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

30 July 2015

Quarter 4 2014/15 Monitoring Report on Progress against the Police and Crime Plan

1 Purpose of Report

- 1.1 To provide an update of performance scrutiny undertaken by the Police & Crime Commissioner for Cleveland to support the delivery of the priorities of the Police & Crime Plan for the Q4 2014/15 (January – March 2015).

2 Priorities of the Police & Crime Commissioner for Cleveland 2014-17

- 2.1 In April 2014, the Police & Crime Commissioner (PCC) for Cleveland launched his second Police & Crime Plan 2014-17. The priorities remain:
- Retaining and Developing Neighbourhood Policing
 - Ensuring a Better Deal for Victims & Witnesses
 - Diverting People from Offending, with a focus on Rehabilitation and the Prevention of Re-offending
 - Developing Better Co-ordination, Communication and Partnership between Agencies - to make the Best Use of Resources
 - Working for Better Industrial and Community Relations
- 2.2 In developing his plan, the PCC has taken account of public consultation (via his *Your Force Your Voice* initiative), liaised and listened to partners and considered current levels of crime and disorder.
- 2.3 This report will update the Police & Crime Panel of scrutiny activity associated with the delivery of the priorities of the Police & Crime Commissioner.

3 Performance Monitoring of the Commissioner's Five Priorities

3.1 Performance measures for the PCC's priorities are set out in the Police & Crime Plan 2014-17. Each priority is listed below with relevant update information.

PCC Priority 1: Retain and Develop Neighbourhood Policing

How This Priority is Measured

3.2 In order to measure the delivery of this priority the following will be monitored:

- Levels of Publicly Reported Crime
- Levels of Antisocial Behaviour (ASB)
- Local Public Confidence Survey / Crime Survey for England & Wales Results

Publicly Reported Crime

3.3 From April 2014 to March 2015, the Force experienced an increase of 8.0% (2794 more offences). This can be attributed to an increase in a number of key crime types including violence, sexual offences, house burglary, criminal damage and shoplifting. Increases in Publicly Reported Crime (PRC) were observed across all Local Policing Areas (LPAs): Hartlepool, +20.8% (1132 additional offences). Redcar +9.8% (747), Middlesbrough +5.1% (609) and Stockton +3.1% (306). A breakdown of recorded crime at Force and Local Policing Area levels is shown in Appendix 3.

Antisocial Behaviour

3.4 From April 2014 to March 2015, ASB rose 2.1% (910 more offences) against the levels recorded for the same period in 2013-14. Of Cleveland's Local Policing Areas, Stockton was the only area to experience a reduction (-6%, 792 less offences). Hartlepool, Middlesbrough and Redcar & Cleveland had increases in ASB with (+3.3%, 244 more offences), (+7.4%, 928 more offences) and (+4.6%, 441 more offences) respectively. A category breakdown of ASB levels at Force and LPA levels are shown in Appendix 4.

Local Public Confidence Survey / Crime Survey for England & Wales

3.5 The Local Public Confidence Survey provides a structured means of obtaining feedback from local residents about the problems they face in their neighbourhood and their perception of how Cleveland Police are dealing with these problems. Between April 2014 and March 2015, a total of 2445 interviews were conducted with a random selection of residents from across the Force area, providing a statistically significant and representative baseline sample from each of the four Local Policing Areas. The levels of Local Public Confidence for the 12 months ending March 2015 compared with the 12 months ending December 2014 (previous quarter) show:

- **64.7%** think that Cleveland Police do a 'good' or 'excellent' job (down 0.6% against last quarter levels (12 months ending December 2014))
- **16.3%** feel that their quality of life is affected by the fear of crime or Antisocial Behaviour (up 0.3%)
- **70%** think that the Police and Local Authority are dealing with the crime and antisocial behaviour issues that matter locally (up 0.9%)
- **5.2%** perceive there to be a high level of ASB in their area (down 0.7%)
- **15%** of people perceive drug dealing or usage to be a problem in their local area (down 0.7%).
- **83.8%** of people have confidence in the police in this area (down 0.4%)

3.6 Appendix 5 shows how the levels of Local Public Confidence have changed from June 2012 to March 2015. The observed difference in confidence levels are as follows:

Satisfaction Criteria	12 months to June 2012	12 months to March 2015	Difference
% of people who think that Cleveland Police do a 'good' or 'excellent' job	66.9%	64.7%	-2.2%
% of people who feel that their quality of life is affected by their fear of crime or antisocial behaviour	14.8%	16.3%	+1.5%
% of people who think that the police and local authority are dealing with the crime and antisocial behaviour issues that matter locally	73.9%	70%	-3.9%
% of people who perceive there to be a high level of antisocial behaviour in their area	3.8%	5.2%	+1.4%
% of people who perceive drug dealing or usage to be a problem in their local area	13.3%	15%	+1.7%
% of people who have confidence in the police in this area	86.3%	83.8%	-2.5%

3.7 It is important to note that this is a survey of residents selected at random as opposed to a survey of residents who have in the past been a victim of a reported crime and therefore the results provide information on general public perception and not a measure of satisfaction on services provided by Cleveland Police.

3.8 The Crime Survey for England & Wales measures the extent of crime by asking people whether they have experienced any crime in the past year. The crime survey records crimes that may not have been reported to the police and is used alongside the police recorded crime figures to show a more accurate picture of the level of crime in the country. The results of the Crime Survey of England and Wales for the 12 months to the end of March 2015 compared with the 12 months ending December 2014 (previous quarter) show:

- **61.1%** of people think that Cleveland Police and Local Authority are dealing with the crime and ASB issues that matter locally. This level is up 0.2% points with a national position of 19th (up 3 places) against previous quarter levels (12 months ending September 2014). This rate equals the current national average (61.1%).
- **60%** of people think that Cleveland Police in this area are dealing with the issues that matter locally. This level is up 0.2% points with a national position

of 29th (up 2 places) against previous quarter levels. This rate is 1.9% points lower than the current national average (61.9%).

- **61%** of people think that Cleveland Police are doing a good or excellent job. This level is up 1.1% points with a national position of 22nd (up 6 places) against previous quarter levels. This rate is 1.1% points lower than the current national average (62.1%).
- **73.9%** of people, taking everything into account, have confidence in Cleveland Police. This level is up 0.9% points with a national position of 28th (up 5 places) against previous quarter levels. This rate is 2.2% points lower than the current national average (75.7%).

3.9 Appendix 6 shows how Cleveland Police’s CSEW levels have changed from June 2012 to March 2015. The observed difference in confidence levels are as follows:

Satisfaction Criteria	12 months to June 2012	12 months to March 2015	Difference
% of people who think that Cleveland Police and Local Authority are dealing with the crime and ASB issues that matter locally	66.9%	61.1%	-5.8%
% of people who think that Cleveland Police in this area are dealing with the issues that matter locally	64.2%	60%	-4.2%
% of people who think that Cleveland Police are doing a good or excellent job.	59.1%	61%	1.9%
% of people, taking everything into account, have confidence in Cleveland Police	73.7%	73.9%	0.2%

3.10 As part of the PCC’s performance scrutiny process during 2014/15, the PCC asked the Force how it planned to address the perceived downward trend in public confidence. The Force although observing the decline, acknowledged that more recent performance has stabilised. They added “Despite the reductions observed over the past 2 years, local performance remains in keeping with the national average and remains above that observed across most similar forces. Previous research undertaken at a national level has shown relatively few police interventions help to improve confidence, but well implemented neighbourhood policing is most likely to assist. There is also evidence to suggest that particular attention should be focused on preventing negative experiences as these have a greater and more widespread impact on confidence than do positive experiences. Improving the services provided to victims and witnesses, particularly through dedicated neighbourhood teams remain at the centre of the forces current and future operating model. The Force is focussing on the quality of its interactions with victims and the public, and working to increase the quality of service which will help increase public confidence.”

How the Cleveland PCC Ensures Delivery of this Priority

3.11 In order to ensure delivery of this priority the following is undertaken by the PCC. Updates, if available, will follow:

- Weekly accountability meetings with Chief Constable
- Monthly Crime Performance Monitoring
- Quarterly Performance Scrutiny Meetings with the Force

- Attendance at Tactical and Strategic Performance Groups
- Attend at Least One Local Area Meeting in each of Cleveland's Neighbourhood Police Team Areas
- Commission services to assist in retaining and developing neighbourhood policing.

Weekly Meetings with the Chief Constable

- 3.12 The PCC and Chief Constable meet weekly to consider current and future issues, including performance management, via a structured agenda. The actions from each meeting are recorded and published on the PCC's website.

Monthly Crime Performance Monitoring

- 3.13 Monthly police performance data is available for a large number of strategic policing and organisational areas. The Office of the PCC continually reviews statistics across a range of crime categories, antisocial behaviour levels, vulnerability statistics and the Force's national and Most Similar Group (MSG) positions. Other information such as public confidence and victim satisfaction levels are made available when published quarterly.

Quarterly Performance Scrutiny Meetings with the Force

- 3.14 Every month, the PCC holds themed scrutiny meetings with the Force Executive Team and/or partners. The first month involves scrutiny of crime performance and consultation with month two assessing corporate health indicators, primarily financial and that of human resource. The third month details commissioning and partnerships activity, and then the cycle repeats. At Performance Scrutiny Meetings, focussed questions are posed of the Force regarding crime data, ASB statistics and public satisfaction levels together with a review of the latest Performance Exception Report. Despite these meetings being held in private, agendas, minutes and papers are retrospectively posted on the PCC's website to aid transparency.
- 3.15 Since the last Police & Crime Panel, the PCC held a Performance Scrutiny Meeting with Cleveland Police on 30 January 2015 (assessing Q3 2014/15) and 22 May 2015 (assessing Q4 2014/15). Scrutiny questions posed by the PCC relating to Q3 with Force responses are shown in Appendix 1. Scrutiny Questions posed by the PCC relating to Q4 also with Force responses are shown in Appendix 2.

Attendance at Tactical and Strategic Performance Groups

- 3.16 The Force reviewed its performance reporting arrangements at the beginning of 2015 - the Strategic Performance Group (SPG) will now meet quarterly with the Tactical Performance Group (TPG) meeting monthly. The PCC attends both meetings, which are chaired by the Force Executive and attended by senior operational personnel. The PCC will continue to publish public versions of SPG Performance Exception Report on the PCC's website on a quarterly basis.

Attend at Least One Local Area Meeting in each of Cleveland's Neighbourhood Police Team Areas

- 3.17 The Your Force Your Voice public consultation initiative involves the Commissioner attending public meetings in every one of Cleveland's Neighbourhood Police Team areas, as well as meeting with all specialist policing units.
- 3.18 The campaign provides a chance for local residents to raise directly with Commissioner, issues that affect their local neighbourhood and livelihood. The Programme of Engagement Report which is also presented to the Panel at this meeting will provide further information about delivery of this initiative.

PCC Commission Services to Assist in Retaining and Developing Neighbourhood Policing

- 3.19 The PCC has commissioned the following initiatives in order to deliver this priority:
- Positive activities for young people to divert them away from anti-social behaviour and crime through the Community Safety Partnerships. The PCC has funded each of the four Local Authority areas across Cleveland for a period of three years to deliver diversionary activity for young people. In Redcar and Cleveland this has centred on the ASB Ambassadors programme within schools and through 'Operation Stay Safe', taking young people at risk on an evening to a place of safety. In Hartlepool, the funding has been merged with funding from other agencies to commission the West View Project which provides diversionary activity in areas where there are ASB hotspots. In Stockton, the Cornerhouse Youth Project is delivering diversionary activity. Middlesbrough is also in the process of procuring the services.
 - Delivering a programme of hate crime education in school through Show Racism the Red Card
 - Procurement of a multi agency case management system for use by the police and partner agencies to improve our collaborative response to Anti-social behaviour.
 - Anti social behaviour summit took place on 16 July to monitor the development of the use of new legislative powers.

