



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

2 February 2021

Purpose of Report

1. To provide members of the Police and Crime Panel with an update on the Acting 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 Acting 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 has develop and continues under the Acting PCC and 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 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.

Questions from the Public

6. Members of the public are invited to submit questions to Chief Constable Richard Lewis for a special scrutiny session on the challenges facing Cleveland Police as they enter 2021. The Scrutiny Programme will be opened up to the public in order to seek their questions to put

directly to Mr Lewis at a dedicated session which will be recorded and shared with the public.

Seeking Partnership Feedback for Scrutiny

7. During December/January the OPCC collated views from partner agencies across Cleveland who work with vulnerable clients to gain a partnership insight as to how the Force is engaging with them and whether they feel improvements have been made in protecting vulnerable people, questions on this will be put to the Chief Constable at the Scrutiny, Delivery and Performance meeting in February.
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
 - 2 November 2020 (appendix 1)
 - 7 December 2020 (appendix 2)
10. The Acting PCC continues to monitor on a regular basis, the following
 - Force Control Room
 - Covid
 - The return of Sopra Steria
 - Brexit Preparedness
11. The Acting PCC's Working Together meeting took place on
 - 9 December (appendix 3)
12. 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

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

Risk

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

Diversity and Equal Opportunities

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

Recommendations

16. That the report is noted.

Lisa Oldroyd

Acting Police & Crime Commissioner for Cleveland



Scrutiny, Delivery & Performance Meeting

Monday 2 November 2020

14:00

Via Microsoft Teams

Present

Lisa Oldroyd – Acting Police and Crime Commissioner for Cleveland
 Simon Dennis - Chief Executive and Monitoring Officer, OPCC
 Elise Pout - Standards and Scrutiny Manager, OPCC
 Rachelle Kipling – Interim Assistant Chief Executive, OPCC
 Michael Porter – Chief Finance Officer, OPCC
 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
 Hannah Smith – Commissioner’s Officer for Communication and Information, OPCC
 John Wrintmore – Chief Constable’s Staff Officer, Cleveland Police
 Louise Solomon – Head of Corporate Services, Cleveland Police
 Lynne Swift – Human Resources Director, Cleveland Police
 Liz Byrne – Service Improvement Team, Cleveland Police
 Anne-Marie Salway – Authorising Officer, Cleveland Police
 Jon Morgan – Head of Crime, Cleveland Police
 Charlotte Rumins – Community Hub Advisor, Cleveland Police

Apologies for absence

Richard Lewis – Chief Constable, Cleveland Police
 Will Green – Head of Corporate Communications, Cleveland Police
 Amanda Wilkinson – Strategic Contracts and Governance Manager
 Lisa Theaker – Chief of Staff, Cleveland Police
 Ian Arundale – Deputy Chief Constable, Cleveland Police

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.

Police and Crime Plan – Focus on Reducing Offending and Re-offending

3. 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.

Substance misuse continues to be a significant factor in offending behaviour, which was also noted in the Neighbourhood Policing survey and through our community engagement that drug dealing in communities is of significant concern, can the force provide details of how they are responding to these concerns.

4. A written response was provided prior to the meeting. Neighbourhood Teams are proactively responding to community concerns in attempt to disrupt street dealing and drugs activity. Reacting to and building on community intelligence has seen the Neighbourhood Teams execute a significant number of drugs warrants and recovered substantial levels of drugs, cash, weapons and the arresting of offenders. Neighbourhood Teams regularly conduct both plain clothed and high visibility patrols in known drug hotspots across the County which has led to significant arrests for drug related crimes. In addition officers have increasingly stopped and searched a number of individuals which has led to positive arrests.
5. Neighbourhood Policing teams along with internal and external partners continue to target and disrupt Organised Crime Groups (OCGs). Each OCG has a bespoke disruption plan based on the four P approach. The four P Plan approach has yielded significant results this year with the dismantling of one OCG which was linked to firearms and the exploitation of children and vulnerable adults. Partners from Trade & Standards have implemented premise closure orders on retail premises linked to OCG's on the back of intelligence sharing amongst partner agencies during MARSOCs (Multi-Agency Response to Serious Organised Crime).
6. LOr noted that work has been conducted in the SIT to review how offenders are dealt with across the force with a focus on Public Protection Orders, **Multi Agency Risk Assessment Conference (MARAC)**, Multi-agency tasking and coordination (MATAC) and Multi-Agency Public Protection Arrangements (MAPPA) and liaison and diversion. Performance frameworks are being pulled together to consider what the tasking and coordination is to look like going forward. LOr noted that there has been real positive action taken against serious and organised crime groups and there has been a reduction in firearms incidents.
7. LO noted that the update provided lacked specific data and asked that the figures be included in future updates to highlight the positive action which has been taken.
8. LOr noted that a lot of work is going on regionally to better understand the picture in respect of cannabis farms in the north east, nationally and overseas with a task force across the region working towards producing a holistic approach. RK noted that it would be interesting for the section 45 defence and its implications locally to be picked up in a future scrutiny meeting in relation to cannabis farms.
9. LO queried how the force are addressing prevention and how they plan to engage with young people who aren't in schools and are at risk of exploitation. LOr noted that there is a lot of work going on with neighbourhoods and the school liaison officers to ensure the inputs given are consistent and the right messages.

