



Police & Crime Commissioner for Cleveland

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

14 September 2021

POLICE AND CRIME COMMISSIONER'S SCRUTINY PROGRAMME

Purpose of Report

1. To provide members of the Police and Crime Panel with an update on the Police and Crime Commissioner's (PCC's) scrutiny programme.

Background Information

2. Holding the Chief Constable to account is the key duty of the Police & Crime Commissioner and must encompass all the functions of the Chief Constable and functions of those who are under the Chief Constable's direction and control.
3. The PCC is establishing a range of scrutiny approaches to engage with the Chief Constable and hold Cleveland Police to account. These take place on a daily, weekly and monthly schedule – both formally and informally and include a range of meetings, data and feedback from partners and the public.
4. A scrutiny handbook has been produced which sets out the approach to scrutiny. (This is attached at Appendix 1)

The Scrutiny Programme

5. The PCC has developed a scrutiny programme which challenges Cleveland Police in a firm but fair way. Since taking office the PCC has held 2 formal scrutiny meetings which were held on 13 July and 11 August.

13 July 2021 – Police Officers in Support Roles

6. The PCC sought assurance from the Force that a robust process is in place for allocation of staffing resources and that the force is undertaking sufficient analysis to ensure maximum staffing levels and ensuring the correct people are in the correct roles including work that could be undertaken by non-warranted staff.

The following questions were asked:

7. Regarding the number of police officers in support roles, have the force given consideration to this figure and is 239.5 FTEs considered appropriate. For example, what consideration has been given to whether these roles need to be Police Officers? Why these roles are considered by the force as requiring warranted powers, and how often are they revisited / reviewed? Are they using warranted powers?
 - a. Does the Force consider this as Value for Money (VFM)?
 - b. Why does Cleveland allocate the lowest level of resources, in the country, to Front Line visible areas?
 - c. Why has there been such a shift from Visible to Non-Visible in terms of Front-Line resources?
 - d. Are the levels of resources allocated to Front Line support correct, given how this compares across the country?
 - e. Has there been any analysis of how this compares to Cleveland's most similar forces.
 - f. What are the outputs of these functions, in comparison to other forces with predominately civilian-led models in the same area?
 - g. What percentage of these roles are due to restrictive duties / temporary assignments
 - h. What would be the impacts of a £1m investment be to the front line in tackling current demand?
 - i. How are HR looking at this information strategically and what is the long term succession plan / pathway to improve?
8. Based on the information provided from the Force the PCC was only **partly assured** and opted to keep informed of the proposed Force Attraction Police when it was available.

11 August 2021 – Force Control Room

9. The PCC sought assurances regarding the progress made within the Force Control Room following its return in house and in relation to the impact of the extra funding that was made available.

The following questions were asked:.

- a. The Force Control Room has been back under the control of the Force, earlier than planned at the Force's request, for over a year now (since May 2019). In addition to this a significant amount of additional public money has been invested in this area. With this in mind it is recommended that the PCC requests a report from the Force covering the following:
 - Progress in delivering the additional resources

- The impact on service delivery to the public of this additional investment
 - How the overall costs of the Force Control Room in Cleveland compare, in Value for Money terms, to others within the country.
- b. Given the additional investment of over £3m per year since 2018/19 what has been delivered in terms of improvements?
 - Call handling performance?
 - Reduced waiting times?
 - Lower abandonment rates?
 - More accurate assessment of calls?
 - Increased Resolution without Deployment?
 - Increased Public Satisfaction with FCR performance?
 - Increased Customer (both Internal and External) Satisfaction?
 - c. Is the volume of calls the reason why costs are so much higher in Cleveland than elsewhere? If so why?
 - d. How does the average cost per call (of £30) compare with other Police Forces?
 - e. Analysis of the benefits brought by the Single On Line Home, what has been the impact and what are the future plans
10. The PCC was **not assured** by the information that was presented and as such opted to
 - Receive a more tailored set of performance information which provides a more detailed assessment of performance to include improvements such as the Vulnerability Desk improvements, THRIVE and abandonment rates.
 - To receive a detailed presentation on the Crime Allocation and Assessment Framework (CAAF)
 - To receive a detailed presentation on the Force Control Room Demand
 - To receive the report on the review of the shift pattern which was being produced following the 6 month period from the introduction of the new pattern.
 11. Details of each scrutiny meeting are held in order to record if the PCC was assured or otherwise by the Force's response. Where further assurances are required, additional information will be required by the Force at future meetings.

Finance

12. There are no financial implications arising from this report.

Risk

13. There are no risk implications arising from this report.

Diversity and Equal Opportunities

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

Recommendations

15. That this report is noted.

Steve Turner
Police and Crime Commissioner for Cleveland