



PERFORMANCE REPORT

JUNE 2017

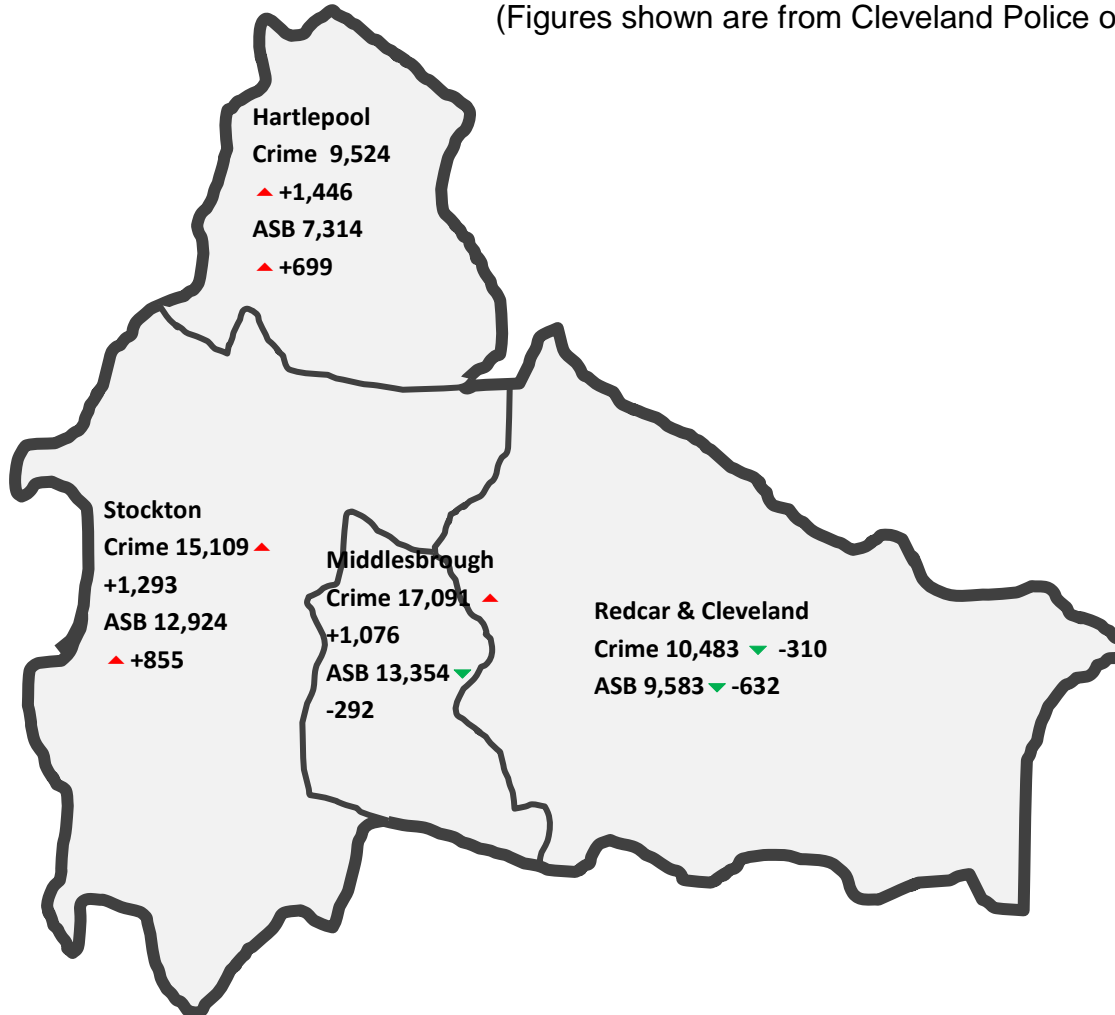
This report provides an overview of the current performance of the PCC and his Police and Crime Plan. The information provided is accurate at the time of production. Information focuses on an agreed suite of performance indicators and support key diagnostic indicators. Additional information is also provided to establish the context of information presented and assist the reader in their understanding of the report.

Report prepared by the Office of the Police and Crime Commissioner for Cleveland

INVESTING IN OUR POLICE

Organisational Efficiency and Effectiveness: Crime and Antisocial Behaviour

Total Numbers for Crime and Antisocial Behaviour (ASB)
(Figures shown are from Cleveland Police on a rolling 12 months May 2016 to May 2017)



Total Crime and Anti-Social Behaviour – Publicly reported crime and anti-social behaviour has increased in all Local Policing Areas (LPAs) with the exception of Redcar and Cleveland. Levels of ASB have reduced in Middlesbrough.

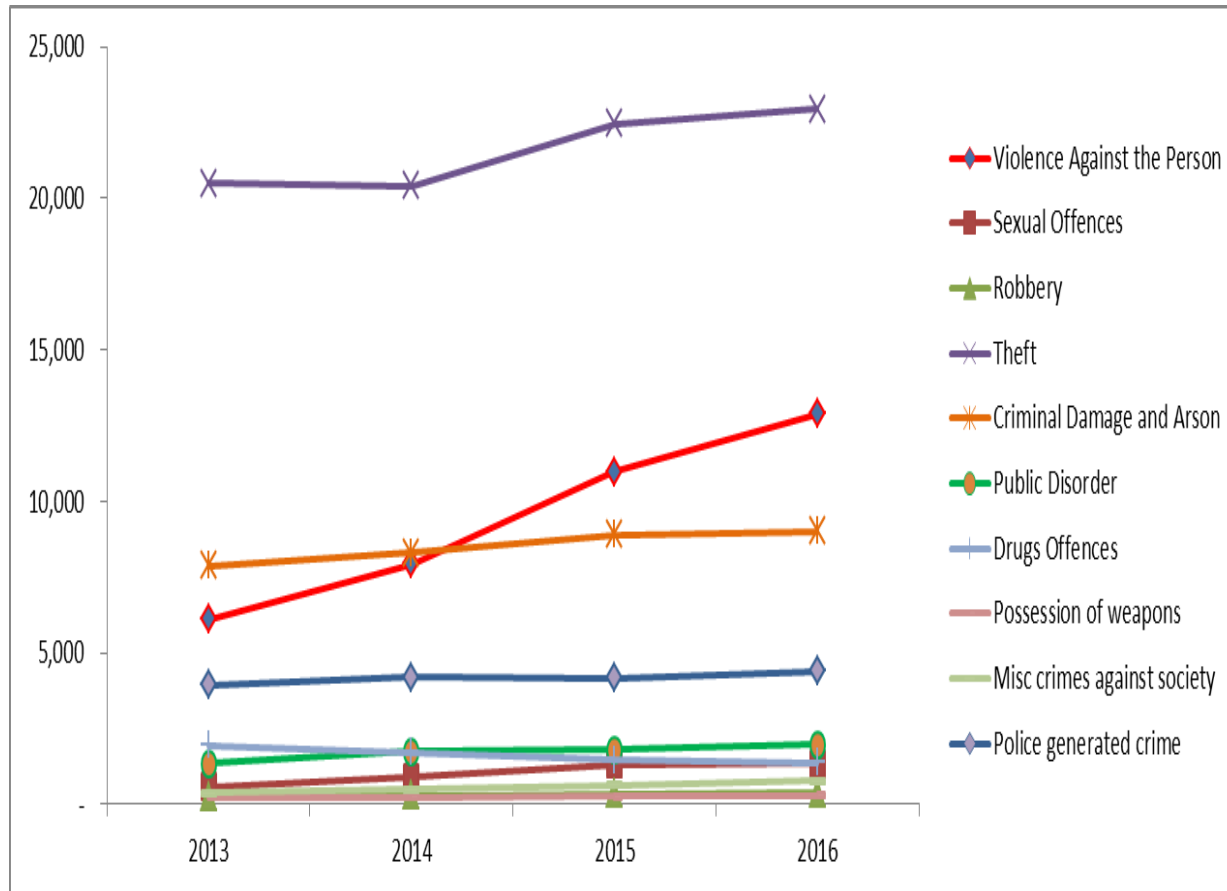
National Picture – In the latest Crime Survey for England and Wales (December 2016) the police recorded a total of 4.8 million offences in the year ending December 2016, an annual rise of 9%. However, the large volume increases driving this trend are thought to reflect changes in recording processes and practices rather than crime.