Could the Force provide an update position regarding RUI levels and if that number reported in May is reducing?

10. It was noted that Released Under Investigation (RUI) and bail now form part of the Force's Performance Management Framework which is now embedded across all teams. RUI is scrutinised monthly by the Assistant Chief Constable at the Crime and Investigations Assurance and Delivery Group. As a result the number of suspects Released Under Investigation has reduced from 2571 in April to 1810 in October.

11. The reduction has been achieved in part by providing greater focus around those investigations where suspects are released under investigation and looking to reach finalisation more quickly, partly by resolving some administrative errors with old records and partly through the increased use of police bail to impose conditions on suspects who are released before charge to provide greater support to victims and witnesses.
12. LOr noted that there had been a lack of conditional bail and Domestic Violence Protection Notices (DVPNs), all opportunities are to be explored before an individual is released under investigation for DV offences. Areas for improvement have been identified in relation to DVPNs following comparisons with other Forces.
13. LO queried whether there is still a large proportion of the figures which are 6 months and over, LOr noted that the figures are better than they previously were but they are still not at a point which she hopes them to be at.

Could the Force update the PCC on the use of out of court disposals and links with the Cleveland Divert scheme and how this has assisted with case management during lockdown.

14. The Divert Team has continued to operate successfully through lockdown but has had challenges with limitations to face to face contact/visits and partner agency staff working from home. It has been recognised that the Force management structures to support Out of Court Disposals (OoCD) have been inconsistent so in the Spring it was decided that all OoCD and the Divert Scheme should come under the supervision of the Custody Management Team.
15. Since that time the Force have recruited another full time PC to promote the use of all OoCD and to manage an increased workload in this area which will be of great benefit as the whole Criminal Justice System recovers from the impacts of the pandemic.
16. The Force are also working with Restorative Cleveland to recruit a new RJ Coordinator. The successful applicant will be part of the Custody Management/OoCD team and deliver training to officers, promote the use of RJ and manage cases.
17. RK queried where the out of court disposals training will sit amongst the priorities of other training which is to be provided. LOr noted that a matrix of prioritisation is to be produced to identify which training is to be provided when as there are a number of other areas of training to be delivered. LS added that training days are being built into the updated shift patterns.

Force Control Room (FCR)

18. CG attended the meeting to provide an update in relation to the FCR, it was noted that Sandra Kilvington is now solely working on the demand work stream within Service Improvement Team (SIT), CG is in post in FCR. The new cohort of call takers are due to start their tutoring sessions next week to build on the training which has been provided over the last month. Tutoring is provided on a 2:1 basis for approximately 5 weeks until they are signed off.
19. A proof of concept has been agreed for the FCMU, a refresh is to be conducted to ensure that it is still fit for purpose. The new shift pattern has a training day built into it to ensure additional resources are able to be delivered.
20. CG noted that the recruitment had to be closed early recently as there were a number of applications which passed and the system was overwhelmed in relation to the situational judgement test. LS noted that he doesn't have sufficient detail but as far as she understood it had been brought in as best practice for recruitment to narrow the field down. LO requested further detail on this.

21. MP queried the likely impact to service delivery following the change in shift patterns. CG noted that the pattern ensures that staff are present at the points of highest demand, the model has been produced based on the demand profile. MP asked when its success will be reassessed, LB noted that it links in to the causes of concern performance framework and work has been done on a FCR performance framework. Call answering times and the efficiency in the room is to be assessed, the managing demand board and policing board will scrutinise the changes going forwards.
22. LO asked how the abstractions as a result of tutorship will be managed. CG noted that staffing has been mapped out, November tends to be a lower demand time. FCR is being staffed with a little bit of overtime to reduce the risk of issues with staffing.
23. RK queried how the Force are utilising the additional services which have been funded by the OPCC such as the Victim Care and Advice Service (VCAS) workers and mental health workers. CG noted that the VCAS workers have previously 'self-tasked'. Going forward, mental health triage and the VCAS workers are to be incorporated as part of the vulnerability desk.
24. Driver training has now recommenced, the force are not able to train as many people at a time as they had been able to previously due to health and safety restrictions in terms of the number of staff able to be in the car at once. LO requested a copy of the force training plan in respect of driver training.
25. EP asked what confidence there is in FCR to meet the demand over the next four weeks during lockdown, CG noted that FCR are business as usual with social distancing in place and a number of staff ring-fenced to work from home. Staff are able to flex to actively meet the demand. LB noted that there are still a number of changes required in the FCR, everything that can be done with the current constraints has been prepared for.
26. LO queried the reasoning for the increase in overtime that has been identified in MPs report and it was noted that overtime has increased as a result of a combination of the issues with the shift pattern and the fact that a number of vacancies have been identified within the FCR, overtime has also been used to compensate for staff sickness.
27. JG noted that the value for money indicators are based on the 19/20 budget as the 20/21 figures are yet to be released. The figures therefore relate to the period of time in which the FCR sat with Sopra Steria, once the 20/21 figures are released the value for money element will be reconsidered.
28. SD queried what is known and what can be done to understand the impact of the 999 abandonment rates. CG noted that the numbers are low enough to allow for daily scrutiny into dropped calls which hadn't been possible in August at the highest point of figures. Those abandoned calls which are genuine victims have either been re-contacted or have represented in the figures. SD queried whether there is any work which can be conducted to understand the impact to those calls in the summer which had been abandoned, HM noted that the calls were always subject to scrutiny and evaluation has always been conducted to see how many calls have been reconnected to ensure there isn't a victim who has been abandoned.

