



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

17 November 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. 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.
5. During 2020/21 the Cleveland Police Service Improvement Programme (SIP) continues to 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.
6. OPCC representatives are attending 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 or 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.

7. 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

8. Since the previous Police and Crime Panel meeting the following meetings have taken place
- 21 September, minutes attached at appendix 1
 - 2 November
9. The PCC continues to monitor on a regular basis, the following
- Force Control Room
 - Covid
 - The return of Sopra Steria
 - Brexit Preparedness
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 21 September

14:00

Via Conference Call

Present

Lisa Oldroyd – Acting Police and Crime Commissioner for Cleveland
Simon Dennis - Chief Executive and Monitoring Officer, OPCC
Amanda Wilkinson – Strategic Contracts and Governance Manager
Elise Pout - Standards and Scrutiny Manager, OPCC
Michael Porter – Chief Finance Officer, OPCC
Richard Lewis – Chief Constable, Cleveland Police
Helen McMillan – Deputy Chief Constable, Cleveland Police
Lisa Orchard – Assistant Chief Constable, Cleveland Police
Steve Graham – Assistant Chief Constable, Cleveland Police
Jo Gleeson – Chief Finance Officer, Cleveland Police
Sandra Kilvington – Force Control Room, Cleveland Police
John Wrintmore – Chief Constable’s Staff Officer, Cleveland Police
Ciaron Irvine – Chief Superintendent, Cleveland Police
Louise Solomon – Head of Corporate Services, Cleveland Police
Lynne Swift – Human Resources Director, Cleveland Police
Kirsty D’Souza – HMICFRS
Nils Robinson – HMICFRS
Charlotte Rumins – Community Hub Advisor, Cleveland Police

Apologies for absence

Will Green – Head of Corporate Communications, Cleveland Police
Lisa Theaker – Chief of Staff, Cleveland Police
Liz Byrne – Service Improvement Team, Cleveland Police
Ian Arundale – Deputy Chief Constable, Cleveland Police
Hannah Smith – Commissioner’s Officer for Communication and Information, OPCC

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

1. None declared.

Notes of the Previous Meeting

2. The minutes of the previous meeting were approved as an accurate record.
3. It was noted that there had been an action noted to share information in respect of vacancies in Force Control Room, JG received a final report from Louise Solomon highlighting the vacancies, this report has now been sent to MP and EP.

4. Continuous improvement plans for FCR were also required to be circulated following the previous meeting, EP has now received those as requested.

Police and Crime Plan Objective – A better deal for Victims

- **Focus on Vulnerability**
- **Operation Phoenix 2**
- **Operation Encompass**

5. The Acting Police and Crime Commissioner raised a number of questions to the Force prior to the meeting. The questions which have been raised are provided throughout the minutes in italics for information.

Vulnerable People – Could the PCC have a performance overview on the following, to include what is working well and what needs to improve and how that improvement work is taking place

1. *How well are you identifying vulnerable people?*
2. *How well are you protecting vulnerable people?*

Victims Code of Practice (VCOP) – In November 2019 we were told that this was an area where improvements were still required although it had been recognised that the force had put in place the means by which they would understand compliance as well as raising investigative standards. This was to be reviewed again at the end of the financial year 2020 by the Force.

Could the Force provide the PCC with an update on VCOP compliance rates, how the force is ensuring the quality of the work in this area and confirmation that victims are receiving a better service?

6. JW provided a verbal overview of the document which had been provided prior to the meeting. In respect of Domestic Violence Protection Notice (DVPN) and Domestic Violence Protection (DVPO), in April 2020 a dedicated position was created within the Safeguarding Department to address issues across the force in relation to the collective understanding around Domestic Violence Protection Notices (DVPN) and the subsequent application through the court process to secure Domestic Violence Protection Orders. Since the post holder has taken up their position, Cleveland Police have made significant improvements. It was noted that DVPO training is now provided to student officers and development is ongoing to produce an NCALT package. Weekly training and support is also provided to IRT. There has been a renewed approach to the DVPN, the documents have been reviewed and there is now an electronic system in place which is being reviewed by neighbouring forces.
7. It was noted that a dedicated Sarah's Law/Clare's Law officer was appointed in February as part of the DA solutions team with responsibility to complete, deliver and manage outstanding disclosures. A new Standard Operating Procedure (SOP) has been written covering the end to end process from initial request through to disclosure. This has been included onto IMap which shows all the Clare's Law disclosures which are waiting service.
8. An overview was provided in relation to PPN submissions, it was noted that there had been a dip in PPN submissions in August. LOr noted that this dip had been anticipated but the position has improved significantly since March 2019. There is a greater understanding across the force in relation to PPN submissions. It was noted that this increase in performance has been acknowledged by the executive partners within Children Services and work continues to improve quality of documentation.
9. LOr noted that it is acknowledged by the force that although the position in respect of DVPNs and the use of conditional bail has improved there are still longer term improvements which can be made. It was noted that the force are looking to train staff within Safeguarding in additional areas to ensure

