



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

6 October 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, attached at **Appendix 1 and 2**
 - 22 June 2020
 - 19 August 2020 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 the scrutiny programme:
 - Daily review of the Control Room and Serious Incident Logs;
 - Weekly accountability meetings with the Chief Constable;

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.

Lisa Oldroyd
Acting 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.



Scrutiny, Delivery & Performance Meeting

Wednesday 19 August 2020

13:00

Microsoft Teams

Present

Barry Coppinger - Police and Crime Commissioner
Simon Dennis - Chief Executive and Monitoring Officer, OPCC
Lisa Oldroyd – Assistant Chief Executive, OPCC
Amanda Wilkinson – Strategic Contracts and Governance Manager
Elise Pout - Standards and Scrutiny Manager, OPCC
Michael Porter – Chief Finance Officer, OPCC
Ian Arundale – Deputy Chief Constable, Cleveland Police
Helen McMillan – Deputy Chief Constable, Cleveland Police
Steve Graham – Assistant Chief Constable, Cleveland Police
Lisa Theaker – Chief of Staff, Cleveland Police
John Bent – Service Improvement Team, Cleveland Police
Will Green – Head of Corporate Communications, Cleveland Police
Jo Gleeson – Chief Finance Officer, Cleveland Police
Ciaron Irvine – Chief Superintendent, Cleveland Police
Louise Solomon – Head of Corporate Services, Cleveland Police
Lynne Swift – Human Resources Director, Cleveland Police
Charlotte Rumins – Community Hub Advisor, Cleveland Police

Apologies for absence

Richard Lewis – Chief Constable, Cleveland Police
Hannah Smith – Commissioner’s Officer for Communication and Information, OPCC
Lisa Orchard – Assistant Chief Constable, Cleveland Police

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

39. None declared.

Notes of the Previous Meeting

40. The notes of the following meeting were approved for publication.
ii. 22 June 2020

Monthly Sopra Steria Update

41. CI attended to provide an update on the Sopra Steria transfer and it was noted that due diligence activities are taking place. Briefings have taken place with staff and staff unions, Steria are to provide full details in relation to staff and their salaries by 3 September 2020. Information has been shared with HR staff to assist with building the staffing structures prior to transfer.

42. A number of staff have left the organisation in the last four to six weeks so measures are being put into place to recruit staff back into those roles, any new recruits will be employed by Cleveland Police and the initial months of salary payments will be recharged to Sopra Steria prior to the contract transfer.
43. A specific piece of work is to be conducted in respect of ICT, additional resource is required within ICT following the transfer date of 1 October. Specific marketing and recruitment activity is planned to recruit the right people into those roles.
44. BC noted that a cohort of people will be coming into St Marks House from different disciplines and queried whether the Force have put any thought into how these services will be further developed as a unified support service. CI confirmed that thought is being given to an additional support service, this is being considered under the wider Service Improvement Programme. Improvements to ICT are to be conducted within the initial phase of the improvement planning. The further development of HR and Criminal Justice departments has been paused slightly and will be carried forward following the transfer in October. It is recognised that improvements in one area are likely to link and lead to the need for improvements in others.
45. It was noted that the St Marks House project has been running since January. The buildings certificate has now been received and it was noted it is expected to be occupied as of the 7 September. The building now has the required level of security for occupation, estates are to begin working from the building to ensure the facilities are operating as expected. The project is expected to be completed ahead of time and slightly under budget, CI intends to request that the savings from the project be utilised to further progress agile across the Force.
46. BC queried whether it would be possible to hold the next Scrutiny, Delivery and Performance meeting from the building, CI confirmed that this could be accommodated.
47. It was noted that the Oracle Enterprise platform has also been implemented under the Fusion project as an enabling tool to underpin the activities which will take place to progress improvements within the force.

Service Improvement Programme Update

48. JB provided an update on the Service Improvement Programme. The programme is currently standing at red as a result of the understanding demand work stream. As a result of Covid-19 delays have been experienced to the face to face workshops which Process Evolution had hoped to conduct. Three of the workshops have now taken place and this element of the programme is to be progressed. Process Evolution will be conducting work in relation to demand, neighbourhoods, the CHUB and the MASH. It is expected that these delays will lead put the programme back for a couple of months and the end of stage 0 review is unlikely to be conducted until late November, early December.
49. An additional risk with the programme was highlighted within the last meeting of the Service Improvement Board. There is a stage plan in place which has previously been provided to the PCC, the Integrated Offender Management work stream has now been captured within the overall Service Improvement plan. Work is ongoing with the business analysts to conduct a piece of work to identify improvements in relation to IOM to ensure the Force is dealing with offenders more efficiently.
50. The Service Improvement Team had provided an update on improvements to dealing with vulnerability to the recent PPOG meeting. Gradual improvements are being identified and tangible evidence is being received, particularly from the Stockton area, following the additional investment into Neighbourhood Policing.