The PCC has invested £2m in the dedicated Protecting Vulnerable People Hub, to protect the most vulnerable and at risk members of our society. The hub covers sexual and domestic abuse, child sexual exploitation and online grooming. The funding has also helped to develop the Vulnerable, Exploited, Missing and Trafficked Team (VEMT).

The PCC is undertaking a programme of visiting the various teams within the force to hear first-hand from officers about the current state of policing in Cleveland.

INVESTING IN OUR POLICE

Organisational Efficiency and Effectiveness: Crime and Antisocial Behaviour



Source: Cleveland Police recorded crime (2013 - 2016)

Investment to combat crime and anti-social behaviour

As a result of efficiencies, an extra £1.5m was released by the PCC for investment to ensure neighbourhood policing was retained. Fifteen posts were created, including 5 additional crime prevention co-ordinators, 2 hate crime investigators, a refugee and asylum seeker co-ordinator and a Communities Against Violence and Policing (CAVIC) coordinator post

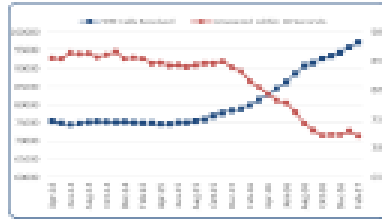
In the last financial year 63 new police officers and 16 PCSOs have been recruited. The majority of these officers will join neighbourhood teams after training.

INVESTING IN OUR POLICE

Operational Efficiency and Effectiveness: 999 Calls and 101 Calls



In the last 12 months, Cleveland Police received more than 97,000 999 calls. This equates to an average of more than 260 calls per day. 72% of these calls were answered within the target time of 10 seconds.



Increasing trend for incoming calls. Decreasing trend in answered in 10 seconds

101

In the last 12 months, Cleveland Police received more than 200,000 101 calls. This equates to an average of more than 550 calls per day.



'101' Calls increased by 14% compared to last year.



'999' Calls increased by 22% compared to last year.



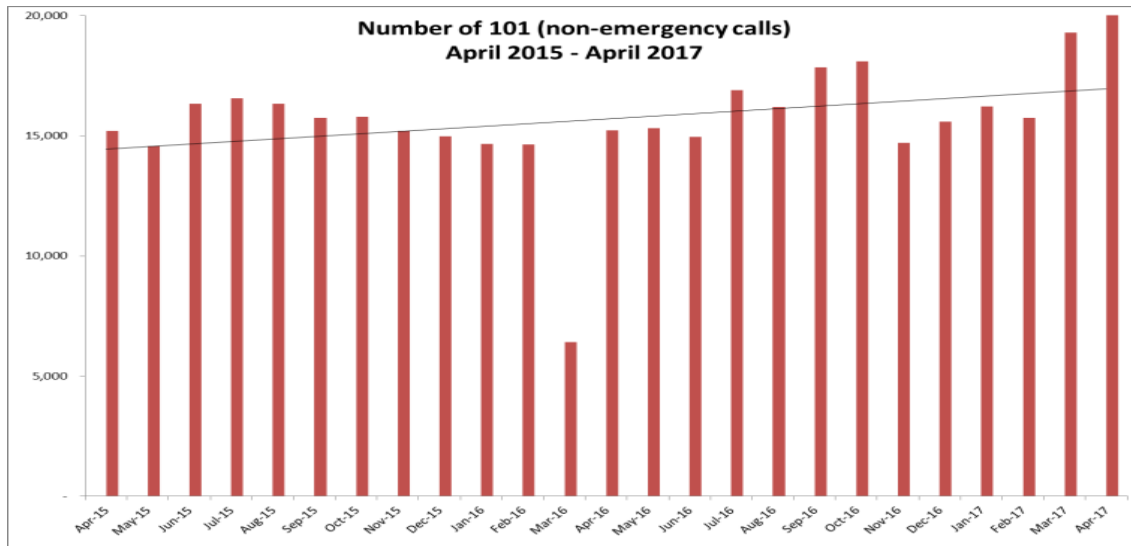
Proportion answered in 10 seconds dropped 9.3% pts



6.6% of 999 calls are abandoned. Double the rate of last year



Almost 1% of 999 calls took over 2 minutes to answer (0.2% last year).



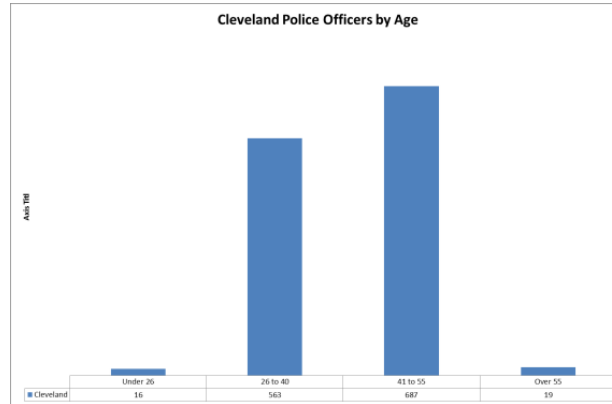
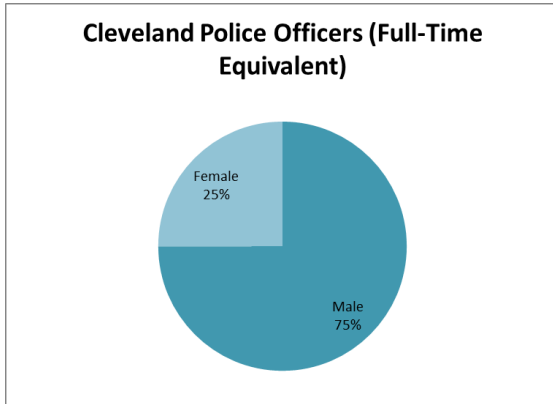
The number of 999 calls have increased by 22% and 101 calls have increased by 14% compared with last year. The average number of 101 (non-emergency) calls received per day is 550.