Service Improvement Team (SIT) Regular Update

29. LB circulated the progress report from the September Futures Board prior to the meeting, for information. There has been movements within the SIT and appropriate hand-overs have taken place to ensure people are up to speed. Listening events have been conducted with the front line to understand what their issues are to ensure they can be covered off within the programme. The Equality, Diversity and Inclusion (EDI) team is to be further engaged with the SIT work going forward.

30. MP noted that a significant amount of work has been conducted in terms of Process Evolution and queried how and when the OPCC will be signed on the work. LB noted that the scrutiny element can be delivered now as the main people internally have been briefed but the navigation of decisions from this point forward is still to be confirmed, including consideration as to how the OPCC can be brought into some of the key decisions going forward.

Covid Response

31. SG noted that reviews have taken place in relation to Cleveland Police's workplace safety, there has been a quick turnaround in progressing the action plan and within the deadline that had been set with HSE, and compliance has been confirmed. Further measures, such as increased encouragement towards agile working, are now being considered to continue to reduce cases.
32. LO queried where oversight going forward will sit, SG is Gold, Emily Harrison is Silver and there are COVID Marshalls, there is also direct oversight within Department of Standards and Ethics to review any internal breaches both in the workplace and in personal life. Staff are also being encouraged to challenge each other in the work place to ensure those who are present are adhering to the one way system, wearing of masks etc.
33. MP queried whether the cases are as a result of attending the work place or being out in the community and he also asked whether PFI providers have been included to ensure consistency. SG noted that PFI providers have been included in 'Silver' meetings to ensure consistency. In relation to cases, SG noted that there is a track and trace team engaged who will work through a survey to ensure that all of the relevant measures have been followed to establish the likelihood of whether transmission occurred in the workplace.
34. SD queried the consistency between the handling of breaches across the estate. SG noted that an appropriate authority has been identified within DSE as a single point of contact for any breaches.

Investigatory Powers Commissioner's Office Report

35. JM noted that the report is an annual review into investigatory powers, in summary the inspection was good and Cleveland received no areas for improvement. 13 observations have been raised but they are more aimed as guidance to the force as opposed to areas for improvement. An action plan has been developed in order to take the points of guidance on board.
36. AS noted that four areas of good practice were identified, one of the process templates used in Cleveland has been identified as good practice which can be shared with other forces. There has been a mismatch with AOs over recent months, commentary has been made in relation to consistency with AO and accredited status is to be sought for an additional member of staff to ensure there is appropriate cover if AS is away from work.
37. The observations have been provided to fine tune some of the processes in place. It is hoped that the areas which have been identified will have been dealt with within 3-6 months, it is not anticipated that there will be difficulties in achieving the changes before the next review.
38. MP queried what the four corporate areas identified were as it is unclear in the report, AS noted that it refers to areas such as legal privileges and ensuring that there is a corporate oversight on what is being applied in various processes.
39. LOr noted that it is very rare that no Areas for Improvement (AFIs) are received from the review and it is a positive achievement for the Force to have consistently received no AFIs over the last four years.

SD noted that it is remarkably positive and has been sustained, he queried how much public knowledge can be brought to the sustained positive results. AS noted that the report itself is official sensitive but AS has produced a more general report which is not classed as official sensitive which summarises the positive results of the inspection, plans are being put into place for communications to highlight the positive results. HM noted that she intends to bring the report to the Audit Committee and it could potentially be brought to a Police and Crime Panel in future.

Brexit Preparedness

40. SG noted that some of the potential challenges which will be presented relate to protests, road disruptions and European arrest warrants and foreign national arrests. Cleveland are perceived to be in a good place, there are still some questions around the legislation which is being worked through nationally. SG circulated a PowerPoint for information which covers the entire North East.
41. Representatives from the ICCC have begun delivering training sessions to supervisors and staff and a specific more lengthy training process is in the process of being produced for delivery. Intelligence staff have received 1274 licenses in order to carry out the relevant checks. The overall assessment of the policing side is that Cleveland sits at 'good'.
42. SD noted that there may be some limitations to protests as a result of the current Covid regulations which are being brought in and asked how it affects the planning, SG noted that at the previous protest points re Brexit there wasn't a lot of traction across Teesside without the Covid regulations in place so it is not anticipated to be a large problem as 31 December approaches. A proportionate approach is to be taken where possible.
43. LOr noted that she has received a debriefing to review in relation to clandestine entries which she will review prior to discussing further with SG and will revisit the point with LO when appropriate.