51. Work is ongoing in relation to Ethics and Equality to drive forward improvements within the Force, both the internal and external Ethics Committees are in place and are meeting regularly with key questions being raised during the Covid period.
52. Improvements are required to develop the evidence gathering approach of the Service Improvement Team to ensure the developments which are taking place are demonstrated appropriately. Idea Drop is now in place in the Force to encourage members of staff to share their ideas on how improvements can be made to areas of the Force. The Service Improvement Team are also issuing a monthly 'Towards 2025' magazine outlining the progress they are making.
53. Two Business Analysts have been recruited on a temporary basis in to the Service Improvement Team. Gaps have been identified in the enabling services following members of staff leaving the Force, this is being monitored as part of the programme in consultation with LS and the HR team to ensure that the services are sustainable.
54. IA queried whether the delays with Process Evolution impacts upon the improvements to FCR. JB noted that the improvements to the FCR are conducted on a rolling basis, the consultancy services provided by Process Evolution will be utilised alongside the continuous FCR improvement work stream.
55. AW noted that she would be keen to discuss the work streams in relation to investigative standards outside of the meeting with JB to understand how this work is likely to impact areas such as custody.

PCC Scrutiny question
Ginger Hire – e-scooters

56. The PCC raised the following question to the Force prior to the meeting:
'What engagement took place with the Force prior to the launch of the Ginger Hire E-Scooters and was the force assured about the safety of the public with regards to the operation of the scheme?'
57. JW noted that the Tees Valley Mayor had written to the Chief Constable in July 2020 following the announcement to the changes in legislation to allow e-scooters to be allowed on roads up to a speed limit of 15 miles per hour, it was noted that these have been set locally at 11.5 miles per hour. The Chief Constable responded in support of the pilot.
58. The pilot has begun in Middlesbrough, it was noted that the roll out has been paused in areas such as Hartlepool as there have been instances where they have been misused. Graham Milne from CDSOU has been engaged with the pilot since the issues which had been identified. The legislation requires for users to be 17 or over and hold a provisional licence.

2020/21 Budget Monitoring – Report to the end of June 2020

59. MP provided an overview of the report, it was noted that the report covers most of the areas of expected expenditure. Some small underspends have been identified within the OPCC following the reduction in travel to conferences etc. as a result of Covid-19. As a result of a number of vacancies in the neighbourhood policing budgets which are funded by the PCC, there has been an opportunity to fund additional projects.
60. A number of incomes have been impacted as a result of the current Covid-19 restrictions, these impacts are being monitored and consideration is taking place as to how this is likely to impact the budgets for the remainder of the year.

61. MP noted that he has incorporated a number of recommendations into the report in relation to recruitment of staff into the organisation, particularly into roles in the FCR and roles which the Force had indicated they required for sustainability following the HMICFRS report. A significant level of underspend has been identified within the Police Staff Pay budget as a result of this lack of recruitment, the implications of not having these staff in post is to be considered and reported on. JG noted that a report is to be delivered at the next Scrutiny, Delivery and Performance Meeting in response to these queries.

Corporate Financial Monitoring Report to 30th June 2020

62. JG noted that the force are currently forecasting a £750k underspend. A £300k underspend has been identified in relation to Police Officer pay at this stage. An underspend has also been identified in respect of Police Staff pay as noted within MP's report, queries in respect of these underspends are to be responded to formally within the next meeting. The current projection for PCSO pay is an underspend of £65k.

63. A vast amount of major incidents are still being experienced by the force and this has been highlighted as a potential financial risk which requires monitoring. Operation Phoenix has also been funded by the Force for the summer months.

64. In relation to the Capital Budget, a breakeven position is currently being forecasted. A significant number of projects are forecasted, particularly in respect of ICT. In terms of vehicles, there is not currently a national contract in place for vehicle purchase as it is yet to be signed off. Other routes have been identified for the purchase of vehicles which procurement have begun progressing.

