



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

4 July 2017

Performance Report

Purpose of Report

1. To outline the revised performance framework and provide members of the Police and Crime Panel with a summary of performance since the introduction of the Police and Crime plan in December 2016.

Police and Crime Plan

2. The Commissioner's objectives are as follows:
 - Investing in our Police;
 - A Better Deal for Victims and Witnesses;
 - Tackling Re-offending;
 - Working Together to Make Cleveland Safer; and
 - Securing the Future of our Communities.
3. This report updates Panel members on performance associated with the delivery of the Commissioner's objectives, the wider aspects of the Police and Crime Plan and statutory responsibilities.

Holding the Police to Account

4. Holding the Chief Constable to account is the key duty of the Police & Crime Commissioner and must encompass all of the functions of the Chief Constable and functions of those who are under the Chief Constable's direction and control: this means, particularly
 - How the Chief Constable discharges his duty to have regard to the Police and Crime Plan;

- How the Chief Constable has regard to national and regional Strategic Policing Requirement (SPR);
- How the Chief Constable complies with the law generally and police codes of practice in particular;
- How the Chief Constable deals with his functions in relation to the handling of complaints against the police;
- The effectiveness and efficiency of Cleveland Police's work in relation to collaboration and partnership;
- How effective and efficient the police arrangements are for engagement with local people;
- How well Cleveland Police achieves value for money in all that it does;
- How Cleveland Police addresses its equality and diversity duties; and
- How Cleveland Police deals with its responsibilities, working in partners, in respect of safeguarding and promoting the welfare of children.

Performance Framework

5. The Commissioner's performance framework sets out how the Commissioner approaches the important responsibilities listed above.
6. The Commissioner has an obligation to explain, as part of the Police and Crime Plan, the way in which the Chief Constable's performance in providing policing will be measured and how he expects the Chief Constable to report to him about policing. A framework has been developed which sets out the approach that the Commissioner will take to judge police performance and standards.
7. The framework will also set out how the Commissioner will monitor and scrutinise progress in the delivery of the Police and Crime Plan. The plan sets out the policing and crime objectives, with commitments that will contribute to the delivery of local neighbourhood policing and improvements to public safety and people's quality of life. To deliver that plan, the Commissioner provides and commissions a number of services. Those services are delivered by or through the Commissioner's own team, by partners across the public, private and third sector and of course, by Cleveland Police.
8. This performance framework builds on the strengths from the Commissioner's first term of office, it also explains how the Commissioner will monitor and scrutinise progress in the delivery of his Police and Crime Plan.
9. The framework focuses on evidence-based practices and evaluation of the impact of activities and initiatives in delivering outcomes as published in the Police and Crime Plan. The diagram shows those areas that influence the performance and delivery of the Police and Crime Plan.



10. The Commissioner has prepared a series of measures and indicators to provide a consistent approach to the monitoring of the plan's objectives and scrutiny of the Chief Constable. The table provides details of how and where the indications will be monitored, either through internal processes (both the Force's and the OPCC), through the scrutiny process or through the performance report prepared for this panel. The document is attached for information at **Appendix 1**. The Performance Report June 2017 is attached at **Appendix 2**, this provides an overview of the current performance of the PCC and his Police and Crime Plan

Ensuring greater benefits from the scrutiny programme

11. The scrutiny of the Force is one of the main responsibilities of the Commissioner as set out in the Police and Social Responsibility Act 2011. The Commissioner's commitment to the scrutiny of the force has been demonstrated with the creation of a dedicated Standards and Scrutiny Manager post to assist the commissioner in driving continuous improvement across the police force in standards and performance and by managing a scrutiny programme where the Commissioner can effectively hold the force to account. As a result, the scrutiny programme has been refreshed to ensure that not only is there is a more focused and robust approach to holding the force, partners and commissioned services to account, but that the programme can be responsive enough to hold 'deep dive' scrutiny in a more agile nature of those important issues as they arise.
12. Delivered through the Commissioner's standards and scrutiny programme effective checks and balances are undertaken through a schedule of regular meetings as follows
 - **Scrutiny, Performance and Delivery meetings**
Standard agenda items ensure that the Commissioner is kept up to date with important issues such as the force's actions arising from HMIC inspection reports, the transformation of the Professional Standards Department, the progress on the Community Safety Hub and Force

performance. The meetings are attended by the Deputy Chief Constable and where appropriate Senior Officers who are specialists in certain areas. They will be asked to provide information for the Commissioner on a whole host of issues that have been brought to the Commissioner's attention, through various channels including community meetings, national issues and through monitoring the force's performance. A tracking system has been developed to ensure that where updates or further information are required that this is scheduled in to the regular scrutiny programme.

- **Working together Meetings**

At the Working Together meetings each Local Authority, with members from Community Safety Partnerships, is represented. The purpose of the meetings is as follows: to discuss commissioned services, to provide a platform which ensures that the Commissioner is kept up to date with any developments and issues in these areas; that attendees have the opportunity to discuss any concerns with the commissioner; and as a forum to discuss national and local initiatives around crime prevention.

- **Internal and External Audit Committees**

Internal audit meetings are held with the Chief Constable to ensure that the Force promotes the highest standards of ethical conduct. The committee provides a focus for education into ethical issues and a source of support for officers and staff and it ensures that the Force complies with organisational values in its decision making and actions. The force also uses the committee to work through examples where officers and staff have had to make ethical decisions and share good practice arising from those decisions.

The External Audit Committee comprises of representatives from the force and lay members. Since the committees have been in existence, matters relating to finance, promotions and structural change have been tested.

- **Her Majesty's Inspectorate of Constabulary (HMIC)**

PEEL (Police effectiveness, efficiency and legitimacy programme) inspections are undertaken by HMIC who draw together evidence for its annual all-force inspections which is used to assess the effectiveness, efficiency and legitimacy of the force. The Commissioner responds to the findings of every inspection and, as part of the scrutiny programme, monitors any areas for improvement closely.

13. The performance framework is pivotal to the successful delivery of the standards and scrutiny programme enabling the Commissioner and all other interested parties to assess measures, controls and progress against the Commissioner's objectives.

14. In addition to the meetings above the Commissioner continues to attend the following to complement his scrutiny programme:

- Daily review of the Control Room and Serious Incident Logs;
- Weekly accountability meetings with the Chief Constable;
- Monthly crime performance monitoring;

- Attendance at the Force's monthly Tactical Performance Group (TPG) and quarterly Strategic Performance Group (SPG) meetings; and
- Attend at least one local area meeting in each of Cleveland's neighbourhood police team areas.

Finance

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

Risk

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

Diversity and Equal Opportunities

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

Recommendations

18. That this performance report is noted.

Barry Coppinger
Police & Crime Commissioner for Cleveland