Financial Updates

44. MP delivered the OPCC financial report to the end of August, it was noted that there is a small underspend being reported at this stage. The numbers within the report don't include the impact of the Income Recovery Scheme which was announced following the production of the report, there is the potential that the underspend may grow slightly once the position from this is known.
45. MP noted that within the report he has tried to model, a couple of scenarios relating to the potential impact of COVID on the council tax collection rates. There remains a lot of uncertainty in relation to those figures.
46. JG delivered the Forces financial report to the 31 August with an update on the long term financial plan attached. The report currently forecasts as £165k overspend for the financial year. In the main the difference is due to now incorporating the agreed investment plans that were agreed in Force in May 2020.
47. Police overtime is predicting an overspend linked to increased demand, major incidents and operation Phoenix. In terms of PCSOs, a slight overspend of just over £100k is forecasted.
48. An overspend of just over £100k is forecasted in relation to non-pay. A review of the current expected ill health retirements for police officers has taken place, the number is expected to increase to 11 or 12 but only 8 had been expected, this number of staff also has a mix of higher ranks incorporated in the figures. JG provided an overview of the long term financial plan which had been provided alongside the report.

Any Other Business

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



Scrutiny, Delivery & Performance Meeting

7 December

1300

Teams

**** Draft ****

Present

Lisa Oldroyd – Acting Police and Crime Commissioner for Cleveland
Richard Lewis – Chief Constable, Cleveland Police
Elise Pout - Standards and Scrutiny Manager, OPCC
Rachelle Kipling – Interim Assistant Chief Executive, OPCC
Michael Porter – Chief Finance Officer, OPCC
Helen McMillan – Deputy Chief Constable, Cleveland Police
Steve Graham – Assistant Chief Constable, Cleveland Police
Jo Gleeson – Chief Finance Officer, Cleveland Police
Hannah Smith – Commissioner’s Officer for Communication and Information, OPCC
Will Green – Head of Corporate Communications, Cleveland Police
John Wrintmore – Chief Constable’s Staff Officer, Cleveland Police
Ciaron Irvine – Chief Superintendent, Cleveland Police
Lynne Swift – Human Resources Director, Cleveland Police
Paul Waugh – Superintendent – DSE, Cleveland Police
Charlotte Rumins – Community Hub Advisor, Cleveland Police

Apologies for absence

Simon Dennis - Chief Executive and Monitoring Officer, OPCC
Amanda Wilkinson – Strategic Contracts and Governance Manager
Lisa Orchard – Assistant Chief Constable, Cleveland Police
Lisa Theaker – Chief of Staff, Cleveland Police
Ian Arundale – Deputy Chief Constable, Cleveland Police

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

50. None declared.

Notes of the Previous Meeting

51. The notes of the previous meeting were approved as an accurate record.

Police and Crime Plan Objective - Securing the Future of Our Communities

52. The Acting Police and Crime Commissioner presented a number of questions to the Force ahead of the meeting based on key themes. The questions raised are provided in throughout the minutes in italics for information.

Rural Crime – responding to public consultation

A number of key themes were raised by residents through the survey around police response to COVID enforcement, such as:

Lack of visible policing in rural areas

53. JW provided a verbal update based on the written submission which had been circulated amongst the main agenda. It was noted that Cleveland Police has continued to run Operation Checkpoint during Covid and the operation has been very successful. The Engagement Team now have one Officer who is dedicated to rural engagement, they have also been liaising with members of the rural community and this work continues.
54. Rural volunteers have been single crewing and patrolling hot spot rural locations weekly. Drones have also been extensively deployed to East Cleveland to assist with tackling off Road Bikes and fires in Eston Hills.
55. LO queried the performance management which is in place which shows Op Checkpoint has been successful, SG noted that he doesn't have the figures to hand but positive feedback is received from the rural community when Checkpoint is carried out. SG agreed to request figures from Paul Payne.
56. LO noted that some of the good work that the force are doing, such as the promotion of the use of the what 3 worlds app in rural areas, is missing from the update and the update doesn't show as much detail on some key positives. It was noted that Sarah Wilson has now picked up the Rural Crime Forum and an action plan is being produced to provide structure to their work going forward. EP added that the report undersells the successes of the drones too and asked for additional detail on the performance measures.

Lack of clarity from government and police regarding what is acceptable behaviour under the guidelines

57. It was noted that this response had been specifically related to the early stages of Covid where there had been confusion around who could go out, when and where. Guidance and tier changes have had impact on officers needing to keep up to date with changing legislation and this has produced issues throughout the country.
58. Cleveland Police have published a number of external articles on all of its social media channels and internet outlets providing advice on the regulations, most recently in terms of Halloween and Bonfire Night.
59. It was noted that key messages have also been produced by the LRF and circulated to Kins (Key Individual Network) by the Engagement Team. The EDI Team and the Engagement Team have also produced specific guidance on funerals as this became difficult for funeral directors to manage early in the pandemic.
60. RK asked what information has been circulated from the LRC and asked whether it has been made available in different languages or in a simplified format to accommodate those with learning difficulties. SG noted that comms is largely covered by local authorities on an individual basis.

61. WG noted that some information has been translated but the majority has been circulated in English. He added that Satnam has provided feedback that some community groups have translated the information amongst themselves to share the learning the force have provided in English.

Difficulty of policing social distancing effectively

62. This area was also specific to the early stages of Covid. The force has operated a Covid Room where designated Covid patrol vehicles were identified and tasked with visiting rural areas as well, when intelligence suggested that there were issues. An example included visits to rural villages such as Hutton, who were identifying parking issues.

