



Scrutiny, Delivery & Performance Meeting
Wednesday 25 October 2017
10.00pm
PCC Conference Room, Police Headquarters, Ladgate Lane

Present

John Armstrong, Consultant, Transforming PSD
Barry Coppinger - Police and Crime Commissioner
Louise Drummond – Head of Performance, Quality and Review, Cleveland Police
Joanne Hodgkinson – Assistant Chief Executive, OPCC
Judith Nellist – Commissioners Officer for Scrutiny and Policy, OPCC
Simon Nickless -Deputy Chief Constable, Cleveland Police
Elise Pout - Standards and Scrutiny Manager, OPCC
Anne-Marie Salwey – Superintendent, Specialist Crime

1. **Apologies for absence**
Simon Dennis, Chief Executive and Monitoring Officer, OPCC
2. **Declarations of Conflict of Interest/Disclosable Pecuniary Interest.**
None declared.
3. **Notes of the Previous Meeting**
The notes of the following meeting were approved for publication.
 - i. 26 July 2017

Investigatory Powers Tribunal – Update

4. At the Scrutiny, Delivery and Performance meeting on 31 January 2017 the PCC sought assurance that the systems and processes in place were lawful and appropriate following the Investigatory Powers Tribunal (IPT). The IPT had found that Cleveland Police had acted unlawfully in respect of several authorisations for the acquisition of communications data granted under the provisions of the Regulation of Investigatory Powers Act 2000. At that meeting the PCC agreed his full support to work with the Force to deal rigorously with the issues which arose from the IPT, including receiving regular updates from the Force. Therefore a general update was required on the following
 - a) What improvements have been made to the Force's processes in this area and if so what has been the effect of those changes;
 - b) Covert Human Intelligence Sources (CHIS) – How many CHISs are there and how many of those are registered sex offenders;
 - c) What succession planning is taking place to ensure the smooth handover of the service when the current incumbent retires; and
 - d) The PCC commissioned a specialist legal services provider, Weightmans LLP, to audit every case over the past six years involving the use of RIPA by Professional Standards. An update is sought on how this audit is progressing.

5. The PCC took assurances from the last update and it was noted that the only major piece of work that was still taking place was the Weightmans review which was close to completion. Once that review was complete it would provide assurances on areas that are in place that work well and where areas for learning were to be identified they would be adopted.
6. The PCC was assured that a clear succession planning was in place, the current deputy would be taking over and a replacement deputy would be sought.

Actions – Where any recommendations are made as a result of the review, that the force updates the PCC on what they have done to implement such recommendations at an appropriate opportunity.

Transforming PSD – Update

7. Regular updates on the transformation of PSD are programmed in to the Scrutiny, Delivery and Performance Meetings, information was requested on the following:
 - a. Any relevant developments in this area since the last update to this meeting on 12 June.
 - b. Details of the PSD Reference Group which took place on 7 September.
 - c. Details of the next milestones and their timescales.
8. Since the last update, significant work had been completed on the recruitment and selection of Head of Directorate of Standards and Ethics. It was noted that other forces were starting to look at the work Cleveland Police had undertaken in the area. Once the successful candidate was appointed then the next phase of the programme would begin, including support for the new Head which would be provided by John Armstrong for a temporary period of time.
9. The next area of focus was the development of the next tier of the department - administration and assessment. Two additional posts had been suggested in that area and were being graded by HR.
10. It was noted that assessments were now being done to a higher standard and after a period of fine tuning there was now an improved sense of proportionality and organisational justice. Legacy cases are finished and the final ones being written up
11. The move to Hartlepool had gone well and the accommodation was fit for purpose.
12. Work had been undertaken with senior managers on performance management in the department and how to present data and use that data in helping them to understand their area of business. It was hoped that this would be embedded by the end of the year.
13. It was important that the transformation of PSD was seen in conjunction with other force initiatives such as everyone matters and wellbeing. Feedback from staff associations had been significant. Openness and transparency was being felt by officers, staff training continued and then that training was being rolled out to the departments.

Actions – That the information was noted

Community Safety Hub – Update

14. Regular updates about the on-going work on the Community Safety Hub project have been programmed in to the Scrutiny, Delivery and Performance work programme. At this meeting the PCC received an update on the following issues:
 - a. Financial Update
 - b. Progress against targets
 - c. Programme control/quality management

- d. Risk update and actions
- e. Partnership working and added value update
- f. Community engagement

15. A written submission was received on the progress with the CSH . It was noted that the project was on track. Work had been undertaken around the transfer of the control room to provide assurances about the technical specifications. There had already been team moves to other buildings with the estate in compliance with the long term estate strategy. Familiarity sessions had taken place with staff and work was on-going with stakeholders including neighbours and schools.
16. There was an amber status noted on spend and it was explained that this was due to the review of the IT costs and remaining funding requirements.