The PCC keeps a daily review of the Control Room and Serious Incident Logs and monitors the 101 call responses rate through the scrutiny programme.

A thorough review of the Control Room has recently been undertaken by the force which has resulted in a number of recommendations which the PCC will be monitoring carefully through the scrutiny programme.

INVESTING IN OUR POLICE

Organisational efficiency and effectiveness: Equality and Diversity



The PCC is responsible for representing all our diverse communities in ensuring that the police service responds sensitively and appropriately to the needs of everyone who contact them for help and support.

Performance of this is monitored via the Everyone Matters strategy. The PCC's weekly meetings with the Chief Constable gives assurance that genuine progress is being made against activities.

Performance of Cleveland Police is also monitored through Cleveland Police's Senior Management Board and Tactical Performance Groups which the PCC regularly attends.

The PCC's Scrutiny Programme posed questions to the Chief Constable and his senior officers, including how the Force recruits officers and the diversity of new officers.

Police Officer Ethnicity

White	Mixed	Black or Black British	Asian or Asian British	Chinese or Other ethnic group	Not stated
1,213	4	1	14	2	24

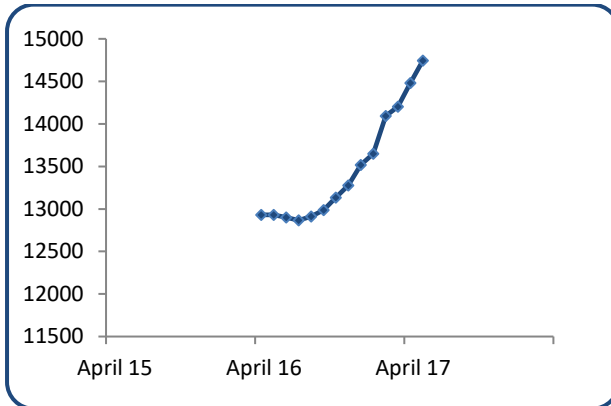
Staff Survey - Results from the staff survey 2016 showed significant improvements from 2014. Fairness, perceived organisational support, clarity of vision, ethical leadership, job satisfaction and emotional energy had all improved. Whilst concerns about wellbeing issue such as work family conflict and uncertainty had declined.

As a result of the survey the force were working to better understand the survey's identification of 'hindrance stress', stress due to things like red tape, workplace politics and role ambiguity. The PCC has sought updates through the scrutiny programme on how the force intent to build on the good work that was reported in the survey.

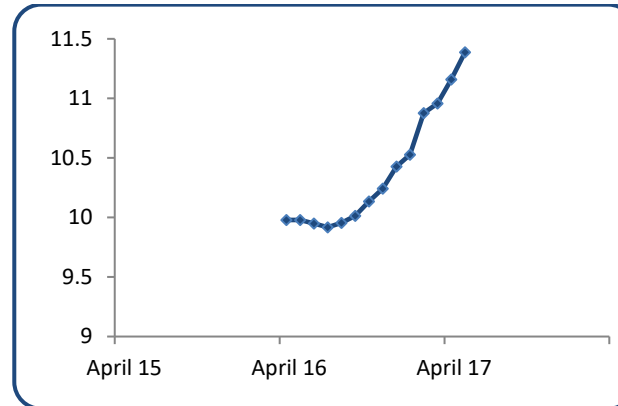
INVESTING IN OUR POLICE

Organisational efficiency and effectiveness: Attendance Management

Total officer Days lost – Force



Average officer days lost – Force



Source: Cleveland Police (trend line - rolling 12 month data)

Attendance Management is a key concern of the PCC and the Force. Performance is monitored by the PCC through regular attendance at the Cleveland Police Senior Management Board and Tactical Performance Group. The force is undertaking a thematic review of sickness and TOIL during May to ensure that attendance management remains a priority.

The PCC will monitor the outcome of that review and has focused scrutiny questions on the latest sickness absence figures for the 12 months ending March 2017 which showed that sickness absence cost the force £3,696,969 for police officers and £732,405 for police staff – approximately 5.6% of the staffing budget.

The actions that are being taken to reduce the level of sickness include:

- HR advisors are conducting attendance management workshops with supervisors across the force;
- The employee relations team in conjunction with HR are reviewing the data to identify key cases of absence, particularly long term absences;
- The HR management improvement plan also includes the Occupational Health review - A review is being undertaken into Occupational Health to see what health provision there is currently and what the force needs for the future, for example are more counsellors needed to help prevent stress absence rising or physiotherapists for physiological absences;
- The employee assistance programme (with Health Assured) has been launched and promoted to staff;
- The Blue Light programme has been launched to assist with emotional wellbeing and mental health issues;
- There is a wellbeing strategy, this also includes preventative methods for example the 10,000 step challenge

INVESTING IN OUR POLICE

Organisational efficiency and effectiveness: HMIC PEEL Assessment 2016

Theme	2015-16	2016-17
PEEL: Police effectiveness	Requires Improvement (February 2016)	Good (March 2017)
PEEL: Police Legitimacy	Requires Improvement (February 2016)	Requires Improvement (December 2016)
PEEL: Police Efficiency	Requires Improvement (October 2015)	Good (November 2016)

2017-18

The most recent inspection took place between 5 and 9 June 2017 on the themes of Efficiency, Legitimacy and some elements of leadership. The results are expected in Autumn. Effectiveness will be inspected later in the year.

HMIC inspected Cleveland Police as part of their Police Effectiveness, Efficiency and Legitimacy programme. These aim to give information to the public about how local police forces are performing.

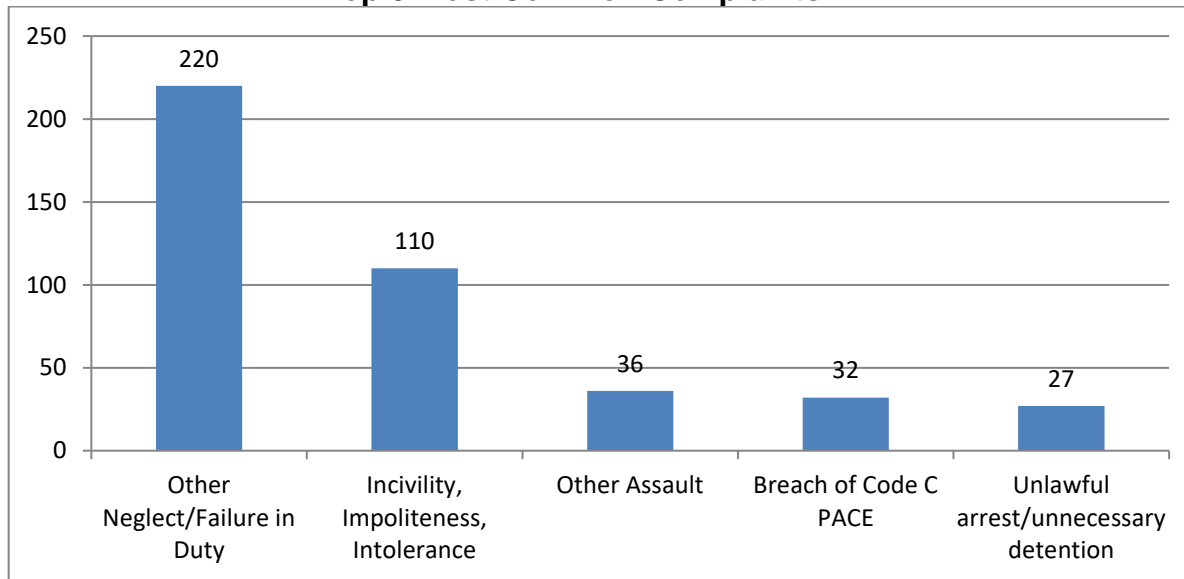
HMIC Inspections – Links to the Commissioner’s Scrutiny Programme