65. SD noted that he couldn't see the risk in relation to the recruitment of police staff clearly highlighted within the reports. JG agreed to ensure this is picked up appropriately within the documentation.

Force Control Room

66. It was noted that queries had been raised by the PCC to the Force prior to the meeting, BC asked that FCR be included as a standing agenda item for the PCC Scrutiny Meetings.

67. SG noted that the issues with the FCR are acknowledged by all attendees and provided an overview of the journey so far. It was noted that there is a national issue with FCRs, SG noted that GMP's DCC has recently issued a statement in respect of their difficulties with FCR demand. HMICFRS have recently released the Call for Help report which flags up that Police are not transferring matters to other agencies, there is not always the best response to vulnerability, resolving without deployment is not utilised effectively or consistently and the requirement for better contact management. It was noted that the College of Policing are refreshing the contact management training programme.

68. There is an expectation that during 2020 the service will agree a standard for how quickly 999 calls are expected to be answered. There is currently a challenge around skills, supervision and performance management.

69. Vulnerability desks and the introduction of mental health specialists within the FCR were identified as good practice within the HMICFRS report. The recommendations from within the report have been reviewed by SG and SK and the suggested improvements have been collated as part of the recruitment plans for Cleveland going forward.

70. SG had brought SK into FCR in a consultancy role towards the end of 2019, this made clear some of the issues which required resolution within the department. Following this, SK was appointed as a temporary Head of FCR in early April as a business area expert to drive forward the change.
71. BC queried what an abandoned call consists of. SG noted that the route into the Force is to call 999 or 101, the abandoned calls include the members of the public who put the phone down after the call has not been answered within a certain amount of time. When calling 101, the automated message process takes approximately 3 and a half minutes to get through, following this music is played and every 30 seconds the caller is informed that the FCR is experiencing a high volume of calls, as a result the public are putting the phone down. The abandonment rates also include the yellow phones situated outside of police stations and internal demand where staff are calling 0. It is not currently possible to identify the difference between calls from the public and those which are internal from members of staff. Work is ongoing to attempt to develop a way to distinguish between the types of abandoned calls. At present, the average waiting time for 999 and 101 calls to be answered is reducing in comparison to last year.
72. SK provided an overview of her experience and career history which had led to her being appointed as subject matter expert to drive forward improvements to the FCR. Prior to recruitment into her current role, SK had worked as a HMICFRS Review Officer and had conducted the review into Cleveland Police's FCR during the last HMICFRS review. Once recruited into the role, SK provided initial training to around 45% of the FCR in relation to THRIVE assessments and SPOCs were then identified to further deliver the training.
73. SK reviewed the demand work which had previously taken place within the FCR, her findings were then presented to SG and the demand work was paused and re-conducted in March 2020. The updated demand work was used to feed into the production of refreshed shift patterns, the patterns were linked to those of IRT.
74. Gaps had been identified within the initial project in respect of information which was required to be sent to the Home Office and the handling of areas of work which would require a higher level of vetting than was held by FCR call handlers. Gaps were also identified in relation to training needs for call takers. A training needs analysis has been conducted of the whole department and all members of staff have now been trained in call handling and are working through the tutoring process.
75. It had been identified that FCR staff had not been trained in Operation Plato or child rescue alerts since 2015. This has now been picked up and staff have been trained accordingly. As a minimum, all staff are now required to be trained in call handling when recruited into the role, from there staff are consulted with to ensure the right people are placed in dispatch and crime recording.
76. Abandoned calls are now being analysed on a monthly basis to assess frequent numbers which are being identified. The fire and ambulance service have now been provided with a direct line to call through on, as have the crisis team from Stockton Borough Council. An internal extension number for the FCR has been requested from ICT to reduce the number of calls via 101 by members of staff.
77. The shift patterns of FCR require further consideration, it was noted that following the previous TUPE transfer around 75% of the FCR staff are currently on an inherited flexible working pattern, this is to be reviewed alongside the review of the shift pattern. The FCR do not currently use the Oracle duties management system, staffing levels are currently contained on a spreadsheet which can often be inaccurate. It is being requested that FCR be included within the next phase of Oracle duties management implementation to reduce this risk.
78. A number of systems have been procured in attempt to resolve some of these issues. Queue Jump has been procured which allows members of the public to request a call back at busy times, this has

not yet been implemented. Net Call has also been procured but this links to the Outlook address book, issues with the availability of numbers for members of staff has been identified and if a number is unavailable the call is routed back to FCR.