Perceived lack of action when breaches are reported

63. The force uses THRIVE (Threat, Harm, Risk, Investigation, Vulnerability, Engagement) to assess all events reported through the Force Control Room, this ensures the most proportionate way to safeguard our communities. On attending Covid breaches officers are reminded to undertake the four E's approach to ensure that we don't disproportionately apply the legislation. As above, however, the results of the Covid patrols show that where members of the public are blatantly and flagrantly breaching regulations we take appropriate action.

The Neighbourhood Survey undertaken by the Force which received 4736 responses, was used as part of the process to restructure the Neighbourhood Policing model.

a) *Could the Force provide an update on progress with respect to the Neighbourhood Policing Model – including details of how the survey fed into this? For example, how are Neighbourhood Policing Teams engaging with local communities now and how do they work with the local communities to understand what matters to them?*

64. It was noted that there is now a Neighbourhood Strategy in place. Two Neighbourhood Inspectors will be joining the teams in December which will bring full establishment of Inspectors. There has been recruitment of a further 9 new PCSO's who have now started their training on 30 November 2020, there will be a further recruitment campaign due for April 2021.
65. 18 PCs have been interviewed and selected to join Neighbourhood Policing. These officers are to be released pending further feedback from Process Evolution. This will result in establishment of 102 PCs in Neighbourhood Policing.
66. The force has reviewed the results of the Neighbourhood Survey to see what priority was given. It was identified that feedback should be given to show that the Force have listened and then acted upon the information provided. A newsletter was subsequently sent out via social media and 1,000 participants who left e-mail addresses were also sent the update.
67. Cleveland Police has now set up a Citizen Focus/Public Confidence Group which is chaired by T/Supt Anderson. This group meets monthly and has a Community Engagement Strategy, ToR, action plan, toolkit for use to improve engagement and a Community Engagement Strategy Equality Impact Assessment in place. It is the intention to have a further public engagement survey which will start at the beginning of December 2020.
68. MP asked how it will be known whether the feedback provided from the survey has come from a demographic which is representative of the whole community. SG noted that consideration had been

made as to how to contact hard to reach groups. The survey had not been translated on this occasion as it would lead to a 3-6 month delay in receiving the translated responses. It is recognised that the survey will take place every 6 months and targeted approaches can then be put in place to ensure areas which have not engaged previously are reached and able to provide their feedback.

Action: LO asked that a copy of the neighbourhood strategy be shared.

That Performance information on the use of the Force Drone be sent to the OPCC

69. LO asked whether the community engagement toolkit is in place or if it presented in draft from. SG noted that it is not a draft and has been signed off but it is not yet being implemented across the force as it requires final formal sign off at Executive Board.

How does the force engage local people to get involved in local community safety activity?

70. This is an area for development and will be progressed with the implementation of the Neighbourhood Policing and working group chaired by T/Supt Anderson. This will also identify those areas of concerns identified by HMIC with view to improving our engagement and understanding the needs of our community. Further to this, a tool kit has been developed which will assist Neighbourhood Teams.

71. Some of the methods of engagement are as follows;

- Force Community Engagement Meeting now in place to review best practice
- Partnership meeting with key stakeholders and partners which take place on daily/weekly/monthly basis
- Force Youth Engagement Meeting to review our interaction
- Social Media
- Targeted patrols
- Links with KINS
- Monthly newsletters developed by NPT
- Surveys
- Public meetings (this has been impacted due to COVID)
- Virtual meetings
- Pop up meetings in response to crime/ASB emerging patterns
- Schools and youth clubs (SPOCS identified from NPT)
- Cleveland Cadets
- Strategic Independent Advisory Group (representative invited to Citizen Focus and Public Confidence Group)

With regard to Covid – Since the new lockdown, which began on 5 November, how has the Force approached engagement with communities?

72. The force COVID response has been led by Supt Harrison and a spreadsheet has been created to identify every COVID incident that has ever been recorded. This can be broken down into district and event type if necessary. The COVID team also have a list of all FPNs (Fixed Penalty Notices) that have been issued.

73. A daily COVID briefing sheet is also produced which contains all the COVID related incidents for that day and any problem areas that are identified. This document is disseminated to all the COVID officers who are working for that day and they are advised to patrol the relevant areas. If they actually interact with anyone then an event should be created and the relevant action taken. The team also coordinates contact with all local councils on a daily basis with regards to complaints of

particular businesses that are causing problems. Officers are encouraged to use the 4 E's approach initially but then to ensure escalation process is followed if this doesn't work.

74. Further to this, each Local Policing Area (LPA) has a morning meeting with partners which include key partners such as the Council. This is chaired by the Neighbourhood Chief Inspector. This again is an opportunity to speak with partners and target those areas where breaches are identified. Such an example recently has been an operation held in Newport and town centre wards of Middlesbrough.
75. The force licencing unit have also been on directed patrols throughout the force ensuring legislation is followed in partnership with our local councils.
76. LO queried whether the partnership working in terms of joint patrols is still strong. SG noted that there is a consistency in terms of an Local Resilience Forum (LRF) approach but the strategic action is taken on a 4 local authority individualised basis

Also in respect of Covid – Could the Force provide an update on the enforcement activity submitted to Home Office on the 31 October?

