



# Annual Report

## 2013-2014

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Printed copies of the PCC Annual Report 2013/14 are available on request.

# Introduction

I am pleased to present my Annual Report summarising and highlighting progress of key initiatives of my office for the period 1 April 2013 to 31 March 2014. This is a statutory document which is required by the Police Reform and Social Responsibility Act 2011 (s.12 and Sch.1, s.16(1)) and is presented to the Police and Crime Panel for their scrutiny. Their recommendations and comments on this report will be published on my website.

I came into office in November 2012, my objectives as set out in my manifesto are:

- Retain and develop Neighbourhood Policing
- Ensure a better deal for victims and witnesses
- Divert people from offending with a focus on rehabilitation and the prevention of re-offending
- Develop better co-ordination, communication and partnership between agencies to make the best use of resources
- Working for better industrial and community relations.



I have worked closely with my team, the Chief Constable and partners in developing these objectives which have been formalised in my Police and Crime Plan. In preparing this report, it is worth noting that improvements have been achieved despite the challenges of on-going financial cuts and a changing criminal justice system. This coupled with reductions in crime is testament to the professionalism, commitment and dedication of officers and staff.

I have regular meetings with the Chief Constable and her officers to hold the Force to account for its performance and I engage with other agencies and partnerships to ensure that we work together effectively. A brief summary of the resources available and performance are shown on pages 2-9. Further details and information are available on my webpage.

Neighbourhood policing is a key objective and an area I monitor closely. I have further developed my programme of consultation and engagement to gather and monitor the views of individuals, communities, neighbourhoods and partners on the effectiveness and impact of police services in their local area. Details of the programme are available on my webpage under '**Your Force, Your Voice**'. It is clear during meetings that neighbourhood policing needs to be at the heart of what the police do and that there is a strong commitment from the public in supporting these teams.

I hope you enjoy reading this document. If you would like to get involved in the work of my office, please contact me.

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

# Retaining and developing Neighbourhood Policing

A major part of my work is spent listening to the views of individuals, communities and neighbourhoods via the **'Your Force, Your Voice'** programme of meetings. This is the most effective way of understanding the needs of communities and neighbourhoods. I promised to visit every ward across the Force area to ask people about their concerns and opinions and over the year I have attended over 100 local meetings to fulfil this commitment. The top concerns raised at meetings are antisocial behaviour and inconsiderate parking outside schools—these have been raised with the Chief Constable who has put resources into tackling them. As well as attending meetings, I have accompanied police officers on patrol to see at first hand the response to crime and the impact on individuals. I observed various police operations including those carried out to address and prevent rural crime and reduce harm to isolated communities. To address rural crime issues the Neighbourhood Watch scheme has been extended to include Farm Watch and I also supported the National Farmers Union (NFU) by jointly hosting, with Durham PCC, their regional Rural Crime Conference in November 2013.



There has been significant restructuring of the Force over the last year which has seen a strengthening of neighbourhood policing teams. Key changes that have taken place include the move away from the four district model to a single central hub for policing. The benefits from this allows officers to move more freely across the Force area to tackle crime and antisocial behaviour. Neighbourhood policing teams have been strengthened to include non-uniformed (neighbourhood) detectives. This gives officers the opportunity to develop a better understanding of local issues in neighbourhoods and communities which in turn helps the Force and my team to develop preventative and crime reduction initiatives and I have received favourable comments from residents during meetings.

As testament to the dedication and hard work being carried out daily by officers and staff, the Force achieved a reduction in publicly reported crime at the end of 2013/14. It also achieved its lowest levels of total crime on record with 38,983 offences. To recognise and celebrate the work of police officers, PCSOs, police staff, people from other agencies and volunteers I launched the Cleveland Community Safety Awards. Sponsored by local housing providers, the event took place on 17 July 2013 at Teesside University. The awards have 12 categories to represent those working in the community safety arena.