1. The Scrutiny, Delivery and Performance Meeting has a standard agenda item ‘Update from Inspection Reports’ which ensures that the PCC receives regular feedback from the force on the work that is taking place to address any ‘areas for improvement’ that were identified in any previous inspection reports. This provides the PCC with the opportunity to ask specific questions in order to assess progress on an on-going basis.
2. For example – at the Scrutiny, Delivery and Partnership meeting on 27 February the PCC received an in-depth presentation on the developments that had taken place in the areas that were marked for improvement. A number of questions were put to the force in advance of the meeting in order to ensure a full and detailed response could be prepared.
3. At the meeting on June 12 the PCC sought an update from the PEEL Effectiveness inspection. The force received a ‘Good’ rating in this category. However there was one area which was highlighted as ‘requires improvement’ in relation to the effectiveness of the force at protecting those who are vulnerable from harm, and supporting victims? The PCC asked a number of specific questions to seek assurance on progress in that area.

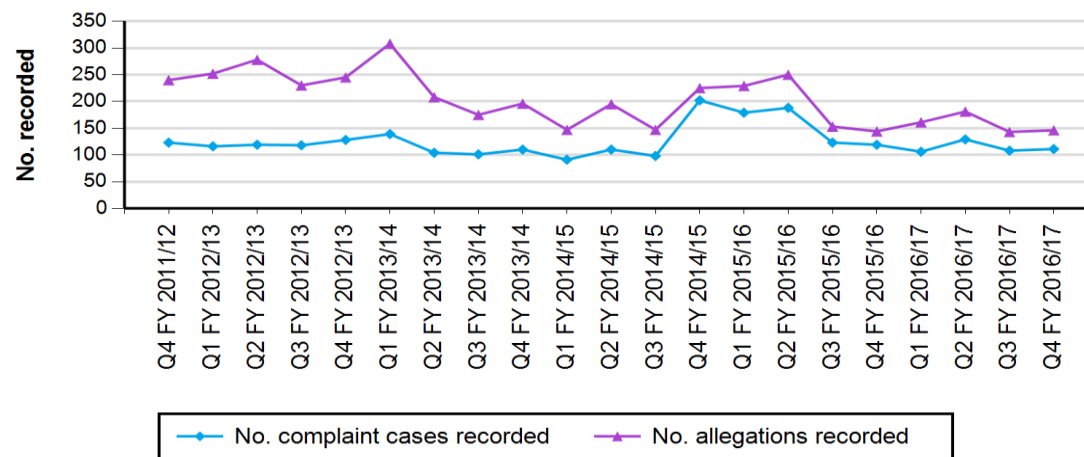
INVESTING IN OUR POLICE

Enhanced public confidence in the Force across all communities we serve: Public Confidence in the Force - Complaints

Top 5 Most Common Complaints



No. complaint cases and allegations recorded



Accountability and Integrity – A key commitment made by the PCCs aim is for Cleveland Police to be a national lead in terms of professional standards and the way in which complaints are handled. A transformational programme is currently underway to review the professional standards department and improve the way complaints are handled and investigated.

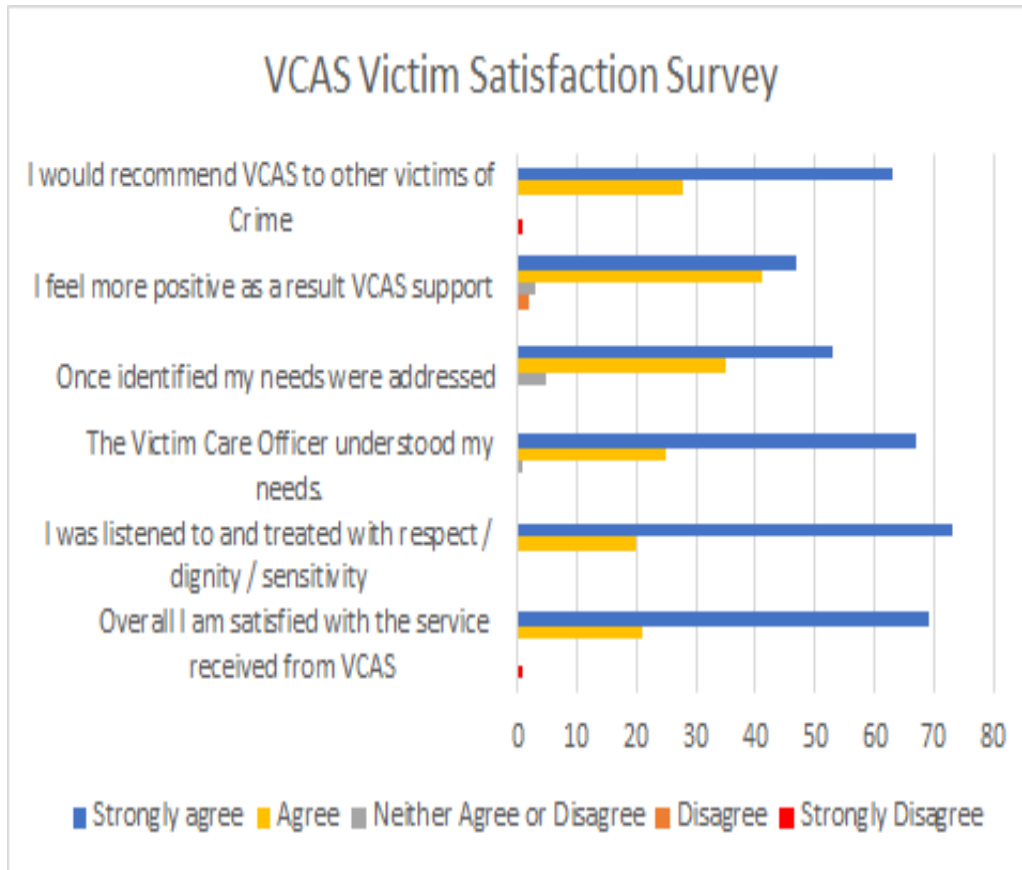
Many service improvements have been made as the review takes place which are beginning to show results in a number of areas including the speed in which investigations are undertaken and with additional training staff are operating with a new confidence.

Complaints are initially ‘triaged’ by the Complaints Triage team, who, to give independence from the force, are staff from the Office of the Police and Crime Commissioner. The aim of this system is to ensure that complaints are dealt with efficiently and to the complainant’s satisfaction. Those more complex complaints are passed to professional standards to investigate and respond.