that there are no gaps in capabilities should any staff be required to self-isolate as a result of Covid-19.

10. SD queried what the emerging themes are from the quality dip sampling in respect of PPNs, LOR noted that the emerging themes are that GP details and school details are occasionally missing, the voice of the child is also missing in some cases. These early indications are being fed back to staff as areas for improvement through the Delivery and Assurance Board.
11. The quality of VCOP is monitored using a dip-sample completed by Inspectors. The question set in use, is based on the question set used by the Ministry of Justice on VCOP compliance across criminal justice agencies. LOR noted that the force are aware that further improvements are required to ensure VCOP compliance. EP queried what the force are aiming for in terms of the VCOP compliance figure, LOR agreed to provide further information to EP following the meeting.
12. **Action** - LOR to provide further information to EP following the meeting in relation to the force's aim VCOP compliance figures.

Safeguarding Review – could the Force provide an update on the review within the PVP Support Team?

13. An update on the Safeguarding Review was provided. It was noted that the project is progressing well and will result in a restructure and integration of the PVP Support Hub staff, existing Multi Agency Children's Hub (MACH) staff and Children and Vulnerable Adults (CAVA) officers being 'place based' and integrated within the multi partnership arrangements. It was noted that the review is due to be completed in November, this will then be fed into the Delivery and Assurance Group for Safeguarding prior to going to the Executive Board and the OPCC.
14. It was noted that Operation Encompass is due to be re-launched with the mnemonic CHERISH. A poster campaign will take place and video messages will be provided to all staff. Liaison is ongoing with the force Information Security Manager in relation to Information Sharing Agreements to ensure the force are maximising the operation to support and safeguard children/families of Cleveland. It was noted that there is a meeting scheduled for 25 September for DCI Fenny and Bob Williams to develop and enhance the process and to include disclosure to Health partners in addition to education.

Vulnerability desk – have the Force received any feedback (either formally or informally) from frontline officers who have experience of working with the desk.

Does the Force think that Domestic Abuse Victims are getting a better response as a result of the desk's input?

15. Kath Galloway provided a report prior to the meeting in respect of the Vulnerability Desk. It was noted that all of the original aims and objectives on implementation of the desk have either been achieved or are making substantial inroads to completion i.e. reduces the rate of outcome 16. There are also objectives such as 'up skill the front line staff in evidence-led policing' which are being supported by the launch of the Raising Investigatory Standards (RIS) and the roll out of DA Matters in the Autumn so are difficult to measure in terms of actual success of the desk.
16. It was noted that the domestic abuse crime arrest rate continues to improve, in May this rose to 46%, 16% above the same time last year. The force have a structured performance framework now in place in which any team or individual can monitor and drill down into. This framework sits on both the executive log and the daily pacesetter so performance and demand can be managed daily.

17. The Vulnerability Desk is at present remaining as it is, focussing on all domestic abuse incidents and associated issues. The vulnerability desk are continuing to audit missing PPN's at the moment and returning to officers with advice for completion and compliance. It was noted that the Vulnerability Desk will more interlinked with the Force Control Room (FCR) going forward.
18. MP asked that the cumulative figures for the five month period be clarified further, LS agreed to follow this up and provide a corrected version if it is found that the data within the report is incorrect.
19. **Action** – LS to provide MP with a corrected version of the cumulative figures for DA reporting if those contained within the table are incorrect.