I firmly believe that the most effective way of tackling crime and antisocial behaviour is to stop it happening in the first place. It is disappointing that the number of recorded antisocial behaviour incidents has increased slightly over the last year. Nuisance behaviour being the most commonly reported incident. I and my team are working hard to identify the issues and problems associated with antisocial behaviour and it is heartening that the more serious incidents of 'personal' antisocial behaviour have fallen significantly. Force analysts and anecdotal evidence from neighbourhood officers suggest that there is no change in offending behaviour patterns or volume. It is thought that increases were due to more people being outdoors enjoying one of the warmest and driest summers on record. In addition, ongoing austerity cuts and subsequent reorganisations and restructuring the delivery of services previously provided by other organisations and agencies is impacting on the number of incidents being recorded. Building on the antisocial behaviour summit held in January 2013 I have scheduled a follow-up event later this year with partners and stakeholders to focus on the implementation of antisocial behaviour legislation and action plans.



# Retaining and developing Neighbourhood Policing

I recognise the contribution made by local businesses and understand how criminal activity including antisocial behaviour, shop theft and violence can affect local businesses. During 2013 I visited a number of businesses across the Cleveland area to better understand the issues facing them. This resulted in a Retail Crime Summit (jointly hosted with the PCC for Durham) in July 2013 where over 20 businesses from across the region. From this, I attended the North East Retail Crime Partnership to engage with retailers.



To encourage people to develop and support local projects and events in their street, neighbourhood and community, I launched the PCC **Police Property Act fund** in May 2013. Since this time, I have approved 60 awards totalling over £55,000. These grants help victims groups, to reduce crime either through awareness raising or by diversionary activities. Some awards made are

- The Junction Foundation. To provide preventative group activities for young carers incorporating staying safe, road safety, fire and water safety and stranger danger.
- Haswell Allotment Association. To purchase crime prevention equipment.
- Sanctuary Supported Living. In support of printing costs for calendar relating to raising awareness of dementia services.
- Middlesbrough Environment City. In support of the cycle re-cycle project.
- Bridge Community Association. Funding awarded towards venue hire to hold community meetings.
- Part funded Middlesbrough's Community Pride event to highlight diversity in our communities and to reduce hate crime.



| Commitment  | Achieved |
|---|----------|
| Review and improve Neighbourhood Watch  | ✓        |
| Support the awards scheme for Neighbourhood Policing and other community heroes     | ✓        |
| Call a summit on antisocial behaviour   | ✓        |
| Regular PCC neighbourhood visits  | ✓        |
| Deliver a comprehensive engagement programme  | ✓        |
| Establish a Young People's forum  | ✓        |
| Launch a PCC fund using the Police Property Act for donations to community projects | ✓        |
| Call a series of business crime summits   | ✓        |

# Ensuring a better deal for victims and witnesses

The Victim Satisfaction survey 2013/14 shows that 85% of victims are satisfied with the service provided by Cleveland Police. From 1 October 2014 all PCCs will become responsible for commissioning services for victims and witnesses. I am working closely with my team, the Force and Criminal Justice partners to ensure that my office provides the services needed most by victims and witnesses. Arrangements have been made to carry out an audit of victims services across the area and to assess providers and capacity and to highlight gaps in service provision. Through my Teesside Victims Strategic Planning Group, I have commissioned work to be carried out to understand the need of victims and the services available across the Cleveland area. The results of this are due for publication during summer 2014 and will inform future commissioning of services. In addition, I have commissioned the development of a web-based 'evidence tool' to encourage partners and agencies involved in the Criminal Justice System to share best practice, promote their services and further develop a coordinated approach for the delivery of services to victims.



The impact of domestic abuse on individuals and families is an ongoing concern. The north-east PCCs commissioned the North-East Women's' Network to better understand the needs of victims and service providers and to support the development of the regional strategy to tack violence against women and girls. This was launched in December 2013, my team has worked closely with the Force and other organisations in preparing a Cleveland focussed action plan to support the delivery of the strategy and reduce domestic abuse and other forms of violence against women and girls.

To support service providers for victims of sexual assault, I have provided funding for a three year period to the Sexual Assault Referral Centre (SARC) to enhance and extend the services offered by this centre.