In tackling incivility the force has ensured that training has been provided to officers as part of the Everyone Matters programme on unconscious bias and for supervisors on holding challenging conversations.

A BETTER DEAL FOR VICTIMS AND WITNESSES

Improved Victim Satisfaction: Victims Surveys



The Cleveland and Durham PCCs have a shared joint ambition to make services for victims and witnesses in our area the best in the country. Through their commissioning of services the OPCCs aim to further improve working with victims and witnesses and ensuring their satisfaction with our services.

The satisfaction of victims and witnesses is pivotal to the delivery of services. Performance is monitored through regular attendance at the Cleveland Police Senior Management Board and Tactical Performance Groups.

Cleveland Police regularly survey victims' experience of the service they receive. The top six reasons for being satisfied are as follows:

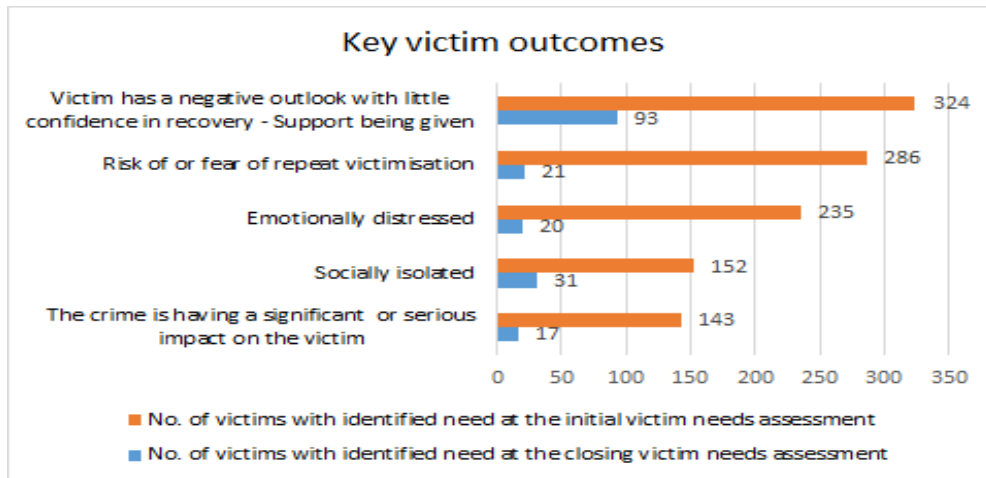
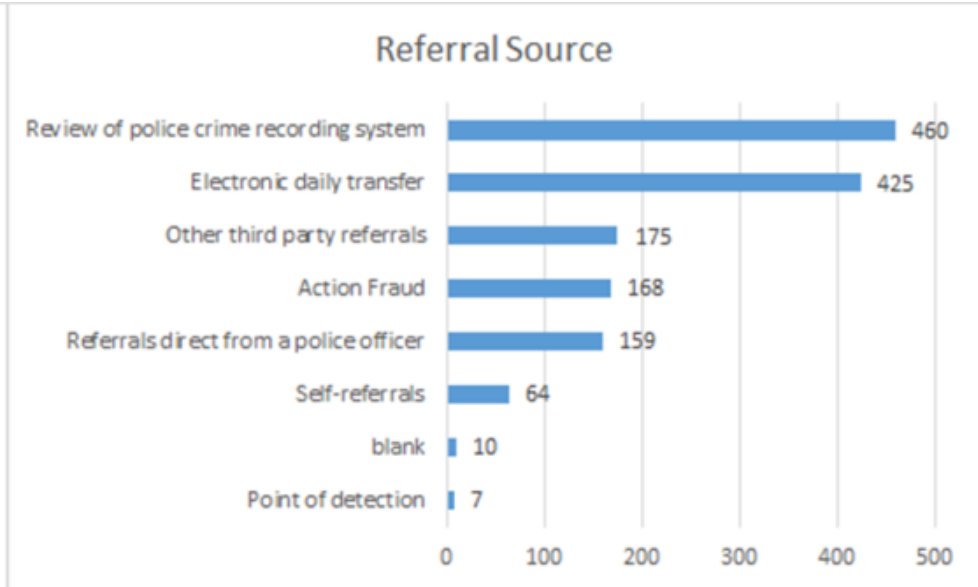
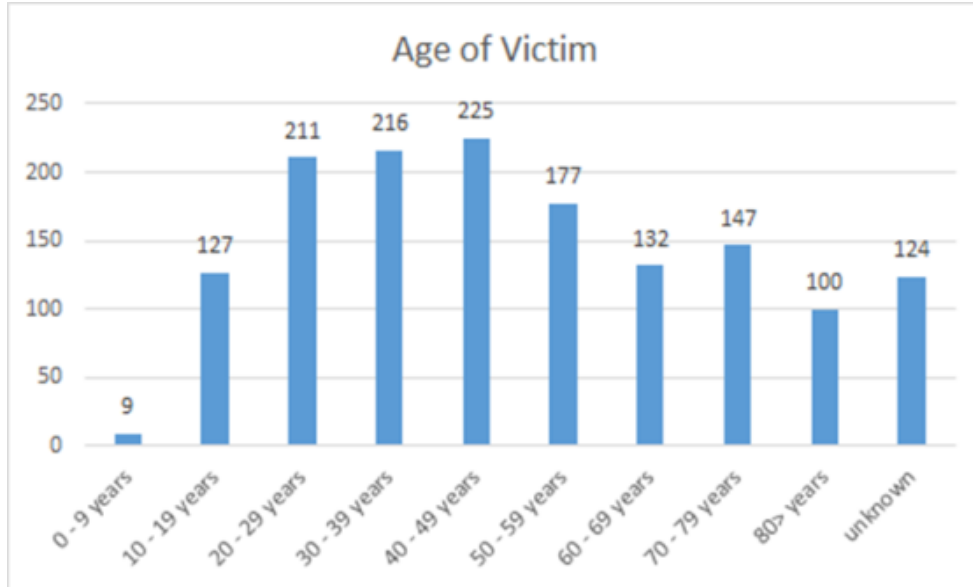
- The professional attitude or manner of the officers/staff who dealt with them
- Police did more than expected
- A belief that the police did everything possible to deal with the crime
- Good communication, kept informed and explanation given
- Quick response

In May the PCC was visited by the national Victims' Commissioner, Baroness Newlove, who was impressed with the work in Cleveland to support victims of crime.

She said: "I've been very impressed with the work in Cleveland in supporting victims of crime, particularly the great work taking place to help prevent further victims of fraud. "Cleveland certainly has a lot of support to offer victims living in the area, and I look forward to that continuing. "Ensuring that victims receive a personalised service that suits their needs and their circumstances are absolutely key – I can see that together with Durham, Cleveland is focusing on this to bring about some real improvements for victims of crime in the area."

A BETTER DEAL FOR VICTIMS AND WITNESSES

Victims of Crime are able to cope and recover: Demand for Victim Services



As the graphs show, the majority of victims are age over 40. Cases are identified by VCAS based on a review of the police crime recording system, self-referrals are accepted and referrals from other agencies such as police officers.