Actions – That the information was noted

Audit and Inspections Update – National Child Protection Inspection September 2017

17. Updates from Inspection Reports are a standard item on the Scrutiny, Delivery and Performance meeting agenda in order to ensure that the PCC is kept up to date with any issues/actions arising from such inspections.
18. Her Majesty’s Inspection of Constabulary Fire and Rescue Service (HMICFRS) recently published a report on 21 September regarding a national inspection of child protection. HMICFRS inspectors found that the force was committed to protecting children and this was reflected in the police and crime plan. This strong commitment was seen in chief constable, the chief officer team and the PCC.
19. However, HMICFRS discovered some weaknesses in the force’s approach to child protection. As a result of the inspection the PCC sought, in the first instance, an assurance that the areas for concern that were highlighted for immediate action had been dealt with and information on the force’s plans to address the recommendations.
20. It was noted that the inspection had been largely positive but that there were a number of recommendations for the Force to implement. Work was on-going to consider what work other forces were doing to address those recommendations to use best practice.
21. The main area of progress on the recommendations had been with children in detention. The number of children in custody had reduced and the relationship between social care and police was good. A host of training had taken place around missing and CSE links, including ‘adopt a shift’, each sergeant was responsible as a SPOC and would undertake continual briefings which had started to be delivered immediately. There were also initiatives in the pipeline, for example working with Barnardos on the ‘through the eyes of a child’ presentation which was to be completed in December. It was recognised that more work needed to be done in the control room in terms of recognising risk and ensuring that staff were released staff for training.
22. The PCC considered the action plan that had been produced and was satisfied significant effort had been put in to creating the action plan and was assured that any immediate concerns, as highlighted within the inspection report, had been dealt with swiftly.

Actions – That the information was noted

PCC Scrutiny Questions

23. The PCC sought information on the following:

Crime Levels

24. At the Police and Crime Panel on 4 July, Members had questions about the policy relating to how resources were allocated in different policing areas. Members noted that crime levels in Hartlepool and Stockton are very different to crime levels in Middlesbrough and Redcar and Cleveland, and had concerns that the North/South policing model had been responsible for this. It was explained to the Panel that this was an operational decision for the Chief Constable and he did use a resource model that helped with this. The Commissioner indicated he would raise this issue through his scrutiny process and would then provide an update to the Panel. The PCC therefore seeks a position statement on this subject that he could take back to the Panel.
25. It was noted that the position was not a fixed one and evaluation was on-going. The process had begun from gaining information from the vulnerable localities index (VLI) and analysing that information. Therefore an evidence base had been gained about such things as vulnerability, burglary, damage, arson, income and employment deprivation, demographics and education attainment in order to gain a level of broad risk of the area. The force also looked at what was different about Cleveland and added information about rates such as shoplifting. The approach was a risk based one and allocated PCSOs to develop solutions to long standing issues. The Force had been working with Local Authorities since the policing model had been established in 2015 and it was being reviewed for 18/19.
26. It was noted that resource allocation was just the beginning, whilst the force made sure allocations were right and response teams were moving flexibly, its aim was to build on the strength of the communities that was already there. The PPC took a close interest in the issue as it was at the core of the PPCs role.

Actions – It was agreed to provide a broader context for the panel, for example showcasing some of the social media that the teams do and to give an idea of what a day looks like based on a geographical context with a view to presenting this information as part of the panel’s induction.

Track My Crime

27. The PCC asked if the force could provide an update on whether or not they plan to sign up to ‘Track my Crime’ and if not why?
28. It was the Force’s intention to give the public access, but it required an upgrade to the Niche system which was to take place in 2018. A working group had been set up in order to develop the project.

Actions – That the information was noted

Use of Drones

29. The Force was asked if they could provide a position statement on the use of drones and if there were plans to develop their use in the future?
30. A report about investment in, and the use of, drones had been submitted to the 2020 Board and it was agreed that further work should be undertaken on the broader implications such as staffing, training, hours of operation, ICT infrastructure, partnership opportunities, what was needed in the small geographical area, how it could save time and money and how effective it would be in terms of catching criminality and finding missing people. With so many competing issues the Force wanted to ensure that it would provide the right benefit. The PCCs view was that there was a benefit to the use

of drones, in that it would act as a deterrent as well as being used evidence gathering. Including bringing real benefits to the area of community safety.

Actions – DCC to brief the PCC when further work is undertaken.

Any Other Business

31. None