Hate crime including disability hate crime are, I believe, areas which are under-reported. To encourage people to talk about the issues facing them and where they are a victim of crime to report them, I have focussed on a number of initiatives. At my request the Force has prepared an intelligence assessment regarding human trafficking and modern slavery to highlight the issues and problems associated in tackling this crime and my office is making preparations to host a summit to raise awareness of the issues surrounding this crime. I have highlighted the issues of hate crime over the last year, culminating in the production of a training disability hate DVD focussed on improving agency responses and encouraging people to report incidents and to discuss experiences of hate crime and how the police and other agencies can better respond to incidents.

My disability hate crime seminar in June 2013 was attended by statutory and voluntary organisations with over 50 representatives who have a responsibility for dealing with disability hate crime or disability in general. The event led to an increased understanding of issues in our communities and the launch of a 'Safe Places' scheme in October 2013, the aim of which is to help people lead independent lives by providing designated venues where vulnerable people can go if needed.

| Commitment  | Achieved |
|---|----------|
| Work with the Teesside Victim's Strategic Planning Group to review and commission services.       | ✓        |
| Work with the north-east women's network to reduce all forms of violence against women and girls. | ✓        |
| Support the Force's honour based violence and forced marriage project.                            | ✓        |
| Target repeat victimisation across crime sectors.   | ✓        |
| Work to reduce child sexual exploitation.   | ✓        |

# Divert people from offending, with a focus on rehabilitation and the prevention of reoffending

Preventing crime is a key aim and I have worked with partners and the Force to develop initiatives and events that help divert people from offending behaviour. My webpage includes details of Community Payback work, how to suggest schemes and features other restorative justice being carried out across the Cleveland area. The 'Restorative Justice' programme was launched in May 2013 and I have funded a coordinator role to map out the range of restorative justice services available across the Force area and to identify and share areas of best practice. The programme is designed to reduce the criminalisation of young people under the age of 18. When an incident has been recorded and with the agreement of the victim, the perpetrator will complete community work or tasks to help prevent young people from entering the Criminal Justice System. During 2013/14, there were 579 crime occurrences that were dealt with by means of a restorative justice outcome.



My Young Peoples Strategic Planning Group advises on commissioning services to prevent, divert and protect young people from crime and disorder. A new diversionary scheme GiveItAGo was launched to promote recreational events and activities for young people via my website. This was jointly funded by the PCC, Thirteen and Safer Hartlepool and Safer Stockton partnerships.



The introduction of rehabilitation companies on 1 June will see new arrangements for managing standard and medium risk offenders in the community. These companies will need to work closely with PCCs to achieve the objective of reducing reoffending, using local partnership links to ensure a smooth transition. I work closely with the Local Criminal Justice Board and from 1 April I became the Chair of the Board. In addition, the LCJB project manager is based in my offices to help align LCJB workstreams with PCC objectives.

In July 2013, I took over responsibility for the Reducing Reoffending sub-group. This includes collaborating with partners, by reviewing a consistent approach to local Integrated Offender Management (IOM) and allowing local and partner agencies to come together to ensure that the offenders whose crimes cause most damage and harm locally are managed in a coordinated way. I am supporting the Force in the development of a single Cleveland wide scheme to ensure we deliver quality services in the delivery of Cleveland's response to local problems.

| Commitment   | Achieved |
|--|----------|
| Develop a restorative justice approach.  | ✓        |
| Tackle serious and organised crime.  | ✓        |
| Divert young people away from offending.   | ✓        |
| Work with the Young People's Strategic Planning group to review/commission services. | ✓        |

# Develop better coordination, communication and partnership between agencies to make the best use of resources

Working with partners, sharing information and building on best practices is essential to making the best use of our resources. I have supported and developed a number of projects, initiatives and activities. A number of collaboration arrangements are in place with other Forces and organisations to ensure Cleveland Police makes the best use of resources and continues to deliver quality services. Funding grants to the value of £680,000 have been made for a number of community safety projects via the local authority Community Safety Partnerships (CSPs). I am supporting the Safer Futures Community Network which has established processes for the voluntary and community sector to influence future collaboration, reduce crime and increase community safety.