77. The force has undertaken 113 dedicated Covid patrols since the commencement of the second lockdown, the results for these are as follows;
 - 946 Covid tensions reported to the police
 - 480 Covid visits conducted
 - 8 Covid sanction's given
 - 36 Covid warnings given
 - 17 Covid warnings re not wearing face coverings.
 - 27 UKBF enforcement visits

Force Control Room (FCR) Update

78. It was noted that a report was circulated shortly prior to the meeting but colleagues have not yet had the opportunity to digest the information. SG therefore ran through the content of the report. It was noted that training has been scheduled for the staff within the FCR, one element of focus for the training will be handling DA matters.
79. Performance within the FCR has stabilised slightly, response times are being met and abandonment rates have reduced. LO queried whether the response times are in line with the new targets which came into force on 1 December, SG confirmed that the rates are based on the new 15 minute target response time as opposed to the previous 10 minute target response time but added that the timings themselves have improved and response is quicker than it previously was before the change in target.
80. It was noted that there is a business case going through the relevant processes at the moment in relation to live chat. The intention is that two members of staff will be trained in live chat and will focus on responding to queries raised through that platform, if demands increase in other areas of the FCR they will then shift their focus to answering calls to meet the demands.
81. SG noted that there has been a recent visit from HMICFRS and initial feedback has been received that they are pleased to see the positive progress which has been made so far since the previous review.

82. EP noted that the figures from the daily log on 23 November displayed a slight blip in abandonment rates in terms of daily figures. SG noted that the daily figures spike depending on how many staff are present at the time and how many calls are received, the figures are more relevant when reviewed on a weekly or monthly basis.
83. In relation to single online home and the benefits identified nationally, LO queried whether these benefits are being realised locally yet. SG noted that full roll out of all of the features of single online home has been delayed to early 2021 as there has been a focus on improving call handling and the main features of the FCR in the first instance, there will be a bigger drive on the use of single online home once it can be appropriately resourced.
84. MP noted that it will be useful to have an understanding of the top number of calls that the FCR are able to handle on a daily, weekly and monthly basis and how the changes to the shift pattern will assist with resolving any difficulties with the handling of calls. SG noted that the force are at a lower demand period at present but the shift pattern has been pulled together with a focus on managing the demand with known higher demand periods, such as New Year's Eve, factored in to flex the pattern when required.
85. LB noted that there is now a control document in place in accordance with the demand work which has been done which breaks down the presence of staff within the team by the hour. LO queried whether staff have been accepting of the shift changes or whether there has been any number of staff resigning, LB noted that some members of staff have resigned from the FCR but it is not thought that it is purely down to the shift pattern in all circumstances. In the majority, flexible working requests have been accommodated where possible.

Action – that the information was noted

Operation Barrington

86. A briefing document was circulated prior to the meeting, PW attended the meeting to provide a verbal update and answer any questions.
87. It was noted that the operation was an IOPC Independent Investigation and details were provided to attendees on the circumstances of the matter. PW provided an overview of the Terms of Reference for the merged complaint and conduct investigation. It was found that there was no individual fault associated to any of the officers involved within the investigation, points of learning were instead identified for the relevant unit to build upon to prevent similar circumstances arising in the future.
88. RK queried whether the review referred to within the documentation is being conducted internally into the MARAC process or if it is the review which had already been scheduled. PW noted that the update had been provided on behalf of Jayne Downes and he would clarify this and feed back to RK.

Action – that the response was noted

National Enabling Programme

89. CI attended the meeting to provide an update in relation to the National Enabling Programme. CI had provided a written report prior to the meeting which had been circulated amongst the main agenda. It was noted that the NEP aims to move Forces away from localised storage and towards a national solution in the cloud.

90. It was noted that Cleveland are on track to migrate into full roll out of the solution before the end of March 2021 which is in accordance with the originally planned timescale.
91. The initial scoping work begun in early 2020 and concluded towards the end of August. A pilot scheme is currently running with some members of staff, initial difficulties have been identified and are being worked through to ensure the business pilot will run smoothly. It is expected that the business pilot will begin within the first few weeks of January.
92. MP queried the rebuild process and asked whether or not staff will be required to bring devices in to IT. CI noted that staff will need to be present on site with IT for the rebuild as facial recognition is to be set up on the devices which will provide an additional level of security, the look and feel of some of the applications on the device is also slightly different to what staff will be useful so in person rebuilds will allow any queries to be addressed.
93. LO queried the areas which are amber under the report in relation to the concerns re resources, CI noted that this has now been picked up under the programme planning. The IT department is small within Cleveland which has contributed to the concerns in relation to the delays as the same members of staff are required to work on other IT related projects in conjunction.