Operation Phoenix 2 – To provide a brief overview on what is working well and what learning has been implemented as a result of Operation Phoenix 1

20. A report was provided by C/Insp Jon Grainge prior to the meeting, JW provided an overview of the key points from within the report. Op Phoenix 2020 was structured to build on the improvements made through Phoenix 2019, a simplified structure was therefore proposed with Bronze leads for the three key work streams of Crime, Safeguarding and Proactivity, and Silver support from Intel, Corporate Comms, Control Room and Finance functions.
21. £200K was allocated to the Operation at the outset, which was split into two amounts; £100k for Phase 1 dated from 6 July to 16 August, and £100k for Phase 2 from 17 August to 25 September. The initial funding was divided between the three Bronze leads; £30K to Crime, £30K to Safeguarding and £40K to Proactivity. Bronzes were tasked with allocating overtime to achieve the aims within their plans, and this was split between various departments. During Phase 2 a decision was taken to incorporate the Control Room into the operation, with a view to overtime being allocated to officers focussed on screening out crimes, aiming to reduce the demand on the Control Room and Local Policing.
22. As of week 10, the following has been achieved: £330K illegal drugs recovered, 211 arrests, 95 vehicles seized, 23 weapons seized, 18 Cat A warrants and 63 Clare's / Sarah's Law completed. However, since the start of the operation, there has been an increase in the number of live crimes, the number of outstanding suspects, and the number of people wanted on warrant. Although at the outset the operation sought to reduce all these, the starting figures for all these areas were at a low point due to COVID restrictions, and activity undertaken during lockdown.
23. £155K of the proposed £200K budget has been spent, or is allocated to be spent within the next week. A meeting between Supt Anderson as Silver, and Gold, will take place in the coming week with a view to extend Phoenix activity beyond the proposed end date, with a consistent weekly review. The level of communications and positive response from the community suggest the operation has been well received and contributed to confidence in Cleveland Police. Future operations are likely to benefit from the ongoing investment into Local Policing, and the focus which can be maintained on proactive work across the three work streams.
24. SD asked how it is known that the results referred to within the report are referable to the additional resources provided as a result of Operation Phoenix, SG noted that some of the results may have come from neighbourhood policing and therefore they may not have been funded wholly as additional resources from Operation Phoenix but they would fall under the command structure and co-ordination of the Operation. The final report and next steps in respect of Operation Phoenix are to be brought to the next Scrutiny, Delivery and Performance Meeting.

Force Control Room Update

25. Prior to the meeting, the Acting PCC issued the following query to the force:

Following the update at the last meeting the PCC would like assurance about the work taking place in the following areas, to include what will be different and by when

1. *Staffing and shift patterns*
 2. *999 and 101 Abandonment Rates*
 3. *Staff numbers and training*
 4. *Performance Management*
26. A written update was provided prior to the meeting and Sandra Kilvington attended to provide a verbal overview on the key points from the update. It was noted that the latest staffing figures show that the FCR are almost at establishment although this includes 13 staff who start with the force on 12 October. A recruitment campaign is due to start in October for March's intake, the advert has been written in line with national guidance.
27. The shift pattern refresh is due to go live at the beginning of January, depending upon the position with Covid restrictions. Another venue for FCR staff training is being sourced to ensure there is a fall back option should the rule of 6 remain in force at the point training is required. SK noted that everybody will be trained in the first instance in call handling as that is the core function of the role, the career progression plan then allows staff to choose between specialising in crime recording or dispatch, this will be supported with line managers' rationale. It was noted that the Equality, Diversity and Inclusion team have been engaged with HR in respect of Positive Action for the recruitment process.
28. In respect of 999 and 101 abandonment rates, improvements have been made in both areas. The figures for August show that there has been a slight improvement in our 101 abandon rate which was 22.8% in July and is now 22.1% in August. The 999 has risen from 2.9% in July to 3.5% in August, we know that a large proportion of these calls have been from yellow phones outside of police buildings, which has taken sometime to reroute. This work has now been completed, so it is expected that there will be an improvement during September.
29. There are five members of staff waiting to be call taker trained and seven waiting to be tutored on dispatch following a course in June this year. After the cohort in October, the FCR will have twelve vacancies, however the caveat is that whilst completing the flexible working applications some staff have reduced from 37 hours per week to 25 hours. This will therefore create some FTE's when added together.
30. In respect of performance management, a total of 64 calls were monitored by FCR Supervisors for THRIVE compliance and call quality. 78% (50 incidents demonstrated the use of the THRIVE template. This is an increase on July's audit. A further 6% (4) incidents showed that the THRIVE had been considered. There were 6 incidents where the use of the template or THRIVE analysis was not required. The remaining 4 incidents has no THRIVE template used and this has been raised with the staff member's supervisor. Of the 64 calls monitored, 72% (46) calls demonstrate a full and appropriate use of THRIVE which is an increase on July's figures. Unfortunately 18 calls had at least one aspect of the THRIVE analysis fail.
31. These failures most commonly relate to one aspect and this is Investigation, with only 80% being recorded. This is closely followed by Vulnerability which achieved compliance rate of 84%. On the positive both of these are higher than July. Investigation has increase of 14% and Vulnerability increased by 15%.