I hosted my first Criminal Justice Volunteers Fair in October 2013 where more than 20 organisations took part and around 900 people volunteered their time to help prevent crime and to support victims of crime across the Cleveland area. This has led to the recruitment of Special Constables, the strengthening of the Mystery Shoppers scheme through building links with the Force as a quality audit on customer service.

Every PCC is required to operate an Independent Custody Visiting (ICV) Scheme. The scheme is a Home Office funded organisation that promotes and supports the effective provision of custody visiting. It works closely with organisations across the criminal justice system and with the government in identifying best practice and raising public awareness on the rights, entitlements, health and wellbeing of people held in police custody. Volunteers make unannounced visits to police custody suites and report back on their findings. The PCC has 22 volunteer ICVs carrying out their duties in the Force's two custody suites in Middlesbrough and Hartlepool. During 2013/14 the total number of visits undertaken was 82 with 524 detainees offered a custody visit.



I have lobbied on key issues that affect the Cleveland area including on firearms licensing and the minimum alcohol pricing. My office is exploring collaboration and partnership opportunities and is exploring opportunities to share premises and services. My team have submitted business cases and funding bids to enhance the services and equipment used by police officers when tackling issues on the front-line. This includes the further roll-out of mobile working devices to support officers when working in their neighbourhoods.

| Commitment  | Achieved |
|---|----------|
| Ensure resources are focused to the front-line.   | ✓        |
| Work with the voluntary and community sector to develop solutions to local problems.        | ✓        |
| Facilitate the involvement of volunteers where appropriate.                                 | ✓        |
| Bring together partners to deliver shared priorities and work with our commercial partners. | ✓        |
| Review the work of Advisory Groups and seek to maximise their effectiveness.                | ✓        |



## Working for better industrial and community relations

The last 12 months have been a busy period which have seen the completion of stage 2 transfers, progression of a job evaluation project and the completion of a staff survey by the Force Leadership Development Programme. Listening to staff, officers and staff associations is part of my consultation and engagement programme and is a vital part in ensuring the successful progress of projects. I have supported the Force in carrying out a staff survey on leadership and morale and am working closely with Chief Constable in identifying and tackling the key issues arising. I also commissioned an 'organisational health check' of the Force and have drawn up an action plan to deliver recommendations made.



Providing a police service that is fit for purpose and delivers value for money is paramount and a significant challenge. It is well documented that some parts of the police estate are old and hugely expensive to heat and maintain. I am working closely with my team and the Force to prepare plans for the next generation of police buildings and the wider estate. This includes the sale of Ladgate Lane police headquarters and the provision of a new Community Safety Hub where it is hoped to meet future demands by providing a versatile, adaptable and flexible accommodation that supports the delivery of services across the public sector.

Ethics and integrity are embedded within all my objectives and the delivery of my commitments. I have worked closely with the Chief Constable in the launch of the new Code of Ethics both nationally and within the Force. I wholly support the Chief Constable in her role as lead for police professional standards and her work alongside the College of Policing in establishing, promoting and embedding the new police Code of Ethics. I fully supported the Force in taking part in a pilot HMIC Inspection on Integrity and in the setting up of a new Transparency, Integrity Values and Ethics Board.