PCC Priority 2: Ensuring a Better Deal for Victims & Witnesses

How This Priority is Measured

- 3.20 In order to measure the delivery of this priority the following will be monitored:
- Victim Satisfaction Survey Results
 - Develop and deliver key actions identified through engagement with victims through the PCCs Victims Strategic Planning Group

Victim Satisfaction Survey

3.21 The Victim Satisfaction Survey provides a structured means of obtaining feedback from victims of crime who have had direct experience of the service provided by Cleveland Police. The survey is conducted via telephone interviews amongst four specific victim groups: domestic burglary, vehicle crime, violent crime and racist incidents. Between April 2014 and March 2015, telephone interviews were conducted amongst a random selection of 1526 victims of crime from across the whole Force area. The Victim Satisfaction Survey for the 12 months ending March 2015 listed the following satisfaction levels:

- **95.4%** of people were satisfied with how easy it was to contact someone who could assist them (no change against the previous quarter levels (12 months ending December 2014)).
- **76.2%** of people were satisfied with the actions taken by police (down 3.2%).
- **66.1%** of people were satisfied with how well they were kept informed in relation to progress (down 2.7%).
- **88.3%** of people who are satisfied with the way they were treated by the police officers and staff who dealt with them (down 1.1%).
- Taking everything into account, **79%** of people were satisfied with the service provided by the police (down 1.8%).

3.22 Appendix 7 shows how levels of victim satisfaction have changed from June 2012 to March 2015. The observed difference in confidence levels are as follows:

Satisfaction Criteria	12 months to June 2012	12 months to March 2015	Difference
% of people who are satisfied with how easy it was to contact someone who could assist them	95.7%	95.4%	-0.3%
% of people who are satisfied with the actions taken by police	81.7%	76.2%	-5.5%
% of people who are satisfied with how well they were kept informed in relation to progress	72.3%	66.1%	-6.2%
% of people who are satisfied with the way they were treated by the police officers and staff who dealt with them	91.7%	88.3%	-3.4%
Taking everything into account, % of people who are satisfied with the service provided by the police	82.8%	79%	-3.8%

3.23 As part of the PCC's performance scrutiny process during 2014/15, the PCC asked what was being done to improve providing victims with feedback. The Force responded that "follow up and feedback has consistently been the service aspect which yields the lowest level of satisfaction. This is a pattern observed across all forces nationally. It also needs to be seen in the context of overall satisfaction which has also been on a long-term increasing trend since 2010, with the current level being stable and higher than anything before September 2013. The Force is working with the Office of the PCC in regard to various initiatives to understand, map and improve (through associated commissioning strategies among other actions) the victim journey through the Criminal Justice System as a whole. This

will include the feedback element within policing, and the expectation would be that as this work comes to fruition, action relating to this particular aspect of service will attract particular attention.”

- 3.24 Further scrutiny of victim satisfaction in Q4 2014/15 (see Appendix 2 - Question 4), the Force stated that they are “surveying all officers to identify any gaps in quality of service to victims and this will be fed into our ongoing training plan to improve quality.” Additionally, they “are conducting ring backs with victims to check whether the quality of service we give them is to the standard required. We are also analysing national data to identify any trends or repeat failings in order to inform improvement plans.”

Develop and deliver key actions identified through engagement with victims through the Victims Strategic Planning Group

- 3.25 The Teesside Victims’ and Witnesses Planning Group Meeting meets on a quarterly basis to share, discuss, develop and deliver key actions through partnership. A planning meeting in February identified and debated areas in need of development in order to strengthen the following key areas:

- Links with other CJS agencies
- Developing a focus on witnesses
- Supporting young victims
- Vulnerable adults
- ISVA provision for Sex Workers

How the Cleveland PCC Ensures Delivery of this Priority

- 3.26 In order to ensure delivery of this priority the following is undertaken by the PCC. Updates, if available, will follow:

- Establish Cleveland-wide groups to embed best practice in the support victims of crime.
- Generate support to influence the future developments and activities with our Force and partner agencies.
- Commission services to assist in ensuring a better deal for victims and witnesses.

Commission Services to Assist in Ensuring a Better Deal for Victims & Witnesses

- 3.27 The PCC has commissioned the following initiatives in order to deliver this priority:
- From 1st April 2015 Cleveland and Durham PCCs entered into a collaborative agreement with Victim Support to delivery victim referral and support services for victims of crime. Cleveland and Durham PCCs are working together to improve services for victims and have developed a pilot project whereby Victim Support staff are located in police premises to improve information sharing and make a better assessment of the victim needs.

- Launched a new Cleveland Victims Services Directory website on 12th May 2015. This online directory aims to signpost victims to the most appropriate agency for support. Publicity to promote and raise awareness of the directory will take place throughout the summer months.
- Working alongside Cleveland Police as they roll out their Victim First policy.
- Promote an employers' "Domestic Abuse and the Workplace" policy to ensure anyone affected can find confidential support at work and be helped to safety. Over recent months work has taken place with specialist service providers to develop a domestic and sexual abuse in the workplace policy template to assist in encouraging organisations to implement such a policy to protect anyone who may be affected. At present organisations that have signed up to the project include Cygnet Law, Hartlepool Council, Clipper Logistics (Wynyard), Stages Academy (Middlesbrough), Teesside University, HMRC, (Stockton) and BT. Once organisations have developed a workplace policy we are then encouraging them to identify workplace champions whose role it would be to promote domestic and sexual abuse in their workplace and signpost (when necessary) to specialist support services. The first of many training sessions was held in May and following attendance at this session one champion had a member of staff from within their organisations contact them to disclose that they were a victim.

PCC Priority 3: Diverting People from Offending, with a Focus on Rehabilitation and the Prevention of Re-offending

How This Priority is Measured

3.28 In order to measure the delivery of this priority the following will be monitored:

- Monitor youth and adult restorative justice interventions.

Youth & Adult Restorative Justice Interventions

3.29 Restorative Justice (RJ) was launched in Cleveland in April 2013 as an alternative means of disposal for a number of offences committed by individuals who are under 18 years of age. From April 2014, the scheme was extended to incorporate adults who have an appropriate, non-offending background, and have been 'clear' of any criminal sanctions for the two years prior to a crime being reported.

3.30 In 2014/15, there were 1011 crime occurrences that were dealt with by means of a restorative justice intervention (578 Youth Interventions and 433 Adult interventions). The table below shows the breakdown of interventions by type and by local policing area.

Quarter 1 2014/15	H	M	R&C	S	Total
Youth Restorative Interventions	14	56	50	21	141
Adult Restorative Interventions	12	45	22	20	99
Quarter 2 2014/15					
Youth Restorative Interventions	19	60	36	24	139
Adult Restorative Interventions	4	47	16	21	88
Quarter 3 2014/15					
Youth Restorative Interventions	27	56	37	30	150
Adult Restorative Interventions	16	47	35	12	110
Quarter 4 2014/15					
Youth Restorative Interventions	28	52	38	30	148
Adult Restorative Interventions	19	44	49	24	136
Total 2014/15					
Youth Restorative Interventions	88	224	161	105	578
Adult Restorative Interventions	51	183	122	77	433
Total	139	407	283	182	1011

2014/15 Restorative Justice Interventions

How the Cleveland PCC Ensures Delivery of this Priority

3.31 In order to ensure delivery of this priority the following is undertaken by the PCC. Updates, if available, will follow:

- Establish a Young People’s Strategic Planning Group to plan and commission services that prevents and diverts young people from becoming involved in crime.
- Established a multi agency reducing re-offending group for the purposes of setting up a central Integrated Offender Management (IOM) hub.
- Develop a restorative justice approach with the Force and partner agencies.
- Commission services to assist in diverting people from offending, with a focus on rehabilitation and the preventing of reoffending.

3.32 Updates on a number of these areas are given below:

Establish a Young People’s Strategic Planning Group to Plan and Commission Services that Prevents and Diverts Young People from Becoming Involved in Crime

3.33 The Young People’s Strategic Planning Group meets quarterly to discuss youth related crime and antisocial behaviour with an aim to prevent and divert young people from offending.

3.34 The group met recently in April 2015 where the following was discussed:

- Local Overview of Youth Crime
- Community Remedy Interventions Update
- Show Racism the Red Card (SRtRC) Commissioning
- Young People’s Activities funded by the PCC’s Office
- Vulnerable, Exploited, Missing, Trafficked (VEMT)

Develop A Restorative Justice Approach with the Force and Partner Agencies

3.35 In April 2014, Police and Crime Commissioners were provided with grant funding from the Ministry of Justice to cover capacity, capability building and commissioning of Restorative Justice (RJ) services. Part of this funding was utilised to second a member of police staff into the role of RJ Co-ordinator for a period of two years (from April 2014 until March 2016).

3.36 A key part of the RJ Co-ordinator role in the first instance was to actively understand the various RJ schemes and projects being delivered across Cleveland. This resulted in a detailed mapping exercise which identified there was currently a 'post-code' lottery in terms of delivery of RJ across Cleveland with victims in some areas having access to high quality RJ provision, whilst in other areas there was no provision at all. Therefore, to ensure that at any stage of their journey victims have access to high quality RJ, the PCC in consultation with partners has agreed to developing 'Restorative Cleveland', the aim of which is to:

- Develop a consistent set of standards, principles and practice across the Cleveland area enabling victims to have access to RJ at any stage in their journey
- Build capacity and add value to the current RJ provision across Cleveland
- Be a central hub for RJ by providing advice, guidance and promoting/supporting the use of RJ across Cleveland

3.37 This will be rolled out from September 2015.

Commission Services to Assist in Diverting People from Offending, with a Focus on Rehabilitation and the Prevention of Re-Offending

3.38 The PCC has commissioned the following initiatives in order to deliver this priority:

- The PCC is working together with its Community Safety Partnerships to part fund a Cleveland-wide Integrated Offender Management Unit, based at the Resource Centre of Holme House Prison. The unit consists of a Police Sergeant (Unit Manager), an Intelligence Analyst, a Prison Officer, an RJ Co-ordinator and a member of staff from the Community Rehabilitation Company. The purpose of the unit is to provide a co-ordinated approach to tackling Cleveland's most persistent and prolific offenders.

PCC Priority 4: Developing Better Co-ordination, Communication and Partnership between Agencies - to make the Best Use of Resources

How This Priority is Measured

3.39 In order to measure the delivery of this priority the following will be monitored:

- Monitor partner performance data to inform the PCC's Objectives

Monitor Partner Performance Data to Inform the PCC's Objectives

- 3.40 The Office of the PCC is informed by performance data from each its criminal justice partners, engages individually through regular structured meetings and collectively via the Cleveland & Durham Local Criminal Justice Board. The Cleveland PCC website contains links to publicly available partner performance data which includes information from Crown Prosecution Service, National Probation Service, Youth Offending Service, Her Majesty's Courts & Tribunals Service and Her Majesty's Prison Service. Links are also provided to overall criminal justice statistics reports which consolidate criminal statistics, sentencing statistics and reprimand, warning or conviction levels for young people aged 10 to 17.

How the Cleveland PCC Ensures Delivery of this Priority

- 3.41 In order to ensure delivery of this priority the following is undertaken by the PCC. Updates, if available, will follow:
- Improve partnership working with relevant agencies (e.g. criminal justice, advisory groups, voluntary and community sector) and in the use of police volunteers.
 - Commission services to develop better coordination, communication and partnership between agencies to make the best use of resources.