79. To resolve the issues which have been identified, SK has a project plan in relation to the shift pattern, a documented continuous improvement plan linked to the AFIs from the HMICFRS report and the Service Improvement Programme and a journey of recovery work which has prevented the implementation of the shift pattern which includes details of training needs etc. which has been identified. SG noted that a weekly recovery meeting has also been arranged to consider some of the troubleshooting which can be conducted on an immediate basis.
80. SK noted that HMICFRS have requested that the performance dashboards identify how many seconds the calls have been answered in in various time brackets, this will be considered within the next phase of HMICFRS reviews.
81. BC noted that he appreciates that it is a very challenging situation. LO noted that FCR are expected to be at full establishment by October and asked what the plans are between now and then in terms of contingency planning and risk mitigation. SK noted that this is picked up within the weekly meetings and the Force resourcing picture is being considered for two weeks in advance, consideration is already taking place in relation to resourcing for the August bank holiday weekend. Any members of staff who have been newly recruited and are not yet call handler trained are dealing with the crime work as that is where their background is, this frees up some call handler resource as they are not dealing with the crime work. SK noted that a diary system has also been introduced and 45 minute slots are being allocated to members of the public for a call back or visit for crime reports to be taken for areas which the call handler is not yet able to handle.
82. LO noted that it is alarming to hear that the FCR are not part of the Oracle system, SK noted that there had previously been duty books used which were inaccurate. SK had introduced a summary page with a red, amber and green section for demand. LS noted that everybody in the Force is on the Oracle system but not the duty management system. The previous duty management system could only deal with one set of terms and conditions for staffing, a review of the new system is being conducted to assess whether both police officer terms and conditions and police staff terms and conditions can be housed within the same system.
83. LO requested that SK's monitoring documents be shared with the OPCC to provide assurances of what work is expected to be completed and when.
84. AW noted that assurances are also being sought from members of the public and the press when issues are identified. SK noted that the HMICFRS Call for Help document refers to Forces use of social media and encourages the sharing of positive news stories from the FCR in addition to raising awareness of when the FCR are receiving a high volume of calls.
85. EP queried whether there is a strategy in place to communicate to the public where is best to contact in what situation. SK noted that engagement has taken place with both children and adults nationally in relation to calling 999 or 101 and the use of live chat. SK is currently engaging with Kim Walker in relation to the most appropriate use of social media locally to educate the public in relation to FCR.
86. EP noted that FCR is currently a really pressurised situation and queried what support is offered to members of staff in the situation. SK noted that she is a TRIM practitioner and it has been canvassed for two members of staff per shift to be TRIM trained, each supervisor will also receive this training, there are also BlueLight Champions within the FCR.

87. SD thanked SG and SK for the thorough and candid contribution that has been provided in response to the scrutiny lines of inquiry that had been raised by the PCC, it was noted that the candid expressions are essential in confidence building.
88. SD noted that some alarming statistics have been provided within the data and queried whether the Force has an understanding of any particular failings in respect of the figures for immediates and vulnerabilities particularly in relation to domestic abuse. SG provided an overview of figures which have been collated from 6 August which provides further understanding of the figures for immediates and vulnerabilities. It was noted that driver training for the new cohorts of officers had been impacted by Covid-19, this is now being re-introduced and worked through.
89. SD queried whether it had been a mistake removing the switchboard and whether there is any point retaining the yellow phones. SG noted that North Yorkshire had removed the yellow phones following consultation with members of the public, SG noted that prior to the removal of the phones some form of consultation on the value the phones add to members of the public will need to be conducted. SK noted that as a starting point it has been asked that the phones be routed to its own line to gain an understanding of how often it is used. SG noted that the volume of calls has increased since switchboard had been removed but the FCR have now been able to identify the true demand as a result of the removal of the switchboard, this will lead to improvements for the public longer term.
90. MP queried whether the initial introduction message is incorporated in the call waiting times for 101. SK noted that she has requested this information from ICT and will feedback once an answer has been received.
91. It was agreed that Force Control Room would remain on future agendas as a substantive item.

Any Other Business

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

Date and Time of Next Meeting

93. The next Scrutiny, Delivery and Performance Meeting is scheduled for Monday 21 September – 14:00.