Since the service began it has reached out to over 4,000 vulnerable victims in Cleveland, with over 1,400 people receiving a needs-based assessment and appropriate one-to-one support.

A BETTER DEAL FOR VICTIMS AND WITNESSES

Victims of crime are able to cope and recover: Demand and Level of Service Provided

<u>Q4 - Crime and incidents reviewed</u>	
Review of: -	Number
Police recorded crime at the point of report through review of Niche	12,405
Crime reported to Action Fraud	410
Anti-social behaviour incidents	130
Hate incidents	73
Police recorded crime at the point of detection (01.01.17 - 31.01.17)	258
Total Reviews	13,376

Of the 1,094 people identified as being potentially vulnerable, VCAS successfully made contact with 591 people. Of those contacted 284 had requested VCAS support at the point of reporting the crime but only 107 actually went on to accept the service.

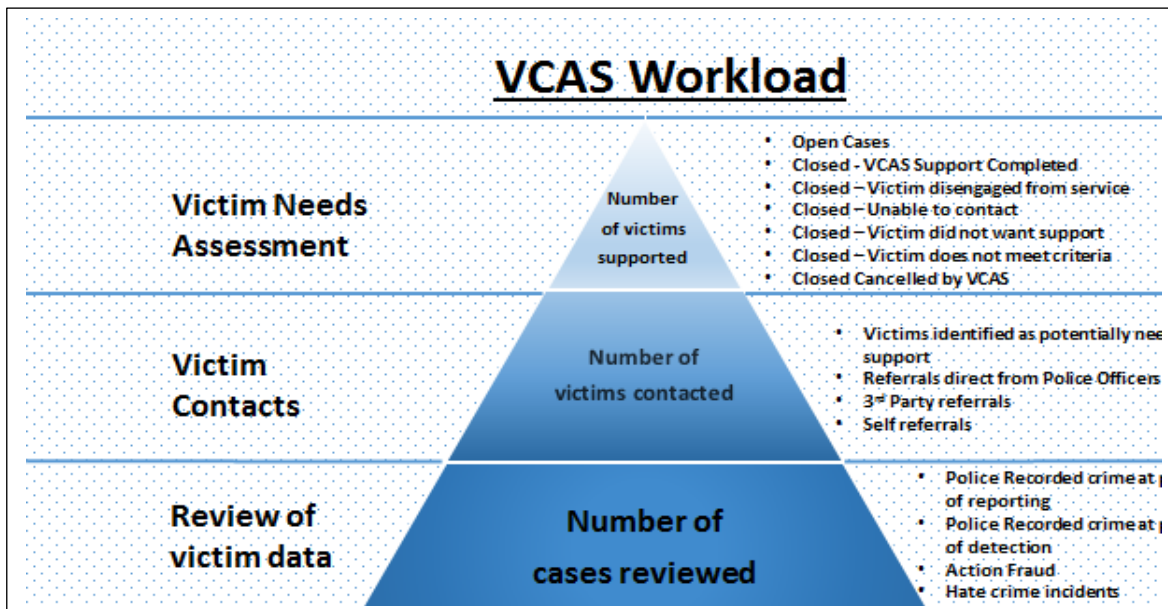
76 victims that had not asked for VCAS support at the time of reporting the crime to the police subsequently took up the offer of help following contact by VCAS.

A review of Action Fraud cases identified a further 170 victims that were potentially vulnerable and in need of support. Contact was made with 57 of these victims, 16 accepted the offer of support and were added to the VCAS caseload and a further 23 received crime prevention advice over the phone.

During Q4 25% of those identified as being vulnerable through the review process went on to receive support through VCAS and a Victim Needs Assessment was completed

Working in support of the PCC and Cleveland Police ongoing work in relation to vulnerable victims of Fraud, we have taken the lead in embedding the Friends Against Scams (FAS) initiative within Cleveland. Our team are Scam Champions and deliver the 'FAS' message to victims and potential victims of such crime.

VCAS have now created 118 Friends Against Scams across Cleveland and have delivered the information sessions to victims of fraud together with family members or support networks, youth groups and students.



TACKLING RE-OFFENDING

Fewer People Re-offending –Uptake of Services and Youth Triage

Uptake of Services – Numbers of offenders engaging with service providers

Fewer People Re-offending

In January 2017, my office established a Cleveland-wide Reducing Re-Offending Group, made up of criminal justice agencies and partners. The purpose of the group is to identify opportunities across the Criminal Justice System to reduce intergenerational and repeat re-offending, in order to improve life chances and keep communities safe.

The establishment of a Cleveland-wide Integrated Offender Management (IOM) Hub at Holme House Prison in 2015 was a fantastic step forward in changing the behaviours of the most prolific offenders. At any one time a cohort of 240 offenders from the four Local Authority areas are being monitored. Our latest performance information shows that there have been 280 fewer offences between December 2016 and March 2017, compared with the period December 2015 and March 2016. This represents a 35% decrease in the number of offences committed.

The Cleveland and Durham Local Criminal Justice Board have recently appointed a performance analyst who is due to start in September 2017. The board have made a commitment to working collectively on performance information to ensure we have a whole system approach to performance across all criminal justice agencies. The Probation, Prison and Court Services are going through a period of significant reform. Re-offending and rehabilitation probation data is currently 2 years out of date. The Criminal Justice Board are working hard to address the gaps in performance information and an update will be provided at a future meeting.

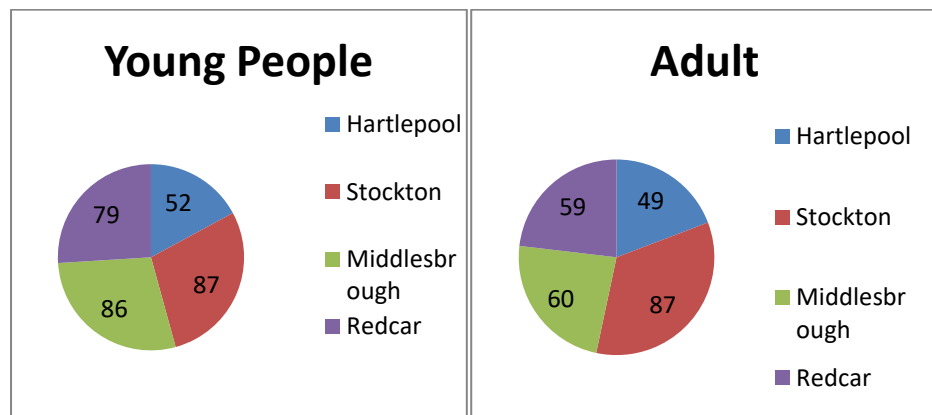
Youth Triage

The Police and Crime Commissioner currently part funds a Youth Triage Service through each of the Local Authority Youth Offending Services. Youth Triage brings together YOT expertise, assessment and interventions to assist the Police with decision making at the earliest stage. YOT assessments are unique in that information from across its networks is used, including police, social care, health, housing, education, anti-social behaviour and substance misuse. Bespoke restorative interventions are delivered to young people, families and victims of youth crime. Issues of non-compliance are swiftly addressed and the young person referred back to the Police for consideration of further action. Performance information on this service will be available for the next performance update.