Improve Partnership Working with Relevant Agencies and in the Use of Volunteers

- 3.42 During 2013 and 2014, the PCC has held two successful Criminal Justice Volunteer Fairs, which encourages local people from across Cleveland to consider volunteering within the criminal justice sector. The event allows those interested in volunteering to speak directly to organisations, to see how they can get involved or ask any questions. Each event has seen in excess of 900 interests in information which have been converted into many volunteer positions within the criminal justice sector. The PCC is planning to repeat the Volunteer Fair in November 2015.
- 3.43 The OPCC and Force are working together to review the current volunteer programme to identify best practice across other forces and hope to increase the current cohort of volunteers at the PCC Volunteers Fair, scheduled for November 2015.

Commission Services to Develop Better Coordination, Communication and Partnership Between Agencies to Make the Best Use of Resources

- 3.44 The PCC has commissioned the following initiatives in order to deliver this priority:
- The PCC continues to explore collaboration across the public sector as services in the future are likely to be provided through the pooling of resources, collaboration agreements and shared buildings.
 - The Community Safety Hub project has progressed within the last year. Requirements have been discussed to inform the building design, testing this to make sure it can provide the best possible environment to keep officers and staff as productive as possible. The current Force HQ has now been sold and over the next 12 months the project will select a partner for construction

and start the building work whilst continuing to focus on closing down Ladgate Lane.

PCC Priority 5: Working for Better Industrial and Community Relations

How This Priority is Measured

3.45 In order to measure the delivery of this priority the following will be monitored:

- Monitor police human resources data and finance data to ensure organisational stability

Monitor Police Human Resources Data and Finance Data to Ensure Organisational Stability

3.46 The PCC monitors organisational data relating to capital investments, revenue expenditure and treasury management via the Finance, Resource and Policy scrutiny meeting. The PCC also monitors the embedding of equality, diversity and human rights legislation, both as an employer and an emergency service provider, via monthly equality and diversity reports, attendance at equality meetings and staff forums and updates to the Force's Equality & Diversity Action Plan.

3.47 Sickness, time off in lieu (TOIL) and rest days in lieu (RIDL) levels are reported separately via the Strategic Performance Group.

3.48 The following tables and comment regarding police staff and police officer sickness is taken from the March 2015 Strategic Performance Exception Report, which is publicly available on the PCC's website.

Performance Data	Monthly Comparison		Year to Date		Direction of Travel
	Mar 15	+/-	2014/15	+/-	
Police officer total number of working days lost	1279	-74 -5.5%	14511	526 3.8%	Stable
Average working days lost per police officer	0.96	-0.02 -2.0%	10.79	0.95 9.7%	Stable
% days lost long term	54.7%	-12.1% pts	65.1%	-0.8% pts	Decreasing
Police staff total number of working days lost	272	-1 -0.4%	3365	57 1.7%	Stable
Average working days lost per police staff member	0.85	0.07 9.0%	10.51	1.42 15.6%	Increasing
% days lost long term	52.2%	-24.0%	62.4%	0.8%	Decreasing

3.49 The Exception Report provides the following commentary regarding the above tables: "Current sickness levels remains above the historical average and in terms of average days lost, the general direction of travel continues in an upward direction. In January 2015 the DCC, together with members of the Attendance Management Project team, hosted an 'Attendance Summit'. Based on feedback received from attendees, the HR team have now devised a proposal based around

'five key actions'. This proposal has recently been discussed by the Force Management Board with a view to progressing actions throughout the coming year. Whilst the current Attendance Management is currently under review, the Force continues to proactively address all levels of sickness and robustly tackle long term absence via the Attendance Management Meeting (AMM) and Return to Work (RTW) processes in a fair, yet supportive way. For absences ending in February, the completion rate (as at the 18th March) was 82.2% (106 out of 129) for RTW and 58.5% (31 out of 53) for AMM. Both of these figures are in keeping with those observed previously."

Time Off in Lieu (TOIL) / Rest Days in Lieu (RIDL)

3.50 The following table is taken from the March 2015 Strategic Performance Exception Report, which is publicly available on the PCC's website.

Performance Data	Previous Month			Previous Year			Direction of Travel
	Mar 15	Feb 15	+/-	Mar 15	Mar 14	+/-	
Average TOIL per officer*	8.98	8.97	0.01	8.98	8.14	0.84	Stable
Total outstanding TOIL (Hours)	11949	12008	-59	11949	11563	386	Stable
Total officers exceeding 30hrs	108	105	3	108	108	0	Stable
Average RDIL per officer*	3.76	4.03	-0.27	3.76	3.75	0.01	Stable
Total outstanding RDIL (days)	4760	5157	-397	4760	5074	-314	Stable
Total officers exceeding 5 days	290	321	-31	290	290	0	Stable

* Includes officers of all ranks - all other data relates to Inspector rank and below only

3.51 The Exception Report provides the following commentary regarding the above tables: "The outstanding Cleveland Police RIDL balance is consistently below historical average. Over the past three years outstanding TOIL and RDIL balances have been monitored and actively challenged via the MPR process. As a result outstanding balances have fallen significantly. That said, in the early part of 2014 increases were observed in relation to TOIL. Whilst currently stable, average TOIL remains consistently above the historical average, whilst average RDIL remains below it. Furthermore, a significant number of officers continue to hold balances which exceed the acceptable limits (i.e. 30hrs of TOIL or 5 RDIL). The Force continues to seek further reductions in both of these areas whilst at the same time acknowledging the progress that has been made to date."

How the Cleveland PCC Ensures Delivery of this Priority

3.52 In order to ensure delivery of this priority the following is undertaken by the PCC. Updates, if available, will follow:

- Establish stability in the Chief Constable's team
- Develop new ways of working and prepare a balanced budget

- Emphasise the importance of integrity and openness
- Fight for the interests of Cleveland Police locally, regionally and nationally

Develop New Ways of Working and Prepare a Balanced Budget

- 3.53 With reductions in police funding nationwide, the PCC has had to ensure that the Force can continue to operate and provide as efficient and effective a policing service as possible.
- 3.54 Initiatives such as service collaboration with neighbouring Forces and strategic partners have been explored and embedded to ensure service continuity and delivery. Agile working arrangements are also being rolled out force wide.

Emphasise the Importance of Integrity and Openness

- 3.55 All Police & Crime Commissioners have a duty required by statute to publish documents and information as set out in the Elected Local Policing Bodies (Specified Information) Order 2011 and the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012. The Cleveland PCC publishes all information relevant to the Specified Information Order.
- 3.56 The PCC fully supports the Chief Constable who is a national lead for the Police Code of Ethics and his Chief of Staff attends the Force Transparency, Integrity, Value and Ethics Board.

Commission Services to Improve Industrial and Community Relations

- 3.57 The PCC has commissioned the following initiatives in order to deliver this priority:
- The PCC continues to work with partners and has revitalised the Strategic Independent Advisory Group (SIAG) to ensure all communities are represented in the development of police services. The PCC has also supported Middlesbrough Pride, Stockton Eid Fusion Festival, Middlesbrough Mela and other activities across Cleveland to help develop good community relations and regularly visit a range of organisations and institutions to hear issues first hand.
 - The PCC has funded Show Racism the Red Card to deliver anti-racism education workshops to teachers in primary and secondary schools across Cleveland.
 - The PCC continues to be accredited as a Living Wage Employer. This is supported by the Force and its strategic partners and will ensure that all contractors involved in the new projects and the Community Safety Hub will fully comply with the requirements of the Living Wage scheme.
 - The Community Safety Initiatives Fund which was launched in December 2014, allows anyone who believes they can make a positive impact in reducing crime and antisocial behaviour to apply for funding from my office. Over 20 local projects have been supported in the first six months of operation.

4 Finance

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

5 Risk

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

6 Diversity and Equal Opportunities

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

7 Recommendations

8.1 This Q4 2014/15 Monitoring Report on Progress against the Police and Crime Plan is noted.

Barry Coppinger
Police & Crime Commissioner for Cleveland

Author of Report:

Dr Neville Cameron, Performance Officer, Office of the Police & Crime Commissioner for Cleveland

PCC Performance Scrutiny Questions - Q3 2014/15

As part of a transparent scrutiny process, the PCC asks periodically questions of the Force to provide responses at quarterly Performance Scrutiny Meetings. The questions below relate to Quarter 3 (October - December 2014) and responses will be assessed together with the most up to date Performance Exception Report (December 2014) on 30 January 2015. The following data is provided as references at the end of this document:

- Crime Figures (Oct – Dec 2014) and year to date (April – Dec 2014)
- ASB levels for year to date (April – Dec 2014)
- Local Public Confidence (12 months ending December 2014)
- Crime Survey of England and Wales (12 months to the end of September 2014)
- Victim Satisfaction Survey (12 months ending December 2014)

Force response is shown in blue text.

Force Crime Performance

The table below shows the outturns for Cleveland Police for Publicly Reported Crime (PRC) and Total Crime (TC) in Quarter 3 (October – December 2014) and the Year to Date (YTD) (April – December 2014) when compared to the same periods in 2013-14. The difference in the number of crimes is shown in brackets. A full breakdown of these crime levels is shown later in the document.

	Q3 2014/15		YTD 2014/15	
	PRC	TC	PRC	TC
Force	+21.2% (+1853)	+20.1% (+1959)	+4% (+1076)	+3.5% (+1042)

Quarter 3 has shown an increase in victim based crime in all crime categories, with the exception of Theft from a Person and Vehicle Crime which have seen decreases.

1. Is the increase in Publicly Reported Crime (victim based crime) of 21.2% (1853 more crimes) a true reflection of police demand or is this increase as a result of the review of 'no crimes' previously recorded by Cleveland Police this year?

The review of no-crimes undertaken by the HMIC and then subsequently on a wider dataset by the Force Crime Registrar (FCR) will not have had any impact on current crime statistics. This work involved looking back over previously recorded crimes which had subsequently been 'no-crimed'. A crime which has been reinstated as a result of this will be included in historical crime statistics, based on the date it was originally recorded. It has however required a significant resource to undertake this important work.

A related issue is the on-going crime recording Audits' which the FCR continues to undertake. This involves a review of incident records which to date have never resulted in the recording of a crime. Through this work a number of 'new' crimes have been identified, by 'new' read 'additional'. So, these are crimes which have never appeared in our figures but are now being added to the system. As crimes statistics are based on the point at which we validate that a crime has occurred i.e. when it is recorded and not when it is reported, these 'new' or 'additional' crimes will have an impact on current figures. At the last count (beginning of January) 4598 incident records had been reviewed resulting in 207 additional crimes being recorded (and included in current crime statistics). This equates to a conversion rate of 4.5% but accounts for less than 1% of the 30848 crimes recorded so far this financial year. At the same time however practices have changed to reflect the learning gained and this has led to an alteration in patterns of recording incidents as crimes. Analysis is being undertaken to establish the extent of crime that can be attributed to process changes.

2. How will Cleveland Police reassure the public of any suggestions that a crime wave is being experienced across Force areas?

Whilst the force has seen some increases in reported crime, it would be incorrect to suggest that the Cleveland Police area was subject to a 'crime wave'. The changes to recording practices following the HMIC inspection have had an impact on the levels of recorded crime but we are also experiencing an increase in demand in some areas.

