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## **Report of the Police and Crime Commissioner to the Chair and Members of the Police and Crime Panel**

**4<sup>th</sup> July 2017**

### **Commissioners Update**

#### **1. Purpose of Report**

- 1.1 The purpose of this report is to provide Members of the Cleveland Police and Crime Panel (PCP) with an update in relation to key matters including;
- Investment in Neighbourhood Policing
  - The reformation of Cleveland Police Professional Standards Department
  - Cleveland and Durham Local Criminal Justice Board Review
  - Community Safety Hub

#### **2. Investment in Neighbourhood Policing**

- 2.1 I have a robust long term financial plan, which is detailed on page 19 of my Police and Crime Plan. I have made a commitment to securing value for money, promote a sustainable and effective operating model and a progressive change programme. Neighbourhood Policing continues to be at the very heart of policing in Cleveland. I strongly believe that in order for police officers and front-line staff to be at their most effective, they must be close to the communities they serve. Despite government austerity measures, a number of efficiencies savings have been made and these savings released an extra £1.5m available for investment in neighbourhood policing in Cleveland.
- 2.2 This has resulted in the creation of 21 new police staff roles, see table below:

<b>Role Title</b>	<b>No. of posts</b>	<b>Type of post</b>
<b>Crime Prevention Co-ordinator</b>	5	Police Staff
<b>Community Cohesion Co-ordinator</b>	1	Police Staff
<b>RAS (Refugee and Asylum Seeker) Co-ordinator</b>	1	Police Staff
<b>Police Staff Investigators – Volume Crime</b>	6	Police Staff
<b>Police Staff Investigators – Hate Crime</b>	2	Police Staff
<b>Early Intervention Co-Ordinator</b>	4	Police Staff
<b>Integrated Offender Management Officer</b>	2	Police staff

- 2.3 It is anticipated that all support staff role will be in post by publication of this report in July.
- 2.4 I'm also delighted to report that Cleveland Police have continued their recruitment of police officers and PCSOs, as part of my investment into frontline resources. 16 new PCSOs are expected to be recruited by October 2017.
- 2.5 63 new police officers have been recruited in the last 12 months. Traditionally probationer constables are inducted to Cleveland Police in response policing roles following their training. Many of these new officers will be placed directly in neighbourhood policing. This is a first for Cleveland Police, ensuring resources are placed where the public need them – on our streets.

### **3. The reformation of Cleveland Police Professional Standards Department**

- 3.1 As Police and Crime Commissioner I have set a clear strategic direction for the force in relation to standards matters. My commitment to the public included working with the Chief Constable to establish a new approach to the way complaints and professional standards matters are handled. This included expanding the role of the Police and Crime Commissioner's office in handling complaints, ensuring we have the best possible model.
- 3.2 As panel members will be aware on 5<sup>th</sup> January 2017 I issued a joint statement with the Chief Constable, Iain Spittal outlining changes to the way the force investigates complaints, misconduct allegations and wrongdoing by those who work for the organisation. I outlined my intentions in 2015 strategic direction and then through the development of the Police and Crime Plan, to work with the Chief Constable to review professional standards and to establish a new approach ahead of legislative change in expanding the remit of my office in police complaint handling. Progress against those plans has included the appointment of a Standards and Scrutiny Manager to my office who will be involved in the review of the professional standards department as well as

managing a team of complaints resolution staff who triage all complaints coming into the organisation.

- 3.3 Appendix 1 details statements I made on 5<sup>th</sup> January to bring about immediate change to the Professional Standards department involving external support in order to underpin trust and confidence in Cleveland Police.
- 3.4 The long term success of the transformational work will be wholly dependent upon strong and stable leadership of the Professional Standards Department (PSD).
- 3.5 Traditionally, the post of a Head of PSD is drawn from the superintending ranks. A significant majority of forces have a superintendent in post, some have a chief superintendent. Several smaller forces in the recent past have posted a chief inspector to this role, but have all now returned to having a superintendent in post.
- 3.6 Cleveland Police has not enjoyed or benefited from any stability in its senior leaders in recent years. Cleveland Police PSD is currently headed by the 6th officer in superintending rank in the past 6 years. The average length of time for Superintendents in post for those currently in the role of Head of PSD across all forces in England and Wales is 17 months.
- 3.7 Given the steepness of the learning curve that goes with the role, the all too frequent regularity of onward movement prevents a PSD from benefitting from stability and continuity. This is a problem that the service - and Cleveland Police in particular - needs to address, particularly when coupled with the survey finding that some 65% of current Heads of PSD have had no previous PSD experience or only limited exposure to the demands of the role. It is accepted wisdom from experience and empirical evidence that Heads of PSD cannot become truly knowledgeable and effective in the discharge of delegated powers of the appropriate authority unless and until they have a full understanding of the complexities of the police complaints and misconduct framework, and that cannot and does not happen overnight.
- 3.8 There should be no doubt that the commitment of the Force Executive and the current transformational review work provide incumbents with significant professional support. Equally, the National Police Chiefs Council Complaints and Misconduct Working Group is seeking to address this issue as a matter of priority, having commenced work in partnership with the College of Policing to set up and establish relevant and bespoke training and continuous professional development for Heads of PSD.
- 3.9 Cleveland Police has recognised that to continue to look within superintending ranks for officers to fulfil the role of Head of PSD has therefore significant risk. In a relatively small force (notwithstanding the urban and diverse complexities of its communities), the pool of superintending ranks is not deep, and the

hinterland and context of this role does not, regrettably, make it an attractive career option for many.