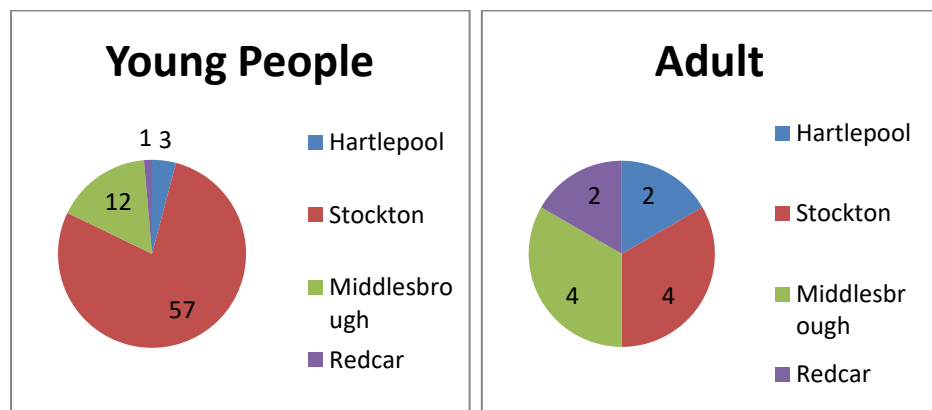
TACKLING RE-OFFENDING

More offenders are engaging with services and demonstrating positive steps in reducing their offending behaviour: Restorative Cleveland

Level 1 - 2016-17



Level 2 – 2016-17



Following the transfer of responsibility for the commissioning of victim-led Restorative Justice from the Ministry of Justice (MoJ) in October 2014 the PCC established Restorative Cleveland as a multi-agency partnership scheme.

Between April 2015 and January 2017 Restorative Cleveland recorded 84 referrals for level 2 restorative interventions.

Positive steps are taking place engaging with ex-offenders and tracking their progress has just begun. Further information will be reported on this in subsequent updates

Level 1 is often referred to as 'on-street' or 'instant' conferencing dealing with minor low levels crimes on the spot.

Level 2 – is more in-depth intervention, whereby the victim and offender have the opportunity to meet, with a trained facilitator, so they can discuss what happened and the effects.

Source- RJ Coordinator

WORKING TOGETHER TO MAKE CLEVELAND SAFER

Efficient and effective public sector services with the capability and capacity to meet demand: Information Sharing

The PCC and his staff work closely with councils, community groups, the fire service, housing, education and health on a daily basis.

Multi agency collaboration is taking place in a number of areas. **The Evolve Programme** is the major collaboration agreement between PCCs and forces in Cleveland, Durham and North Yorkshire and is subject to scrutiny by a Task and Finish Group of the Police and Crime Panel. Under that programme there is now a joint dog section and a joint legal services team, collaborations enable the best use of resources and provide better value for money.

The **Major Investigation Unit** has been established between Cleveland and North Yorkshire, the initiative ensures that the forces have the right resources in place to deal with really serious crimes and protect communities from harm.

Rural Crime – The PCC chairs the Tees Rural Crime Forum where residents can raise concerns about crime and anti-social behaviour in their area.

Following repeat incidents of the disruptive use of off road bikes on Eston Hills, the PCC has established an action group of local residents, community groups and the local authorities to develop a protection plan for the area.

- **Cyber Crime** - The PCC presented at the Cyber Hygiene crime prevention conference, hosted by METSI Ltd, which had 149 delegates from local businesses.
- The 10 steps to Cyber Security booklet has been shared by the PCC with local authority partners and is available on the OPCC website.
- **Working Together** - As part of the Standards and Scrutiny Programme 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 PCC 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

WORKING TOGETHER TO MAKE CLEVELAND SAFER

Those who live, work or visit the area are safe and feel safe: Information Sharing Schemes

Empowering Communities Inclusion and Neighbourhood Management System (E-CINS)

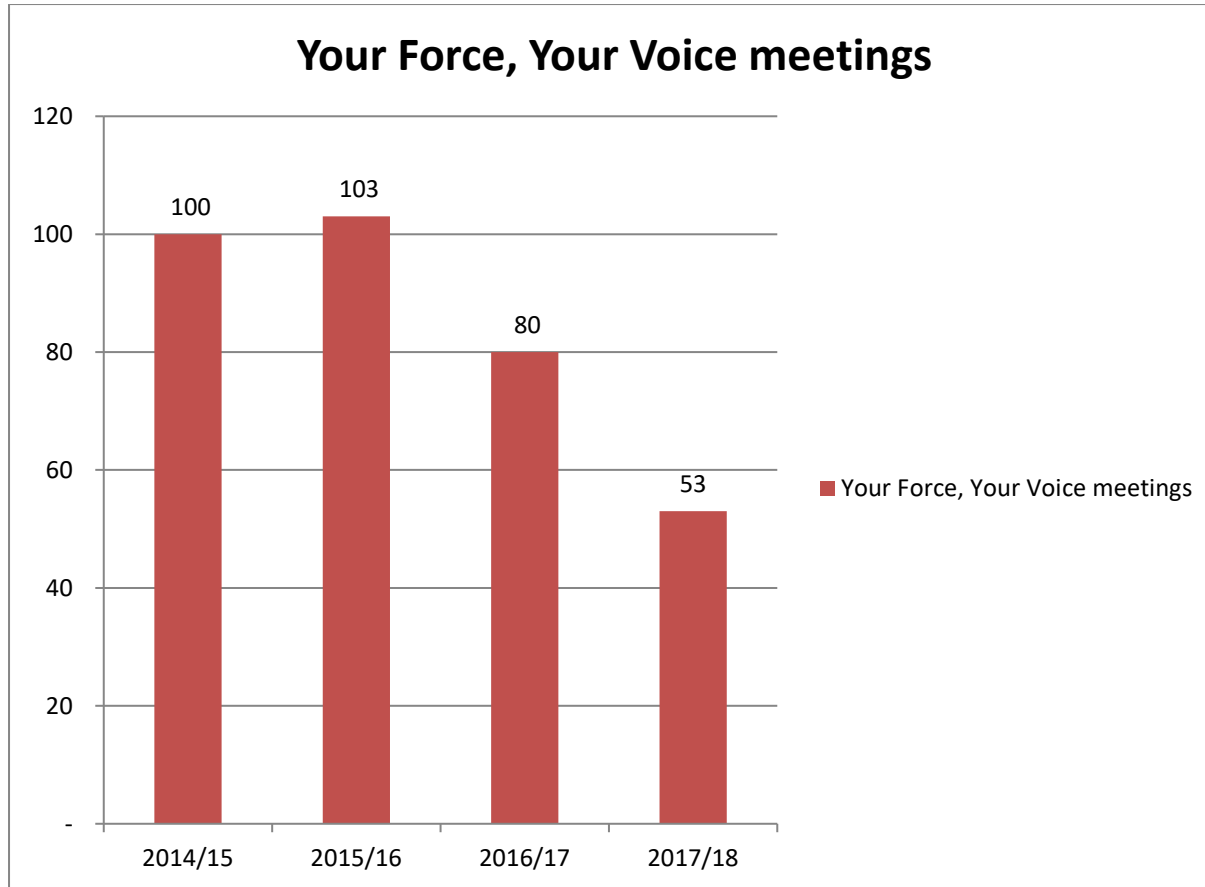
- The PCC has commissioned a two year contract with E-Cins to encourage partners to share key information. The system is a multi-agency tool designed to improve information sharing across services.
- Current partners participating/supporting this project include
 - Cleveland Police
 - Middlesbrough Borough Council
 - Hartlepool Borough Council
 - Stockton Borough Council
 - Redcar & Cleveland Borough Council
 - 13 Housing
- Services currently supported by E-Cins include
 - Victims First
 - Troubled families
- Adverts are currently being prepared to recruit a new Project Coordinator to further develop information sharing across Cleveland.