Our Performance Team has undertaken some analysis to determine how much of the increase in crime is due to an increase in demand, and how much is as a result of the changes to recording practices. This analysis shows that approximately 50% of the increase is attributable to the revised and changed processes to put victims at the heart of what we do. More accurate recording gives a full representation of the crime affecting our communities. We are taking a robust approach to keep our communities safe, and looking to problem solve solutions. We have put in place a range of operations to tackle the increases we have seen in volume crime areas. These include:

- Operation Hawk - Night-time deployment of officers primarily aimed at proactively tackling and reducing burglary and other acquisitive crime (e.g. vehicle crime, metal theft, etc). To a lesser extent also utilised to deter ASB and gather intelligence.
- Operation Tranquillity - Primary aim is to tackle and reduce violence, disorder and ASB associated with the night-time economy.
- Operation Qualitas - to increase the quality of initial burglary investigations.
- Operation Shadow - Primary aim is to tackle retail theft (Shoplifting). This operation involves proactive activity and intelligence gathering focusing on specific known and repeat offenders
- Operation Scipio - Funded operation aimed at providing additional resource to make intelligence arrests and increase proactivity in terms of burglary investigations.
- Operation Impact - Primary aims are to reduce ASB, increase intelligence and improve public confidence.

When looking at the last 12 months, publically reported crime is up 2.9%, and total crime is up 2.1%.

3. Can the Force explain how it is aiming to bring house burglary down to acceptable levels and describe what prevention work is being undertaken with partners (e.g. Neighbourhood Watch)?

Burglary has been highlighted as a force priority in order to increase the focus on this crime type with all officers throughout the Force. The strategic lead is ACC Simon Nickless and the Operational Lead is DCI Chris Downes who now has responsibility for all of the Volume Crime Teams within the Force area which were previously been the responsibility of the four LPA Commanders. This change has been made in order to professionalise the forces response to burglary and is part of a wider plan to reduce offences of burglary within the local communities. Along with the above the following have / are being implemented:

- A "Peer Review" has recently been conducted by Nottinghamshire Police in order to identify any possible areas of improvement.
- Monthly Force Burglary meetings Chaired by DCI Downes have been taking place since Jan 2015.
- Analytical products regarding Burglaries are provided for all 4 LPA's and are discussed within the Monthly Burglary meeting.
- Best Practice is continually being sought and recent visits have been made to West Yorkshire, Avon and Somerset, Northumbria as well as the "Peer Review" highlighted above and a further planned visit to Nottinghamshire is to take place in the near future.
- A long term / Seasonal Burglary Media Strategy is currently being devised by Corporate Communications. Corporate Communications also to provide an awareness raising campaign to support the use of "Immobilise" (property marking scheme)
- Development of burglary crime prevention initiatives and a problem solving approach incorporating a variety of tactics with the INT staff
- Occurrences or trends suitable for circulation via Cleveland Connected to Neighbourhood Watch members and subscribers.
- Improved use of tactics to identify stolen property outlets including online, second hand dealers and pawnbrokers.
- Focus to improve the quality of burglary intelligence both internally and externally (currently a funded Crimestoppers initiative is being considered.)
- The Community Drugs Enforcement Teams are targeting those persons suspected of being involved in both supplying controlled drugs and handling stolen goods from Burglary offences.
- Development of weekly performance products provide support to officers to effectively understand and deal with Burglary offences.
- Use of Covert tactics and assets to tackle Burglary suspects.
- Overnight proactive Burglary Operation to target Burglary / Acquisitive crime offences
- Improved initial response to Burglary dwellings by Control Room and IRT officers taking reports of Burglary offences. Minimum Standards of Initial Burglary investigations have been devised and implemented.
- Increased Forensic recoveries from Burglary Scenes (Footwear/DNA/Fingerprints) by SSU officers and the use of fast track submissions to the Forensic Provider.
- SOCO to attend 100% of all Burglary Dwelling offences (linked to above)

- All remand in custody applications of Burglary offenders supported by the OIC.
- Daily scrutiny of burglary reports and outstanding Burglary suspects at the 0830hrs meeting and 0930 Pacesetter meeting.
- The Architectural Liaison Officers (ALO's) within Communities and Partnerships continue to provide crime prevention equipment and advice to local NHW groups and the force website has been updated with advice and guidance for the public.
- Local Authority Crime Prevention Officers operate in Stockton and Hartlepool to help target harden properties in those areas and provide physical crime prevention changes to victims or vulnerable people.
- ALO's work with Local Authorities and planners to ensure SBD standards are embedded in new builds and renovation.
- Each day the Problem Solving Coordinators (PSC's) review the management log for their respective LPA before attending the morning meeting. Information is exchanged regarding premises/persons at risk and what crime prevention messages require circulating from the meeting. In addition, PSCs scrutinise the daily management log to identify crime/incident
- Continuous work with HMP Prison Service and the Probation Service via the IOM Team who are now based at HMP Holme House in order to reduce burglary offenders reoffending and help to rehabilitate back into the community. There has been increased working with the IOM and formulation of a plan in terms of burglary offenders released back into the community from prisons is being devised. The IOM team continue to target perpetrators for prevention activity and domestic burglary scores high on the cohort identification matrix.
- Some Local Authority Enforcements officers patrol the key burglary hot spots areas dependant upon their availability.

LPA Crime Performance

The table below shows the outturns for the Local Policing Areas for Publicly Reported Crime and Total Crime in Q3 (October – December 2014) and the Year to Date (YTD) (April – December 2014) when compared to the same periods in 2013-14. The difference in the number of crimes is shown in brackets. A full breakdown of these crime levels is shown later in the document.

	Q3 2014/15		YTD 2014/15	
	PRC	TC	PRC	TC
Hartlepool	+40.9% (+560)	+36.9% (+572)	+13.6% (+570)	+11% (+525)
Middlesbrough	+17.3% (+518)	+16.9% (+571)	+3.1% (+281)	+2.9% (+294)
Redcar & Cleveland	+15.1% (+299)	+15% (+323)	+6.9% (+394)	+6% (+372)
Stockton	+19.9% (+476)	+18.5% (+493)	-2.2% (-170)	-1.7% (-149)

All LPAs saw increases in Publicly Reported Crime and Total Crime from October to December 2014, including Stockton who is the only LPA to experience a decrease in crime for the year to date.

1. How are Local Policing Area Commanders tackling Cleveland-wide problematic crimes areas, such as violence and sexual assaults, which have seen rises of over 18%?

Some of the increase in violent crime can be attributed to improved standards of recording as a result of the recent audit, and increased confidence with sexual offences reporting.

In order to tackle the issues we have reviewed our policing approach to the night-time economy to identify, repeat victims, locations and offenders with a view to problem solving the issues. We are increasing our resources in the night time hotspots earlier in the evening to set the tone and to identify potential later offenders early.

In addition we are mapping our non-night-time economy violence in much the same way and then overlaying it with ASB. Locations will then be target hardened and an approach will be built around repeat offenders and locations.

In addition to the work mentioned above around volume crime, the Force has been tackling serious crime and committing significant resources to keep our communities safe. This year we have had 12 murders this is in addition to several serious assaults which to all intents were investigated as homicides, a 'cash in transit' robbery in Middlesbrough and two high value commercial robberies. We have also commenced several CSE enquiries under Operation Pike, which had to be resourced during the summer and onwards with resources from across the Force area. As a result of the audit of rape 'no crimes', there are now 50 cases being reinvestigated. The Force is also undertaking a lot of activity to tackle organised crime – further details of this work are provided in the next question.

2. What proactive police (local or national) or policing partner work is being undertaken to reduce these crime levels?

Please refer to the comments at question 2 under Force Crime Performance.

In addition to the volume and serious crimes referred to above, the force has additionally undertaken significant proactive work in tackling organised crime that can impact upon our volume crime trends.

Throughout 2014, the Organised Crime Unit (OCU) made in excess of 80 arrests which consist of people operating at all levels of the criminal hierarchy. This consists of large-scale drug suppliers, money launderers, persons involved in violence, high value thefts and firearms to those operating at the lower level, but nevertheless impacting heavily on the communities we serve. The OCU might not be visible to the communities but the results achieved have a significant impact. We will continue to target those defined as bringing most threat, harm, and risk to Cleveland.

Examples include:

- Operation Roderigo – long running drugs operation. Investigations revealed that the persons involved had supplied over £7million of cocaine and 7.5 tonnes of amphetamine in a 16 month period. In total 19 people arrested and have all pleaded guilty. Sentencing is due in March.
- Operation Lear – complex drug operation involving criminals in Liverpool supplying cocaine to two OCG's in Hartlepool, who then supplied to recipients in the Sunderland area. This operation resulted in the recovery of £45,000, drugs and packing relating to 3kg's of cocaine (wholesale value £90,000), £35,000 worth of cannabis, bulking agents for cocaine, a large quantity of diazepam tablets and £21,000 cash.
- Operation Dedlock/Woodlark – operation focusing on an OCG from Middlesbrough engaged in Class A drugs supply, money laundering, violence and firearms offences. Disrupting the supply chain lead to the recovery of 2 kg's of high purity cocaine (wholesale value £90,000), 20kg's amphetamine (wholesale value £50,000) and approximately £35,000 cash. A sawn off shot-gun was also recovered. As a result of this disruption the OCG subsequently engaged with another OCG which led to the recovery of 4.5kg's of heroin (wholesale value £75,000) 1/2kg of cocaine (wholesale £25,000) and £20,000 cash. 14 people have been charged with conspiracy offences and some are already convicted. The trial date is pending.

Antisocial Behaviour (ASB)

For the year to date (April to December 2014), ASB has risen 4.2% (1392 more offences) against the levels recorded for the same period in 2013-14. Cleveland's LPAs have the following outturns for ASB for April to December compared with 2013-14 levels:

- Hartlepool (+4.6%, 265 more offences)
- Middlesbrough (+10.4%, 997 more offences)
- Redcar & Cleveland (+6.4%, 474 more/less offences)
- Stockton (-4.1%, 425 less offences)).

A breakdown of these levels is shown later in the document.

1. ASB levels, on a whole, are beginning to reduce after higher levels were recorded earlier in the year. Has the introduction of the new ASB legislation in October improved how ASB is tackled both in Cleveland and nationally? Is the Force expected to see more reductions in 2014/15?

Antisocial behaviour is a priority for the force and we have recently reviewed our practice to identify and implement good practice. We recognise that Policing alone cannot tackle this issue as many of the solutions require the powers and focus of a number of agencies and as such we are working closely with them. Examples of emerging practice include;

- Cleveland first force in country to utilise new ASB legislation i.e. closure orders in Stockton of 2 houses where drug dealing / ASB were causing an issue.
- Increasing confidence in new powers amongst staff.

- Too early to gauge impact which needs to be understood alongside recording matters.
- Strategic and tactical action plans in response to Crime Inspection.
- Introduction of dedicated ASB patrol Operation Impact.

Crime Survey of England & Wales (CSEW)

For the 12 months to the end of September 2014, the Force has seen an increase in public confidence in four out of the five categories assessed, and moves of four and five places when compared with other Forces.

1. Does Cleveland Police feel that this perception is down to particular emphasis on improving police response and any dealings with the public that the Force may have undertaken?

Although there has been a numerical change and our comparative position in the 'league table' would appear to have changed; statistically current performance is considered as 'stable' (both in terms of a comparison to the previous year and the last quarter). Furthermore, our current level of performance is in keeping with the MSF average. The change in comparative position is the result of small numerical improvements locally, together with small reductions observed elsewhere.

It is important that the Force along with partners understands and prioritises the risks and threats to communities in Cleveland to continue to improve confidence by tackling those things that are most important.

Force Sickness, Rest Days in Lieu (RIDL) and Time Off in Lieu (TOIL)

881 days have been lost so far in 2014/15 due to police officer sickness which is an increase of 8.8% against last year's levels. The Force reports that it is proactively tackling sickness via Attendance Management Meetings (AMM) and Return to Work (RTW) interviews.