Action – that the information was noted

Service Improvement Team (SIT) – Update to end November 2020

94. LB attended the meeting to provide an update in relation to the Service Improvement Team. The latest progress report and stage plan was circulated prior to the meeting, the Futures board met last week and decisions were made in relation to the areas which are currently red within the progress report. The decision was made to close stage 0.
95. A piece of work is being pulled together to review the force IT structure and individual projects. Staff feedback is to be sought in relation to positives and negatives of the current IT structure.
96. The force are moving to continuous inspection with the HMICFRS PEEL inspection programme in January 2021. There will be a visit in September 2021 but further understanding is required in relation to the expected process for continuous inspection.
97. It was noted that dedicated time is now being set aside in terms of communications to increase positive engagement with the community in relation to the progress the force are making.
98. SIT have been conducting listening exercises within the force, the change in lockdown restrictions has meant that the programme of sessions needed to be cut short. It is hoped that when the restrictions change again the sessions will be able to be reinstated.
99. It was noted that further support is required in relation to the Equality, Inclusion and Diversion (EDI) team to ensure they have key priorities set out going forward.
100. MP queried the reference to embedding change into the organisation and how assurance will be received to confirm that the change has been embedded if it doesn't come from HMIC as part of the inspection process. LB noted that it sits with the delivery and assurance groups, there is being emphasis placed on ensuring that the right things are being captured by these boards to receive the right assurance. It was noted that the performance figures will come from Corporate Services and will then be discussed within the boards. RL added that external reviews have also been sourced in the past, such as the South Wales Peer Review, and this process remains an option for areas which require further assurance.

Action – that the information was noted

Any Other Business

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

Working Together Meeting9th December 2020

1pm

Via Microsoft Teams

Present

Lisa Oldroyd – Acting Police and Crime Commissioner
Elise Pout – Office of the Police and Crime Commissioner
Denise Holian – Office of the Police and Crime Commissioner
Simon Smart – Office of the Police and Crime Commissioner
Chris Guttridge – Office of the Police and Crime Commissioner
Rachelle Kipling – Office of the Police and Crime Commissioner
Chris Downes - Cleveland Police
Nicholas Stone – Hartlepool Borough Council
Julian Feakes – Redcar and Cleveland Council
Tanya Evans - Stockton Youth Offending team
Kay Dargue - South Tees Youth Offending Service
Jane Hill - Middlesbrough Council
Hayley Relf - Office of the Police and Crime Commissioner

Apologies for absence

102. Apologies for absence were received from:

Jay Hosie – Redcar and Cleveland Borough Council
Sarah Wilson - Office of the Police and Crime Commissioner
Miriam Sigsworth - Stockton Youth Offending Team
Julie Pearce - Middlesbrough Council
Roni Checksfield - Hartlepool Council
Phil Hepburn - Hartlepool Council
Rachel Parker - Hartlepool Council
Marc Stephenson - Stockton Council

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

103. None declared.

Notes of the Previous Meeting

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

- 24th September 2020

Neighbourhood Policing Update

105. **Presented by T/Chief Superintendent Chris Downes**

An Operating Model for Neighbourhood policing, based on work completed by consultants Process Evolution, has been developed which will assess demand and how resources can be used. We are looking at ensuring the operating model is fit for purpose.

L&D Workstream, Paul Glendenning is the new Neighbourhood Policing for long term problem solving. An agenda and training package on problem solving and prevention will be rolled out for the whole force to complete.

Workstream is reporting to Neighbourhood Policing via meetings. There are challenging timelines. This will be brought into local policing delivery group meeting with Steve G and the Strategic Improvement board which is chaired by the DC.

Working towards – linked to NPCC Local policing group, in agreement with Northumbria where we peer review each other and take away the learning

There are 84 Neighbourhood Policing Officers but there are a total of 102 in the structure, there are 18 Officers awaiting movements from other departments. Has been paused at the moment due to resilience issues in response teams. Should be up to full strength shortly due to new officers coming in to the Force.

We currently have 90 PCSO's and funding for 106. 10 new PCSO's started training on 30 November 2020 which will take the total up to 100. We could potentially go above that number to provide necessary resilience.

Current Neighbourhood Policing Set up:

Supt Marc Anderson – South (Middlesbrough and Redcar)
Chief Inspector - Redcar Jonathan Grainge
Chief Inspector – Middlesbrough Daryl Tomlinson

Supt Sharon Cooney - North
Chief Inspector - Chris Smiles, Stockton
Chief Inspector - Pete Graham, Hartlepool

Operational good news stories:

- Stockton – continue to work with vulnerable children, exploitation, county lines, gangs
- Linking into OCG Work
- Closure orders in relation to ASB and Drugs
- Multi Agency Response to Serious and Organised Crime Meetings – mitigate risks to Communities
- Operation Impact in Middlesbrough – dispersal orders around the Middlesbrough area
- Operation Endurance – Off Road motorbikes
- Redcar are working with 24 vulnerable victims to look at problem solving and working with partner agencies
- Multi Agency work to mitigate risks to community regarding organised and serious crime
- Community Safety – HMICFRS inspection took place and 3 out of 4 of the hate crimes areas for improvement have been signed off

- The Drone Unit is helping make improvements for example identify Cannabis farms and working with coastal services to reduce the burden on the need for the North East Air Service.

Update from Representatives

106. **Jane Hill** – Confirms that Middlesbrough Council have carried out a further review with significant changes. The new structure will be circulated to the group once this has been completed. There have been an increase in the number of street wardens which now stands at 57 including Environmental and Neighbourhood safety Officers. The Community Safety Managers post has been split into 2:

- Operational Manager – Dale Metcalfe
- Strategic Manager – Jane Hill
- Also
- Officer Day (CCTV Manager) – Julie Pearce
- 2 Locality managers - Adam Parkinson (Newport) / Lyndsey Cope (North Ormesby)
- Dedicated ASB Analysts
- New Cohesion Manager (Replacing Shada Khan) – Yolande Maice

AIM has been introduced in Middlesbrough which is Analysis Intelligence Mapping which is still in early days but has been used in the past. AIM has replaced the JAG, meet on a fortnightly basis to look on Maps for issues relating to crime, disorder, fires and environmental problems. This is a multi-agency meeting where we develop action plans and specific task and finish groups.

