be provided to the PCC in relation to the abandonment of calls.
26. BC noted that the single online home system hasn't been actively promoted and queried why. RL noted that the system had a soft launch to ensure the processes work as expected before it had been proactively promoted to the community. LS noted that the system is implemented in phases and communications are progressed accordingly in line with the national programme.
27. MP queried what the fall back FCR would be now that staff are occupying the ordinary fall back space. LS noted that the intelligence staff would vacate the current control room to allow staff to return to their usual place of work.

Action – That a post meeting note be provided to the PCC in relation to the breakdown of categories for the causes of abandonment of 101 calls.

Sopra Steria Update

28. The PCC asked the force the following
 - The PCC would like a monthly update on the progress regarding the position with the return of in-house services from Sopra Steria.
29. C/Supt Irvine and Nicola Tranter joined the meeting to provide an update in relation to Sopra Steria. It was noted that the project is progressing as expected, data and information is being collated in relation to staff who are to be TUPE transferred and those who aren't. Engagement is due to start in relation to the consultation period. The FAQ portal is continuing to allow staff to raise any queries they may have, as vacancies arise they are discussed with NT and recruited as Cleveland Police staff as opposed to Sopra Steria to reduce the need to TUPE.
30. MP noted that there is the transfer of contracts in addition to the transfer of staff. Every contract that Sopra Steria currently run has been reviewed to understand what they do, their cost and whether they are required going forward. It was agreed that as of 1 June any contracts due for renewal will be completed by Cleveland Police.
31. It was noted that the overall position in respect of St Mark's House is positive and the main mechanical and electrical work is anticipated to end as planned towards the end of July and the building is beginning to take shape. It is hoped that the building will be prepared for occupation towards the third week in August to allow estates to prepare the building for staff to occupy as soon as they return to Cleveland Police.
32. NT noted that there will be an update to Oracle and the Duty Management system, testing has taken place and there are currently 18 defects remaining which require resolution. It is aimed that the go live date will be the 23rd of July. Once the defects have been resolved, communications will be

circulated. It was noted that there will be a gap of around 11 days where Oracle cannot be accessed but this will be communicated to staff.

33. RL expressed his thanks to NT and CI work on the project over recent months.

Neighbourhood Posts Update

34. The PCC asked the following

- Could the Force provide an update on the status of the following PCC funded posts within Communities & Partnerships: 6 Crime Prevention Coordinators, 1 Community Cohesion Officer, 1 Refugee & Asylum Seeker Coordinator, 2 Police Staff Investigators – Hate Crime, 4 Early Intervention Coordinators, 3 School Liaison Officers?

35. SG noted that community safety features within the Service Improvement Team plans. Covid-19 has had an impact in terms of community engagement and youth engagement work which ordinarily takes place. The crime prevention coordinators are continuing their usual work. The equality and diversity officers are now part of the community engagement team and two hate crime investigators continue to work from Middlesbrough. The early intervention coordinators and school liaison workers are also in post but their work is limited as a result of Covid-19.

36. BC raised the current situation locally in respect of the Black Lives Matter (BLM) movement and noted there is an opportunity to reach out to the community and engage positively with the movement.

Any Other Business

37. BC noted that he was concerned some momentum had been lost in relation to positive action in recruitment and asked that the Force put more of a focus on it going forward. RL noted that Lynne Swift is engaging with the Everyone Matters Team to consider how this can be implemented into current and future recruitment processes.

38. RL noted that there is a programme due to air on Radio 4 next week in relation to diversity in the police service and Cleveland may feature. Statistics and a comment from the Force are being pulled together by WG which will be shared with the OPCC.