1. Can the Force relate more about how this is being tackled and how adherence to this procedure has changed?

The information below is taken from the Force Sickness Report, presented to the PCC at the Finance, Resource & Policy Scrutiny meeting on 11 February 2015:

The following figures show the working days lost due to sickness for the financial year 1st April 2013 to 31st March 2014. It also shows information for the period 1st April 2014 to 31st December 2014.

	Total Working Days Lost	Average Working Days Lost
<u>April 2013 – March 2014</u>		
Police Officers	15,382	10.81 per officer
Police Staff	3,659	10.04 per staff member

	Total Working Days Lost	Average Working Days Lost
April – Dec 2014		
Police Officers	11,634	8.63 per officer
Police Staff	2,865	8.95 per staff member

The average days lost for 2013/14 for police officers was almost the same as the previous year when 10.86 working days were lost. The figure for police staff was an improvement on the previous year when it was 11.05.

Current Activity

A project team has been set up and has identified a range of activities with an overall aim of achieving a reduction in sickness absence and to improve overall employee wellbeing. This is monitored via the MPR process between the Force and Steria as well as via the Strategic Performance Group (SPG).

Managing sickness absence continues to be an area of priority for Command Unit management teams, HR staff and for the Force Executive. Attendance Management as a whole continues to be reviewed with the aim of achieving reductions in sickness absence and for the Force to improve its position nationally.

Earlier this year the Attendance Management policy was reviewed and updated.

- Guidance has been written and published to assist line managers with conducting return to work interviews.
- Guidance has also been published to assist line managers undertake attendance management meetings which are required when the force sickness criteria is triggered. This will ensure that the policy is consistently applied across the organisation. It should also ensure that it is seen as a positive and supportive process with the aim being to improve attendance whilst encouraging an attendance culture within the Force.
- To provide further assistance line managers were issued with briefing cards which summarise their responsibilities and actions required regarding the force sickness criteria, return to work interviews and attendance management meetings.
- The SharePoint site on the Force intranet has been improved so that people have easier access to the policy and the line manager guidance and documentation.
- On a weekly basis Command Heads are now provided with information regarding non-compliance of policy when return to work interviews have not taken place. This enables managers to take immediate action to ensure the return to work interviews are carried out. For the month of December 76% of return to work interviews had been completed
- On a monthly basis Command Heads are provided with information regarding non-compliance of policy when attendance management meetings have not taken place. This enables managers to take action to ensure that people are being supported and that the meetings are taking place
- In January an Attendance Summit was hosted by the Acting Chief Constable with the Force's senior managers. With input from HR, Occupational health, the

Force Medical Adviser and a stress management training provider, this full day event stressed the need for the Force to make improvements in sickness management, identified the current barriers to success and identified key actions to address in order to make the improvements required.

During MPRs detailed information on sickness absence is reviewed and robustly questioned to ensure compliance with attendance management and force policy. Management teams continue to work closely with HR to review sickness absence on a weekly basis to identify any patterns or trends and to ensure that the appropriate support measures are in place. Occupational Health continues to be an area of support and supervisors work closely with HR to ensure that timely referrals are made when required.

Long term sickness absence continues to be an area of priority and management teams work closely with HR and supervision to ensure that individuals on long term sickness absence are receiving appropriate support and that their cases are being appropriately managed. Supervisors keep in regular contact with individuals on long term sickness absence and supportive measures such as a short period of recuperative duties are utilised to facilitate a return to work whenever possible. The Force Executive are briefed on long term sickness absence as part of the MPR process and continue to keep an active interest in the management of cases.

The Health Group meets on a monthly basis to review pay decisions for the long term cases and identifies those cases where a referral to the respective pension scheme doctor is required to determine whether they meet the criteria for ill health retirement. From January Health Group now meets as part of the Police Intelligence Board where in some cases a broader approach is taken to consider matters rather than just sickness in isolation.

Officers with permanent medical restrictions are reviewed on a regular basis throughout the year to ensure the numbers are maintained at manageable levels. When necessary, after all other options have been explored some officers and staff leave the organisation by way of ill health retirement. Since April 2014 eight officers have been medically retired and other officers continue to be seen by the Selected Medical Practitioner to determine whether they meet the criteria for ill health retirement.

When people are ill or injured the Force is able to offer periods of recuperative duties when they are prevented from performing their duties in full. Following GP or occupational health advice this could involve a short period of amended hours, amended duties or workplace adaptations. For people whose recovery is taking longer, or who require on-going treatment if their recuperative duties are required for a period greater than three months, they fall into the category of restricted duty. At this stage all officers will have been subject to Force Medical Adviser appointments and appropriate advice would be given to the Force by the Doctor on how best to manage their restrictions within the workplace, the medical diagnosis and longer term prognosis. In some cases it becomes clear that officers will not be able to perform the operational requirements of their role and decisions are then made by the Deputy Chief Constable on whether to formally refer officers to the independent Selected Medical Practitioner, to determine whether their restrictions mean they are

permanently disabled from performing the ordinary duties of a police officer. For those who are, the Force then determines whether under the circumstances and the level of restrictions they can be retained in the Force or should be medically retired.

Formal Unsatisfactory Performance Procedures for police officers and Capability Procedures for police staff continue to be utilised where appropriate and where the supportive measures put in place have not led to an improvement in attendance. As a consequence of the increased focus on attendance management there has been an increase in using these formal procedures when appropriate.

Early access to medical and welfare advice in the Occupational Health Unit, and any interventions that can be offered, may prevent absence and maintain attendance at work. The highly popular healthy hearts screening sessions were offered again in September and October and this time the scheme was opened up to the under 40s. All sessions were fully booked and arrangements have been made to run another session in 2015. Additional physiotherapy provision will be made available which will enable physiotherapy to be provided for musculoskeletal injuries that are not just restricted to those related to injuries on duty.

Temp Deputy Chief Constable Simon Nickless
30 January 2015

PCC Performance Scrutiny Questions - Q4 2014/15

As part of a transparent scrutiny process, the PCC asks periodically questions of the Force to provide responses at quarterly Performance Scrutiny Meetings. The questions below relate to Quarter 4 (January - March 2015) and responses will be assessed on 22 May 2015. The following data is provided as references at the end of this document:

- Crime Figures – Quarter 4 (Jan – March 2015) and full year 2014/15
- ASB levels for the full year 2014/15
- Local Public Confidence (12 months ending December 2014)
- Crime Survey of England and Wales (12 months to the end of September 2014)
- Victim Satisfaction Survey (12 months ending December 2014)

Criminal Damage

Middlesbrough currently has the highest proportion (approx. one third) of all criminal damage.

1. To what lengths are the police proactively aiming to reduce the level of criminal damage (especially with missiles being thrown at dwellings and vehicles) in this area?

Criminal Damage is notoriously difficult to tackle proactively due to the indiscriminate nature of the offending. Whenever we get intelligence or obvious hotspot activity we put operations in place, the lead up to mischief night being an example on Ormesby Bank where we also tried to work in partnership with local taxi companies.

Where we are working pro actively is on Operation Impact. Whilst the primary objective of the operation is to target known ASB problem areas because of the close links between ASB and Damage we are clearly working on both problems. The operation is a high visibility activity where officers on mobile patrol get out of the vehicle and show a presence for around 15 minutes in a number of different areas of the LPA. The operation appears to be having a positive effect.

We also have a dispersal order in place led by Insp Deluce tackling the stone throwing in the NPT2 area of Middlesbrough.

2. Could restorative justice be used to clean up hotspot areas to effectively reduce the possibility of missiles being available to perpetrators?

Restorative Justice could be used to generally clean up an area. However removing everything that is capable of being used as a missile would be difficult.

The Force is currently working with partners to identify areas that are hotspots for crime and ASB that are also environmental health hotspots so that the potential for collaborative approach can be taken to improving these areas.

Positive Outcome Rate

3. What actions are being taken to assist the Force in identifying suspects?

Cleveland Police are introducing a new Telephone Investigation Unit which will give the public a direct line to trained police officer investigators where an immediate physical attendance is not required. This will increase efficiency and provide the right level of response to an incident or crime based on threat, harm and risk. The team will identify investigative and crime prevention opportunities and keep the caller up to date with enquiries as they progress. This process will improve opportunities to bring offenders to justice and reduce crime.

All crimes have an investigative plan set by supervision to help maximise the opportunity to bring an offender to justice. These plans are regularly assessed for quality and compliance to maximise the opportunities to deliver a positive outcome. Cleveland police have been working with other forces to bring back national best practice in relation to different crime groups. We have seen recent successes in Dwelling House burglaries reducing crime by over 10% this financial year.

We have reviewed our intelligence gathering procedures and commissioned a peer review from the college of policing to further improve our processes in line with best practice.

We dip sample crimes for compliance to national standards and ring back victims to assess quality of investigation and satisfaction with police action.

We meet regularly with the CPS to identify any themes or issues that reduce our opportunity to progress to a successful outcome, we also work with volunteers and support groups to achieve the same.

All front line Sgts have received joint police/CPS training on MG5 quality/disclosure and investigation plans.

A sample of MG5s are marked on a weekly basis by CPS/CJU and scored, dependent on the score there is positive feedback; feedback on failures; a requirement to spend time with CJU, or a requirement to see a Superintendent.

Investigation Plans are now audited on a monthly basis, this audit will be married to the audits carried out under the Victims Code and the MG5 scoring so that poorly performing officers can be highlighted and managed appropriately.

Victim Satisfaction

In the 12 months to December 2014, 68.8% of people were satisfied with how well they were kept informed in relation to progress, which is down 3.3% on the rate recorded to September 2014. This level is classed as 'deteriorating' by the Force and is 6% lower than the level achieved by the Force in March 2014 (74.8%).

4. Can the Force explain why this rate for follow up has dropped to this lower level plus outline how it intends to raise this rate above the national average by improving its feedback to Cleveland's victims of crime?

The reasons from the feedback are the same as they have always been but more of them (e.g. lack of updates). The increase in demand and a reduction in staff has built in delay so and that impact is being seen here.

We are introducing the victim first approach to help address these issues, we need to tailor our service to the needs of the victim and agree a realistic contract of service with them and then deliver to that contract. The Telephone Investigation Unit will free up officer time to investigate offences and anti social behaviour and keep the victim updated with progress.

We are also introducing service recovery for those instances where for whatever reason we have got it wrong. We need to focus on doing the right thing for the victim and ensuring that we are consistent in that approach.

We are exploring new ways of engaging with our ever increasing diverse community and ensuring our communication channels are accessible to all.

We are introducing Victim First champions to promote quality of service.

We are surveying all officers to identify any gaps in quality of service to victims and this will be fed into our on going training plan to improve quality.

We are conducting ring backs with victims to check whether the quality of service we give them is to the standard required. We are also analysing national data to identify any trends or repeat failings in order to inform improvement plans.