32. Overall the calls are completed to an acceptable level however there are still issues around the confirmation of names and phone numbers. This has been provided in feedback to staff from the supervisors. Although there has been a good improvement in identifying vulnerability, further work is still required to enable us to achieve 100% compliance in all areas.
33. SD queried what has been done with the yellow phones and why this will have an impact on the figures, SK noted that the yellow phones were routed to a force emergency line which was reported through Power BI to be included within the 999 figures. The yellow phones should not provide an emergency line for the public, they should however provide a route into the force. It was noted that there had been a fault with the yellow phones which causes them to create a higher number of figures per button press. The yellow phone no longer has a 999 level priority attached to it, it instead is shown as a call through to the control room.
34. SD queried whether the force remain committed to yellow phones, SK noted that there first needs to be an understanding of the demand and usage across the force estate. Public consultation is then to be launched to gain an understanding of how communities want to engage with Cleveland Police. SK noted that promotion is also to be launched in relation to the fact that calling 101 no longer has a cost attached.
35. It was noted that a new 101 message has been recorded and gone live, the previous message was lengthy and could potentially have contributed to the abandonment rates in the past.
36. MP noted that the first paragraph notes that following the cohort in October FCR will almost be at establishment but the third paragraph indicates that here will be around 12 vacancies. SK noted that the vacancies arise as a result of the additional FTE following the introduction of flexible working. It was noted that SK is happy at the number in respect of call handling, crime recording and dispatch but SK intends to approach the Executive for an increase in staffing in respect of learning and development.
37. EP noted that the abandonment rates are still higher than last year's by comparison and asked that the rates remain on the agenda for discussion under the next meeting to consider whether there is an improvement in September's figures.

Covid Recovery Plans

38. The Acting PCC raised the following questions to the force prior to the meeting:

In 22 June we were told that there was a recovery plan in place to return the Force to a new normal, which fed into the Force Gold structure and the Tactical Coordinating Group meeting structure. At that time it was noted that criminal justice backlogs and training delays were currently having the biggest impact locally and the impact on vulnerability, domestic abuse and child abuse was not known at that time.

Point 10 in the recovery plan highlighted excessive overtime and workforce planning was questioned in respect of operation Phoenix and quarantine after periods of annual leave. It was noted that the Force were trying to gather a strategic overview of annual leave to ensure the Force are able to operate as business as usual.

Are there any issues of concern which need to be brought to the PCCs attention in this area with regards to the impact of Covid and the return to the new normal?

Are Fixed Penalty Notices (FPNs) still being issued and has the Force done any analysis of the FPNs that have been given out, in terms of proportionality?

39. SG noted that driver training is now back on board and officer safety training has been put back into place. In terms of safeguarding, it was noted that there has hidden harm over lockdown as people

have been isolating in their own homes, referral figures may begin increasing as the schools have now gone back.