Cleveland Connected – The scheme is a forum for Cleveland Police, Neighbourhood Watch and other public sector partners to send information and messages by email, text and social media to registered members of the system. Members will also have access to Home Office crime statistics for their area.

There are currently 11,765 individual members registered and 721 registered businesses on Cleveland Connected who receive regular information from the force.

SECURING THE FUTURE OF OUR COMMUNITIES

Improved dialogue and understanding of the Community: Your Force Your Voice and community engagement meetings



Source: OPCC

Listening to and taking up your concerns at local, regional and national levels is central to the PCC's activities.

The PCC regularly attends community meetings in each of Cleveland's 79 wards to speak directly with local residents to understand their concerns. Since taking up office in 2012 the PCC has attended over 450 meetings.

There is a slight dip in the numbers of visits in 2016/17 when visits were postponed due to purdah, in the run up to the local Police and Crime Commissioner elections in May 2016.

Numbers from 2017/18 are year to date figures.

The top five issues and concerns from April - May 2017 are:

- Antisocial Behaviour;
- Inconsiderate parking;
- Issues with 101 (non-emergency call service); and
- Drugs.
- Speeding.

SECURING THE FUTURE OF OUR COMMUNITIES

Successfully commissioned community services: Services Commissioned

In the first quarter of 2017-18 the PCC has invested over £53,090 to support the delivery of positive diversionary activities for young people.

Funding awarded during May

- 21 applications received
- 15 applications approved
- 5 from Police Property Act, 10 from Community Safety Initiative
- Cleveland - 9
- Hartlepool - 3
- Stockton - 0
- Middlesbrough - 2
- Redcar - 1

Initiatives supported include:

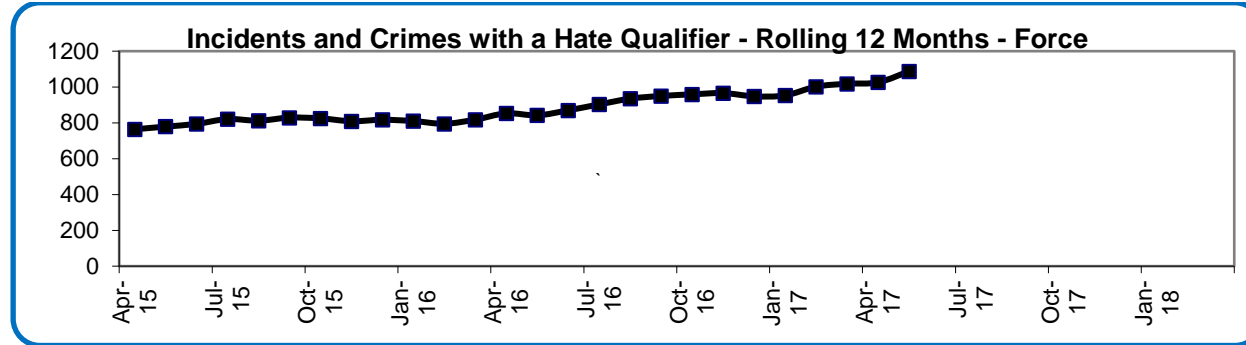
- 1,373 young people aged 8 to 18 from deprived areas in Stockton and Middlesbrough engaged in the Kicks Programme.
- Supported positive and diversionary activities for young people provided through Local Authority Community Safety Partnerships
- My Sister's Place, Specialist Men's Advocate - Route 2 – a service for men 18 years and over who are abusive in their relationships, and seeking help and support, on a voluntary basis, to address their behaviour.

School Liaison Officers – The PCC has supported the reintroduction of School Liaison Officers into the Force. The PCSOs will visit schools to educate young people about crime and justice to raise awareness and ensure they turn away from a potential life of crime.

Lobbying the Government - The PCC continues to lobby the Government on the impact of the cuts on Cleveland Police. The PCC, along with the Chief Constable, met with the Police and Fire Minister to present him with the challenges affecting policing in Cleveland and to make a case for a fair level of funding.

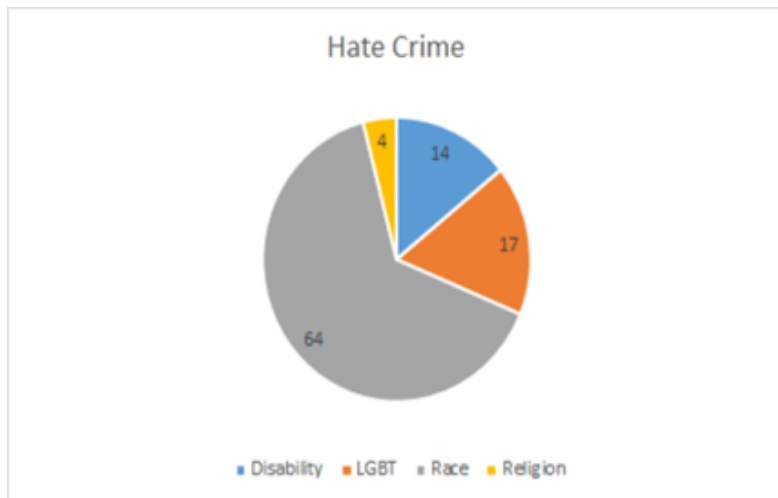
SECURING THE FUTURE OF OUR COMMUNITIES

Increased strength and resilience across our communities: Hate Crime and Incidents



Source: Cleveland Police – rolling 12 months

Diversity : VCAS - Victims of Hate Crime



Source: Victims Care and Advisory Service, Safe in Tees Valley

Incidents and Crimes with a Hate Qualifier - Cleveland Police rolling 12 month trend shows a notable increase.

The PCC has commissioned a number of services aimed at tackling hate crime. These include:

- Show Racism the Red Card – the scheme has presented 29 sessions in schools to 2,110 children.
- VCAS - who support victims of hate crimes.

During the past 12 months the following hate crimes have been recorded:

- Racial 629 (+160)
- Transgender 10 (+7)
- Disability 39 (+3)
- Religion/belief 16 (+2)
- Sexual orientation 77 (+18)

There has been a large amount of hate input training conducted by the Communities Department. This has been delivered to police front line responders to develop some community champions, encouraging reporting and demystifying it, and also training sessions to outside agencies who support victims (including housing providers, Women's Aid groups, etc). There has also been input and direction from the Hate Steering group to encourage engagement.