DCC Iain Spittal
22 May 2015

APPENDIX 3

Publicly Reported Crime Q4 2014/15 and Year to Date (April 2014 – March 2015)

Force - Quarter 4

FORCE	JANUARY – MARCH 2015			
	2014/15	2013/14	Difference	% Change
Violence against the Person	2254	1428	826	57.8%
<i>Homicide</i>	0	2	-2	-100.0%
<i>Violence With Injury</i>	1044	832	212	25.5%
<i>Violence Without Injury</i>	1210	594	616	103.7%
Sexual Offences	247	130	117	90.0%
<i>Rape</i>	91	52	39	75.0%
<i>Other Sexual Offences</i>	156	78	78	100.0%
Robbery	93	63	30	47.6%
<i>Business Robbery</i>	15	18	-3	-16.7%
<i>Personal Robbery</i>	78	45	33	73.3%
Theft	5181	4743	438	9.2%
<i>Burglary - Domestic</i>	674	461	213	46.2%
<i>Burglary - Non domestic</i>	736	705	31	4.4%
<i>Bicycle Theft</i>	229	227	2	0.9%
<i>Theft from the person</i>	79	63	16	25.4%
<i>Vehicle Crime (inc Interference)</i>	789	748	41	5.5%
<i>Shoplifting</i>	1469	1324	145	11.0%
<i>Other Theft</i>	1205	1215	-10	-0.8%
Criminal Damage & Arson	2205	1898	307	16.2%
Publicly Reported Crime	9980	8262	1718	20.8%
Total Crime	4117	3413	704	20.6%

Force - Year to Date

FORCE	APRIL 2014 – MARCH 2015			
	2014/15	2013/14	Difference	% Change
Violence against the Person	7940	6092	1848	30.3%
<i>Homicide</i>	7	7	0	0.0%
<i>Violence With Injury</i>	4150	3596	554	15.4%
<i>Violence Without Injury</i>	3783	2489	1294	52.0%
Sexual Offences	877	580	297	51.2%
<i>Rape</i>	328	204	124	60.8%
<i>Other Sexual Offences</i>	549	376	173	46.0%
Robbery	300	268	32	11.9%
<i>Business Robbery</i>	50	40	10	25.0%
<i>Personal Robbery</i>	250	228	22	9.6%
Theft	20417	20233	184	0.9%
<i>Burglary - Domestic</i>	2402	1900	502	26.4%
<i>Burglary - Non domestic</i>	2670	2647	23	0.9%
<i>Bicycle Theft</i>	1163	1211	-48	-4.0%
<i>Theft from the person</i>	346	366	-20	-5.5%
<i>Vehicle Crime (inc Interference)</i>	3039	3153	-114	-3.6%
<i>Shoplifting</i>	5628	5365	263	4.9%
<i>Other Theft</i>	5169	5591	-422	-7.5%
Criminal Damage & Arson	8309	7876	433	5.5%
Publicly Reported Crime	37843	35049	2794	8.0%
Total Crime	42048	38983	3065	7.9%

Local Policing Areas - Quarter 4

HARTLEPOOL	Q4 2014/15	Q4 2013/14	Difference	% Change
Violence against the Person	414	227	187	82.4%
Sexual Offences	48	15	33	220.0%
Robbery	6	11	-5	-45.5%
Theft	895	693	202	29.1%
Criminal Damage & Arson	442	297	145	48.8%
Publicly Reported Crime	1805	1243	562	45.2%
Total Crime	2031	1441	590	40.9%

MIDDLESBROUGH	Q4 2014/15	Q4 2013/14	Difference	% Change
Violence against the Person	799	555	244	44.0%
Sexual Offences	84	47	37	78.7%
Robbery	45	27	18	66.7%
Theft	1601	1691	-90	-5.3%
Criminal Damage & Arson	663	544	119	21.9%
Publicly Reported Crime	3192	2864	328	11.5%
Total Crime	3692	3198	494	15.4%

REDCAR & CLEVELAND	Q4 2014/15	Q4 2013/14	Difference	% Change
Violence against the Person	446	246	200	81.3%
Sexual Offences	51	20	31	155.0%
Robbery	13	16	-3	-18.8%
Theft	1186	1113	73	6.6%
Criminal Damage & Arson	559	504	55	10.9%
Publicly Reported Crime	2255	1899	356	18.7%
Total Crime	2452	2047	405	19.8%

STOCKTON	Q4 2014/15	Q4 2013/14	Difference	% Change
Violence against the Person	595	400	195	48.8%
Sexual Offences	64	48	16	33.3%
Robbery	29	9	20	222.2%
Theft	1499	1246	253	20.3%
Criminal Damage & Arson	541	553	-12	-2.2%
Publicly Reported Crime	2728	2256	472	20.9%
Total Crime	3022	2491	531	21.3%

Local Policing Areas - Year to Date (April 2014 – March 2015)

HARTLEPOOL	YTD 2014/15	YTD 2013/14	Difference	% Change
Violence against the Person	1422	1081	341	31.5%
Sexual Offences	145	82	63	76.8%
Robbery	30	34	-4	-11.8%
Theft	3483	2993	490	16.4%
Criminal Damage & Arson	1492	1250	242	19.4%
Publicly Reported Crime	6572	5440	1132	20.8%
Total Crime	7308	6193	1115	18.0%

MIDDLESBROUGH	YTD 2014/15	YTD 2013/14	Difference	% Change
Violence against the Person	2828	2270	558	24.6%
Sexual Offences	287	179	108	60.3%
Robbery	150	119	31	26.1%
Theft	6721	7067	-346	-4.9%
Criminal Damage & Arson	2618	2360	258	10.9%
Publicly Reported Crime	12604	11995	609	5.1%
Total Crime	14290	13501	789	5.8%

REDCAR & CLEVELAND	YTD 2014/15	YTD 2013/14	Difference	% Change
Violence against the Person	1476	1001	475	47.5%
Sexual Offences	177	119	58	48.7%
Robbery	42	48	-6	-12.5%
Theft	4574	4414	160	3.6%
Criminal Damage & Arson	2088	2028	60	3.0%
Publicly Reported Crime	8357	7610	747	9.8%
Total Crime	9059	8282	777	9.4%

STOCKTON	YTD 2014/15	YTD 2013/14	Difference	% Change
Violence against the Person	2214	1740	474	27.2%
Sexual Offences	268	200	68	34.0%
Robbery	78	67	11	16.4%
Theft	5639	5759	-120	-2.1%
Criminal Damage & Arson	2111	2238	-127	-5.7%
Publicly Reported Crime	10310	10004	306	3.1%
Total Crime	11391	11007	384	3.5%

Antisocial Behaviour (Year to Date (April 2014 – March 2015))

A breakdown of the ASB categories for the Force and its LPAs is shown below.

Force

FORCE	2014/15	2013/14	Difference	% Change
Personal ASB	12886	10746	2140	19.9%
Nuisance ASB	29641	30726	-1085	-3.5%
Environmental ASB	1202	1347	-145	-10.8%
TOTAL ASB	43729	42819	910	2.1%

Local Policing Area

HARTLEPOOL	2014/15	2013/14	Difference	% Change
Personal ASB	2182	1837	345	18.8%
Nuisance ASB	5345	5400	-55	-1.0%
Environmental ASB	199	245	-46	-18.8%
TOTAL ASB	7726	7482	244	3.3%

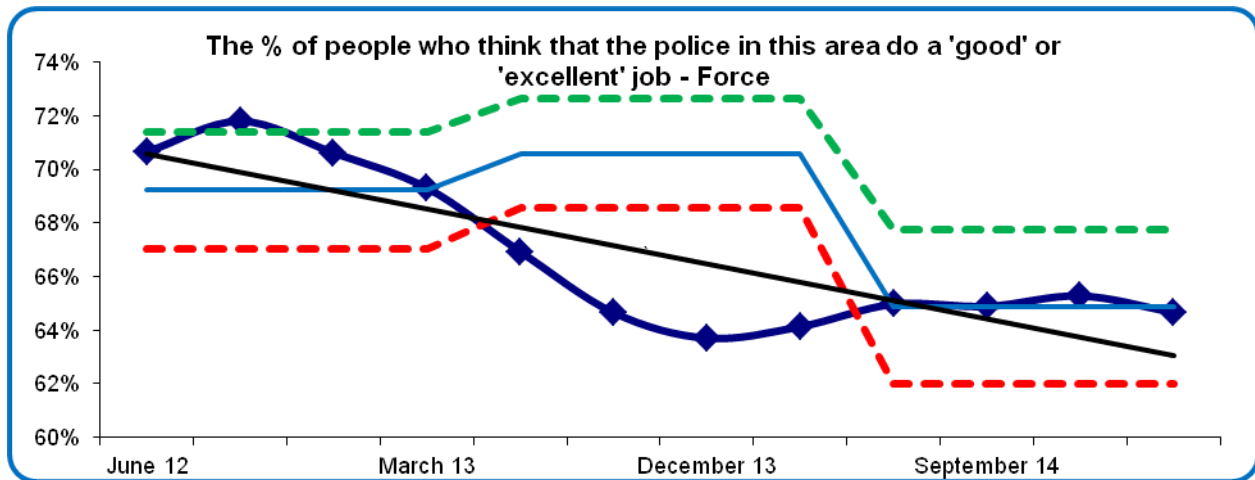
MIDDLESBROUGH	2014/15	2013/14	Difference	% Change
Personal ASB	3943	3151	792	25.1%
Nuisance ASB	9146	9002	144	1.6%
Environmental ASB	334	342	-8	-2.3%
TOTAL ASB	13423	12495	928	7.4%

REDCAR & CLEVELAND	2014/15	2013/14	Difference	% Change
Personal ASB	2976	2338	638	27.3%
Nuisance ASB	6651	6863	-212	-3.1%
Environmental ASB	346	331	15	4.5%
TOTAL ASB	9973	9532	441	4.6%

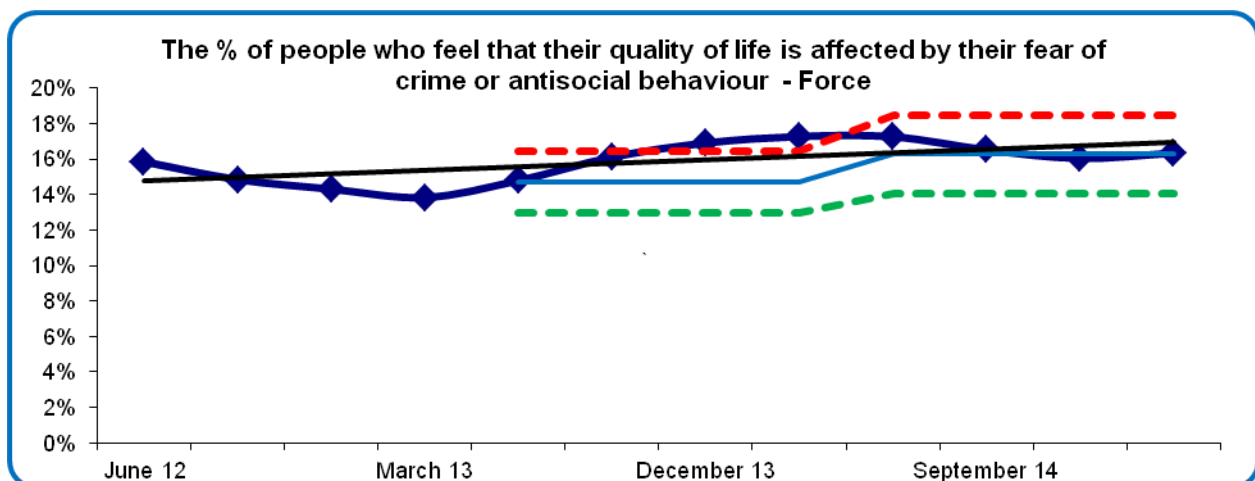
STOCKTON	2014/15	2013/14	Difference	% Change
Personal ASB	3740	3403	337	9.9%
Nuisance ASB	8424	9440	-1016	-10.8%
Environmental ASB	315	428	-113	-26.4%
TOTAL ASB	12479	13271	-792	-6.0%

Local Public Confidence Levels (June 2012 – March 2015)