- 3.10 Aligned with this is that given the specialist nature of the role of a Head of PSD, it does not necessarily fall within the personal profile or career path of many who might otherwise consider such a posting a preferable or viable personal and professional option.
- 3.11 This therefore presents a strong argument for Cleveland Police to now seek to appoint an external, non-police officer Head of Professional Standards, and in doing so, ought to ensure applicants from a non-policing background are afforded opportunity to consider this as an exciting opportunity to contribute to the forward looking force.
- 3.12 Wide consultation on this proposal has taken place between the Professional Standards Transformation Reference Group, staff associations and Force 2020 Board. A realistic timescale therefore for the recruitment of a police staff Head of PSD at management grade, including any prospective notice period will be sometime in autumn 2017.

#### **4. Cleveland and Durham Local Criminal Justice Board Review**

- 4.1 Every day, staff from across a number of services are involved in tackling the crime challenges in this area. They do a tremendous job and the role of the Criminal Justice Board is to ensure that they are able to provide the best and most effective service to our local communities.
- 4.2 The task of the Criminal Justice Board is to harness the collective resources, expertise and energies of our organisations to bring more offenders to justice, to support victims of crime and witnesses and to provide rehabilitation services which persuade people to turn away from a criminal lifestyle.
- 4.3 As Police and Crime Commissioner I co-chair the Cleveland and Durham Criminal Justice Board together with Ron Hogg, the Police Crime and Victims Commissioner for Durham. In April 2016 a review of the work of the Criminal Justice Board was commissioned by Ron Hogg and I. A copy of the review can be found at appendix 2. In summary the board agreed to the following key actions:
  - Establish a common set of goals/objectives
  - Reorganised the board and its sub group structures
  - Consider establishing a Criminal Justice Programme lead and staff to support the work of the Board.
  - Improve the links between the Board and other partnerships such as the Community Safety Partnership and Health and Well-being Boards
  - Developing a whole system performance framework

- 4.4 Following completion of the review in September 2016, a statement of intent has been agreed by all Board members (Appendix 3).
- 4.5 The Programme Lead was appointed in March 2017 and will work across both the Cleveland and Durham OPCCs. The Programme Lead will be supported by two Criminal Justice Officers and an Analyst.
- 4.6 A draft criminal justice plan is currently being developed and will be consulted upon with all partners at the Criminal Justice Board Away Day on 17<sup>th</sup> July 2017.

## **5. Community Safety Hub**

- 5.1 I am pleased to report that building work commenced in March on the 10 million pounds state-of-the-art Community Safety Hub in Hemlington, Middlesbrough. Not only will the building be a cutting-edge home for a modern police force and other community safety specialists, but it will be a far more cost-effective option than the current building. The current plan is for the building to be fully operational in September/October 2018.
- 5.2 There are a number of added social values being generated through the hub development by working closely with construction partner Esh, including;
  - 5.2.1 Get Into Stem - Esh already have this scheme running to develop learning in primary schools. They have a STEM kit which is basically a play set for construction so includes things such as rubber bricks, tape measures, dress up outfits for builders, architects etc. They have a qualified teacher working for them who has designed it's usage based on the curriculum. The kits are now being used in the local schools and are left there for a 2 week period (sometimes longer) after an introductory session provided by Esh. We have agreed with Esh to develop a STEM kit for the PCSO's to use free of charge. The PCSO's are currently shadowing the Esh kit, we will develop the police one over the summer and launch it in local schools in the new term. Once recruited we will hand this over to Schools Liaison officers.
  - 5.2.2 Building My Skills – An Esh scheme that Cleveland Police are now engaged with. This is aimed at secondary schools and consists of staff and officers from Cleveland Police conducting seminars with school leavers about the work of the police and what it is like to be employed by Cleveland Police.
  - 5.2.3 Stay Safe – The Community Safety Hub team have conducted talks in 3 local primary schools about safety on the construction site. Esh have a mascot called Dudley the Elephant (elephants don't forget about safety) and Cleveland Police have a Bobby the Bear mascot.

There are plans to use the mascots at local community events such as the Hemlington Fun day and the Mental Health Relay Baton to raise awareness about site safety.

- 5.2.4 Regular Site visits – again aimed at schools but also the Linx project in Hemlington to let them see the project being implemented.
  - 5.2.5 Apprenticeships – Esh employ 25 apprenticeships per year and have a 75% success rate in maintaining them. Esh are working with the Linx project to run events to assist young people interested in an apprenticeship to assist them in them completing application forms and preparing for interviews.
  - 5.2.6 Esh Communities – this is a £1000 grant that any community group can apply for on an annual basis. The Linx project was awarded this year’s grant for the work they do with young people.
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- 5.3 Partnership working with the local community
  - 5.4 Hemlington, Coulby Newham and Stainton Community Council have been regularly briefed and kept up to date with the progress of the build.
  - 5.5 The Larchfields Community Farm is a neighbouring working farm that benefits people with learning disabilities. It operates on a day and residential basis and also has a farm shop, café and meeting facilities. We are planning to explore opportunities for using the meeting room and also if possible displaying items from the farm shop in the hub.
  - 5.6 The Unicorn Centre is a neighbouring riding school for the disabled, similarly to the Larchfield Community farm we are exploring meeting room use.
  - 5.7 The community safety Hub will include a community café ideally run by a local community group and we will build this into our procurement process to ensure this happens next year.
  - 5.8 I am pleased to report that Esh are committed to using local materials in the construction including British Steel. 85% of the material used will come from a supply chain based within a 25 miles radius.

**Barry Coppinger**  
**Police and Crime Commissioner for Cleveland**