40. It was noted that an additional ten days annual leave carry over has been allowed for this year, next year an additional five days will be allowed and the following year the force will be back in their original position in respect of annual leave. The caveat with this is that any annual leave can only be authorised if there is sufficient cover in place.
41. It was noted that there are still provisions in place to allow for FPNs to be issued. However, these had reduced over recent time following the easing of a number of the Covid restrictions. The report on the issuing of FPNs is to be taken to the Strategic IAG in respect of this. The report considered whether those who had been issued with FPNs had a history of offending over the last five years. Data in relation to hotspot areas and specific demographics were also collated as part of the report.
42. SG noted that recently there have been challenges in respect of testing. Locally, Hartlepool and Middlesbrough are on the Government 'Areas of Concern' watch list. The five Tees Valley local authority Chief Executives have met to consider additional measures which can be put into place in respect of education and hot spot areas such as pubs and restaurants. It was agreed that it is right to stand the SCG up again, chaired by SG on a weekly basis.
43. The key focus for the Local Resilience Forum is in relation to the shared situation awareness and preparedness for a second wave and entering a period where Covid is no longer the only health related risk as flu season begins. It was noted that there has been a move from recovery back into response, the key areas of focus are around resourcing. It is likely that demand will likely remain as it currently is as the current trend with local lockdown measures and that the hospitality and night time economy remains operational until 10pm.
44. LO queried when it is likely that the FCR will consider a move back to the fall back site, if at all. It was noted that SK has introduced a one way system within the FCR. SK is also making enquiries with IT to provide members of staff with laptops to allow them to work from home and take 101 calls. LS noted that all members of staff who are able to work from home if they have the equipment to do so have now been equipped to do so, the issue arises with staffing where 7 and 14 day isolation periods are required for those staff who are unable to work from home.
45. It was noted that the OPCC had previously been involved in the Strategic Coordination Group and briefings were provided in relation to the Local Resilience Forum, it was asked that this approach be taken again.

Drone Update

46. The Acting PCC raised the following question with the force prior to the meeting:

Can the PCC have a brief update on the introduction of the Drone Service, for example what incidents has it been deployed to and has it been successful.

47. A detailed summary was provided in writing prior to the meeting. JW provided an overview of the key points within the meeting. It was noted that since May drones have been operating 07:00 x 19:00 daily , a full 24 hours drone cover is not possible with the current pilot numbers and training as highlighted in the full report.
48. As of 16 September 2020 drones have been requested on 106 occasions and have been deployed 52 times with the majority of drone deployments being in response to missing from homes. They have not been available on 44 occasions due to a lack of pilots or inclement weather.

49. Some examples of other incidents where they have been deployed are:
- Arrest of various offenders including persons found committing offences such as burglary.
 - Re capturing persons unlawfully at large for example a male wanted for firearms offences and another who was hiding from police on the rooftops of shops on Redcar high-street.
 - Rural crime patrols at Eston Hills dealing with off road bikes and fires
 - Locating the body of a male at the foot of Huntcliffe. Although the male was deceased, had he not been found and he could have potentially been lost to the sea, causing further distress for the family.
 - Drones have also been deployed to assist partner agencies with their prosecutions such as the environment agency or Harbour Police.
50. SD asked how the deployments compare with what had been expected to get out of the drones and how is it known that the deployments were effective in what has occurred. SG noted that the deployments had previously just been recorded but they are now being recorded and monitored in line with guidance from NPAS, SG noted that overall the deployments are fulfilling what had been expected. SD queried if more is known about public perceptions of drones locally, SG noted that the overall response via social media is positive but further detail on public views is to be provided outside of the meeting.

Sopra Steria Update

51. CI joined the meeting to provide an update in relation to the Sopra Steria transition. It was noted that the building is in good shape and a nice place for staff to work, the St Mark's House element of the project is now considered to be delivered.
52. SD asked whether there is anything mention in terms of Covid working practices for those staff returning from Sopra Steria to Cleveland Police. CI noted that within Sopra Steria staff have been working from home in the majority, as part of the induction CI has advised staff that there will be no changes at all in these working practices in the initial phase and there will be a low level of physical building occupation in the first phase to allow the force to put support in place for staff.
53. In terms of IT, the Oracle Enterprise solution has been fully deployed, this has been heavily integrated into the work of Fusion. Work is to be progressed in respect of the duties management system going forward. A replacement system for the service desk has been procured and will be implemented from 1 October, the system will provide better problem resolution for staff.
54. Detailed work is progressing in respect of TUPE. HR and finance and payroll work has been conducted over the last couple of weekends, over 200 members of staff profiles are now fully complete.
55. At the start of due diligence it was hoped to close down the transition phase at 1 October and to move into the transformation work but there have been some delays with planning for the transformation work. Work is required in the first couple of months after the transition to ensure the staff are in 'Cleveland-ised' roles. All of the contracts are to be appropriately managed and tracked through and there will be a period of recruitment as a result of members of staff leaving their former roles and not transferring across.

Any Other Business

56. RL noted that there is an engagement event on 25 September with partners which will take place via Zoom.

Date of Next Meeting

57. The next Scrutiny, Delivery & Performance meeting is scheduled for 2 November 2020.