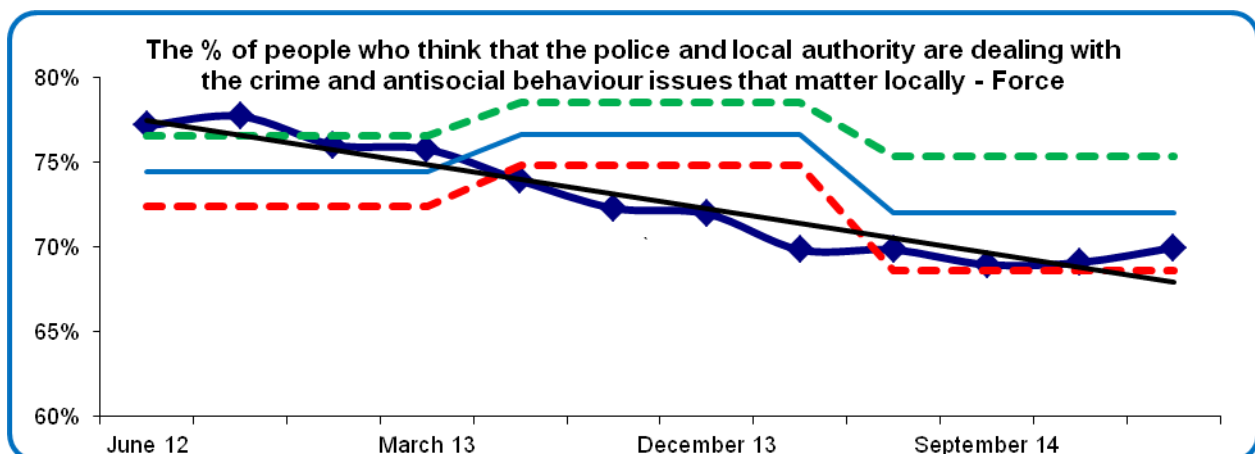
Perceptions of Police Performance



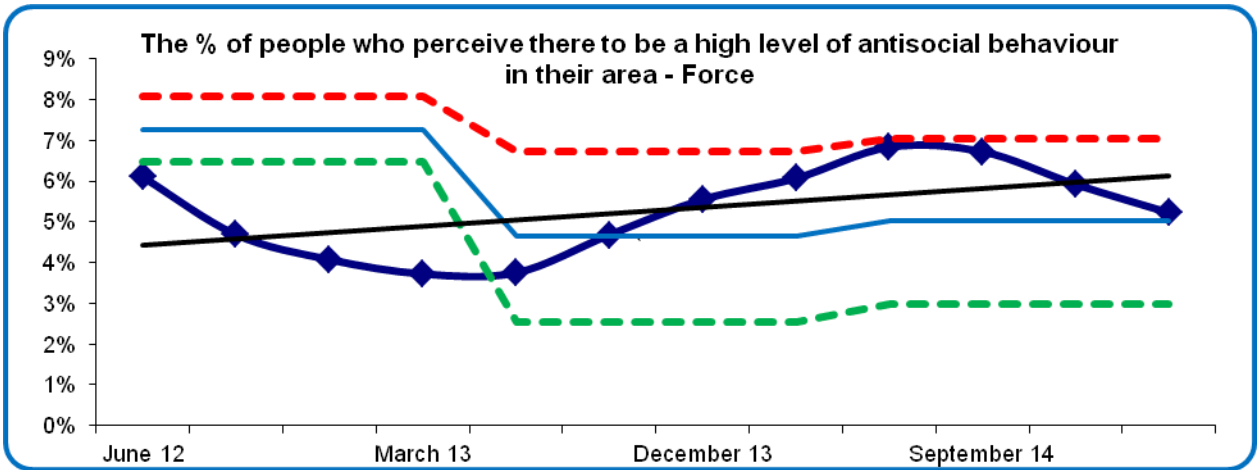
Fear of Crime and Quality of Life



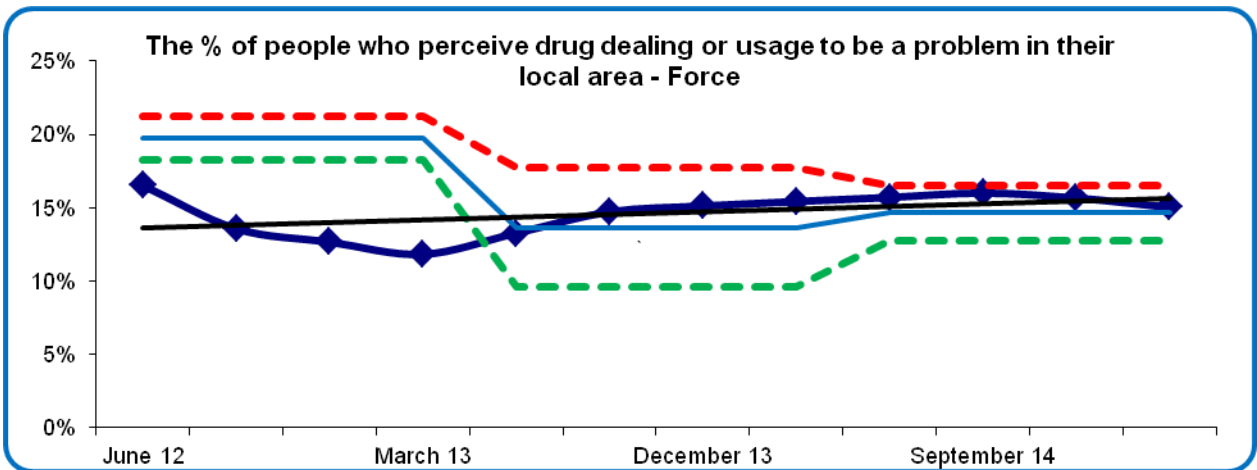
Dealing with Local Concerns



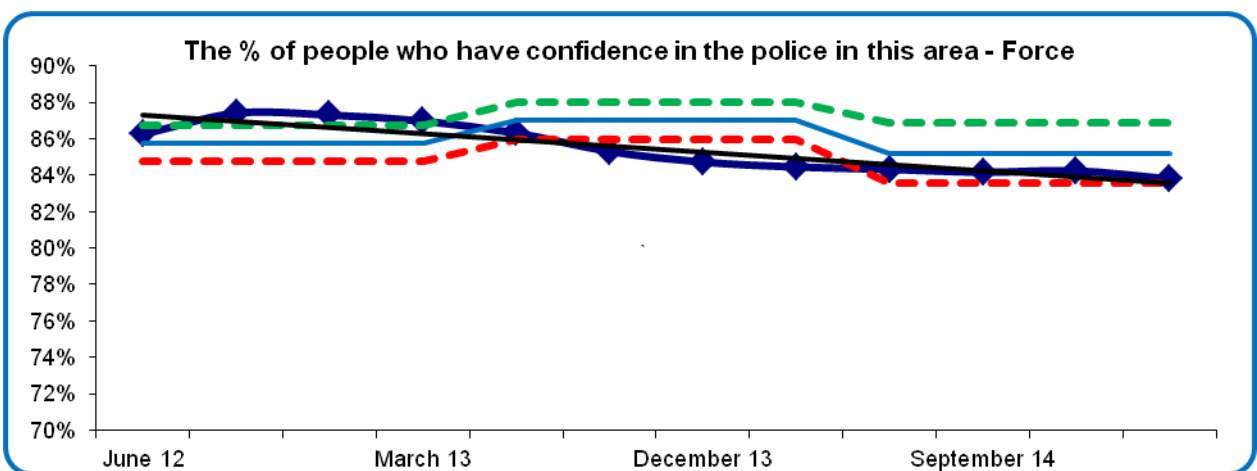
Perceptions of Antisocial Behaviour



Perceptions of Drug Dealing/Use

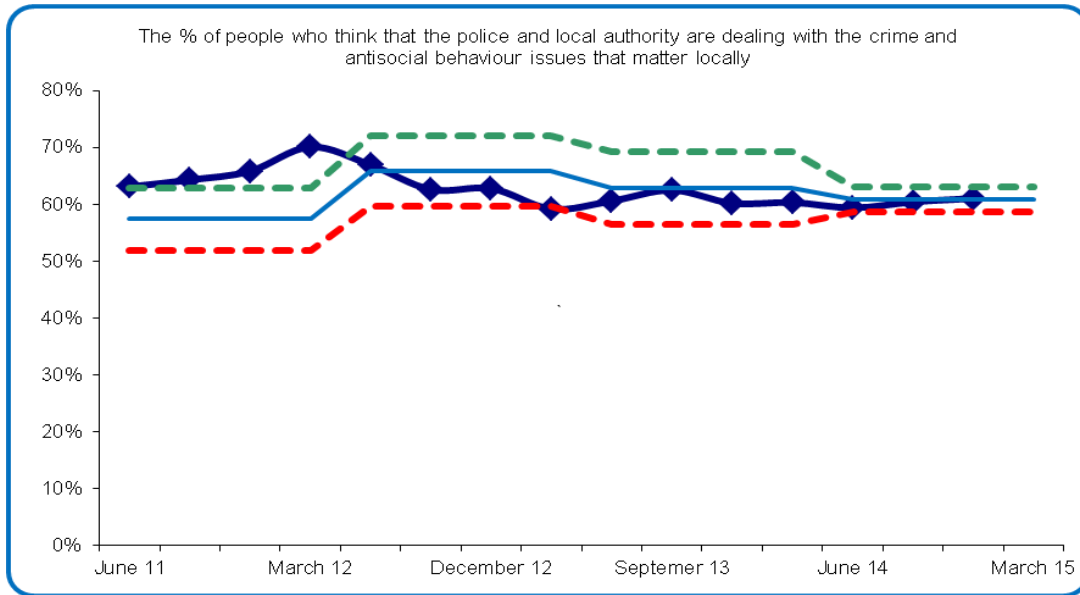


Confidence in the Police

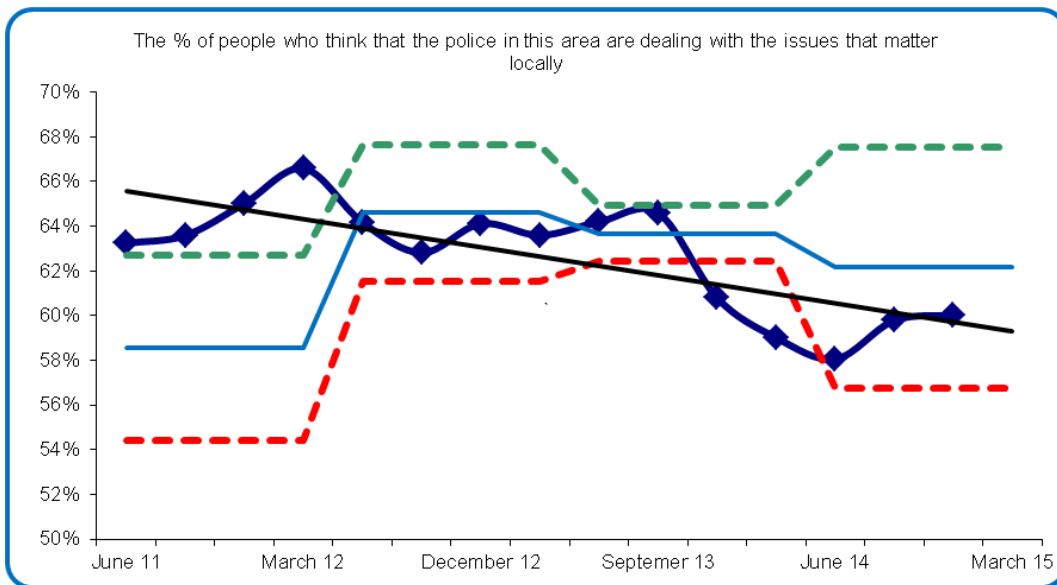


Crime Survey of England and Wales Levels (June 2011 – March 2015)