Public Spaces Protection Order (PSPO) – Currently have a town centre PSPO but looking to expand to have a Town Wide PSPO which is a massive piece of work. Working alongside Daryl and newsletters will be issued to local business with actions that have been taken collectively. Looking at publicity to allow the businesses community to be aware of the actions around begging which is still a big problem. A Domestic Homicide Review subgroup to look at recommendations from DHR's has been successful and intelligence given to the Police has had some positive outcomes.

Drafting Community Safety Plan which is awaiting to be finalised by the CSP & Executive it will be shared with the Group.

Actions

- Chris Guttridge to liaise with Dale re Retail and street Beggars to link in with HAT
- New Management Structure to be shared with the group
- Community Safety Plan to be shared with the group once finalised

Kay Dargue – Offices are currently closed and staff are currently working from home due to Covid-19. The service is still delivering to young people. Starting to look ahead towards Winter Planning. The lack of venues available have been raised 09/12/20 as an issue. Looking ahead, have hold of the thematic inspection reports and also looking at the next round of thematic, which is going to be around the transitions of youths to adults. Significant progression has been made towards youth the justice plan.

Tanya Evans – Similar position to the above but have the advantage of having a covid secure building which will enable young people to start reporting back as of January 2021.

Broader issues with YOT, they are undergoing a full Children's Services review and phase 1 has started in the last month which has affected service leads. The impact on operation delivery will not be affected until 2021 when the second phase has been announced, YOT will not see any changes until then.

There is extensive work being carried out in Stockton with VEMT and the joint work with Hartlepool regarding the Contextual Safe Guarding Hub, the YOT are linked in with this in discussions of the amount of young people that have been impacted on with the Organised Crime Groups. There has been work in regards to mapping with social care and the Police to understand who are in the early days and who are the young people right on the periphery to help prevent them going down the wrong route.

Julian Feakes – Prevent bronze meetings have been reinstated due to Covid-19. The Domestic abuse Multiagency operational group is now established. Domestic Homicide review – will be discussed at the next Community partnership meeting. Jay Hosie has asked Julian Feakes to raise if she is able to speak to the office about a potential Cleveland Wide Seminar Learning Experience around the recent Domestic Homicide reviews within the area. Rachelle Kipling will link in with Jay Hosie.

Actions

- Rachelle Kipling to link with Jay Hosie re above request

Nicholas Stone – Unable to give update due to technical issues

Safer Streets

Simon Smart gives an update, referring to the notes from the minutes of the last meeting.

The Home Office have confirmed that timelines will not be delayed and will be delivered as planned.

There has been an underspend from the Home Office. Following Home Offices announcement, further funding for Hartlepool has been requested. Still waiting for the response to this request to come back.

Walk rounds have been put on hold due to lockdown and the tier 3 restriction. Target hardening packs were to be delivered in Hartlepool, Newport and Southbank in the month of December.

CCTV has been ordered and installations have begun. There is a target of between 3-6 properties for each area for void property screening for December. There has been an agreement with the Mayor regarding the under spend and helping to fund CCTV on properties.

Victim work has started, VCAS have been in place since the beginning of October and the early gate process has been reviewed in all areas and are looking how we can move this forward.

Overall we are on target for deliverables and funding, it's just the case of getting things done in January – March. The amount of work which will be done in this time will be phenomenal.

Information Sharing to Tackle Violence

Further discussions with the Home Office in regards to the funding formula and possible reviews of this. This will not change in the short run and will mean that further work will be needed to look in more detail into the CSP role with the information sharing to prevent violence.

Discussions were taking place every 2 weeks with South Tees partners and a process was agreed but then Covid-19 has put a hold on this. They are aware what is needed and we are waiting for South Tees to re-engage in 2021. A response is awaited from North Tees and Hartlepool.

Rachelle Kipling confirms that discussions have taken place on the back of the meeting with the Home Office, it was raised if there would be any finances associated within Community Partnerships. Discussions were still on the table depending on timescales. The OPCC are keen to get the serious violence agenda onto the CSP's ASAP to look at what potential funding might be spent on in the future. This is something that will be picked up in 2021.

Actions

- To follow up with partners to see if information is being fed and shared
- To engage with North Tees and Hartlepool to comply with statutory requirements

ECINS Update

Denise Holian gives update

ECINS are linked in with neighbourhoods and problem solving to understand where ECINS fits in moving forward.

Have linked in with Neighbourhood Chief Inspectors to look at developing processes around maintaining users due to changes where people are moving on and new staff coming in.

Have been looking at Training requirements in terms of the new Officers and PCSO's.

A data cleanse is ongoing to make sure that the information held is up-to date and accurate.

Reviewing Steering group checks to make sure that the correct people are involved.

Any Other Business

Leadership fund for Prisons, discussions to take place with Durham to put forward a joint bid. Looking for innovative ways to work with prison leaders and asking partners to join together for a bid. Task and finish group is planned next week.

Action – partners to link in with Chris if they are interested in making a joint bid.

Date of next meeting – 18 March 2021