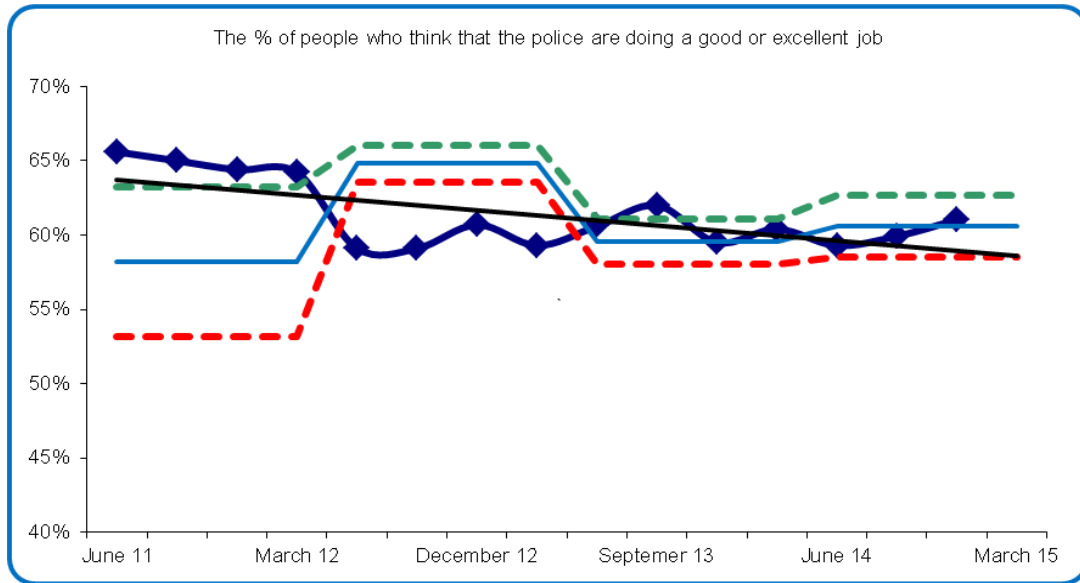
Dealing with Local Concerns - Police and Local Authority



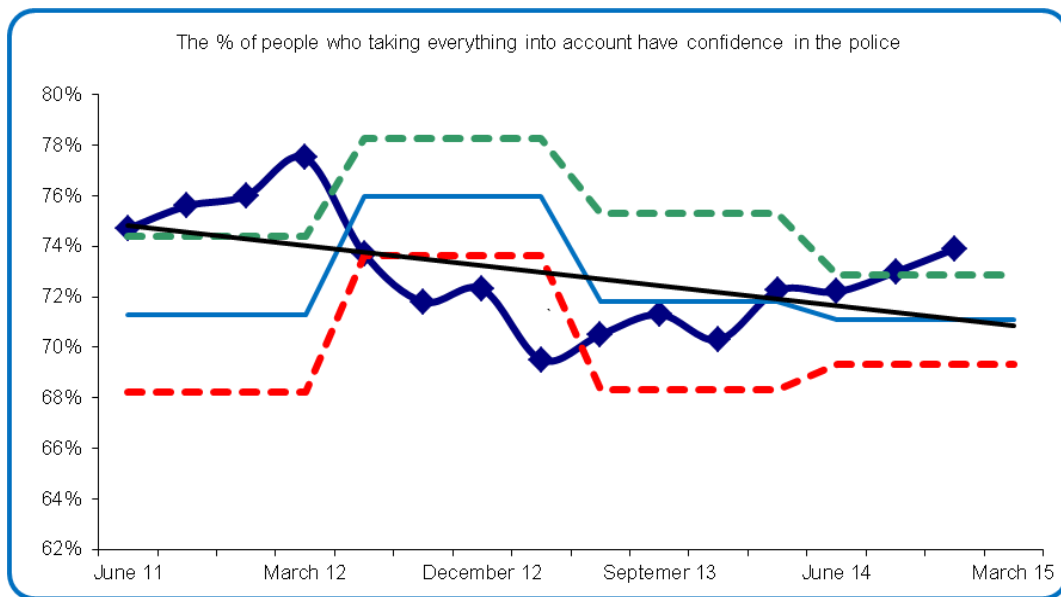
Dealing with Local Concerns - Police Only



Perceptions of Police Performance



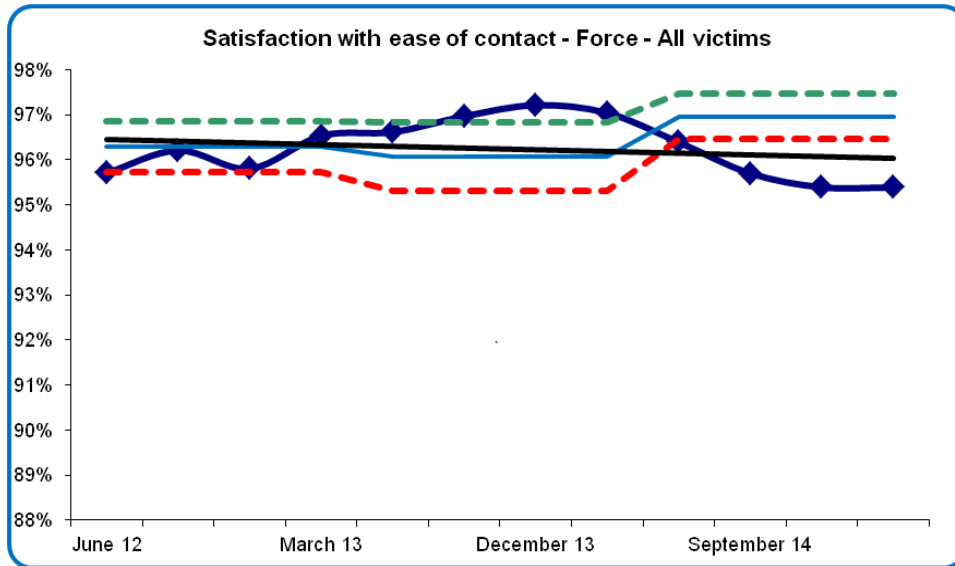
Overall Confidence



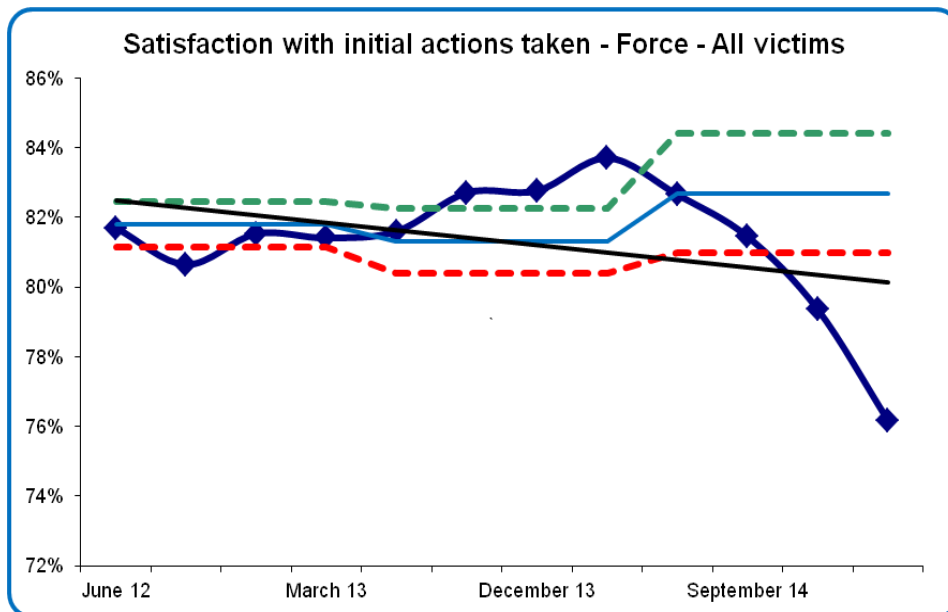
APPENDIX 7

Victim Satisfaction Levels (June 2012 – March 2015)

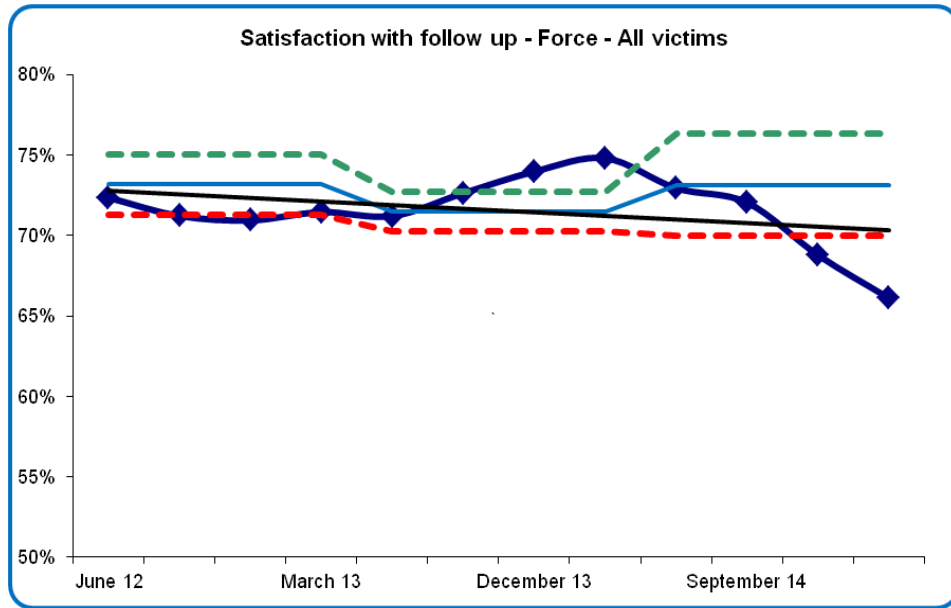
Ease of Contact



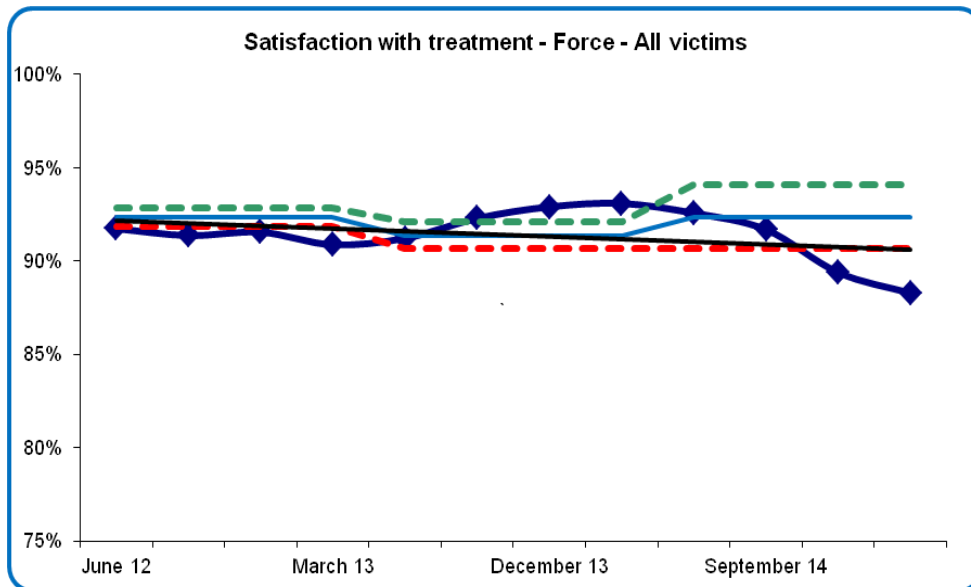
Initial Actions Taken



Follow Up



Treatment by Staff



Whole Experience