As part of my commitment to 'be a champion for those who work to keep Cleveland safe' I have lobbied on key issues such as budget cuts, fire arms licences and minimum unit price for alcohol and have raised issues with ministers via the national Association of Police and Crime Commissioners (APCC). Through regular meeting with the PCCs in Durham and Northumbria have developed regional approaches to tackling crime and disorder issues across the criminal justice system. I have worked with the Force, Fire Services and Ambulance Services to explore opportunities for joint working and collaboration.

| Commitment  | Achievements |
|---|--------------|
| Prepare a balanced budget   | ✓            |
| Supported the Force in its development and implementation of its leadership development programme and its change programme.   | ✓            |
| Ensure we engage with staff associations when shaping the future of our organisation.   | ✓            |
| Fight for the interests of Cleveland Police locally, regionally and nationally.   | ✓            |
| Promote tolerance and respect regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and beliefs, gender and sexual orientation, | ✓            |

# Finance and Resources

In November 2012, both the PCC and Chief Constable became corporation soles. From this time all Force assets and police staff transferred to my leadership as part of a staged transfer. Following discussions and consultation with the Chief Constable and staff associations and approval from the Home Secretary, the second stage of the transfer took place on 1 April 2014 when 389 (374.95 FTE) police staff transferred to the direct employment of the Chief Constable. Ten staff (9.48 FTE) remained under my direct employment and six staff (4.31 FTE) transferred from the direction and control of the Chief Constable to the PCC Corporate Resource Team. In January, the Force was awarded £650,000 from the government's Police Innovation Fund. This money will help to deliver and further expand the Force's mobile working programme and to strengthen the work of joint units between partner agencies.

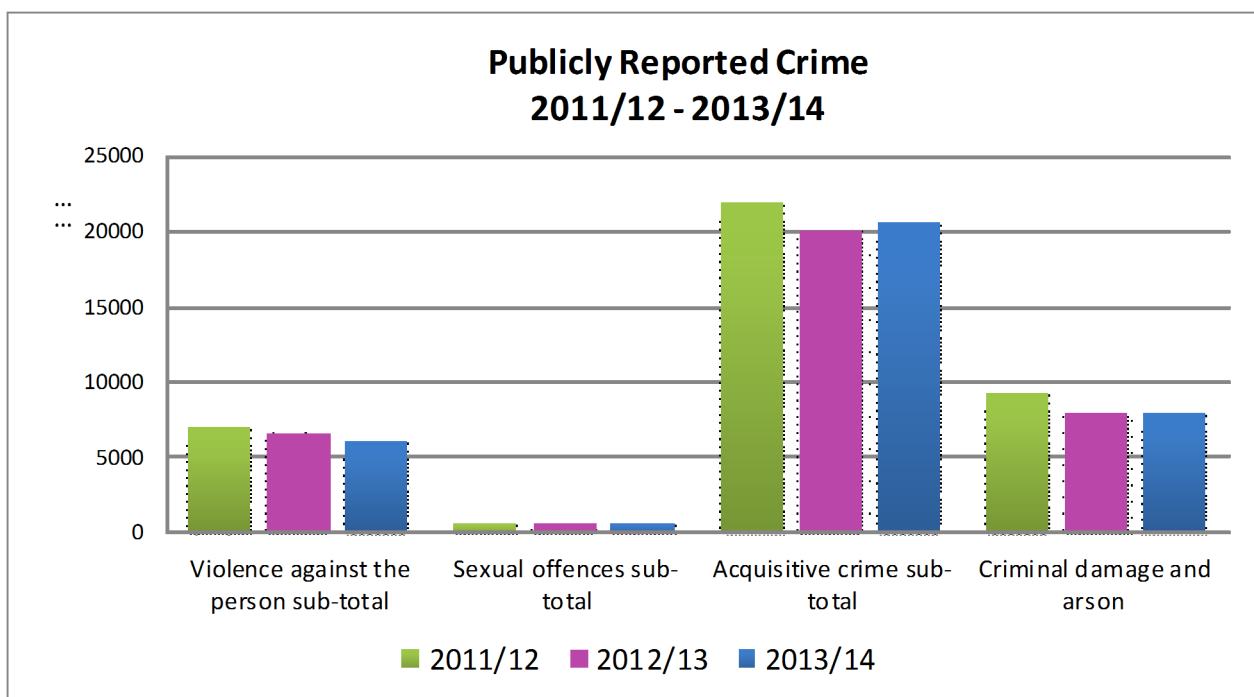
The availability of finance and resources continue to be the main driver for changes across the Force and police service. Trying to provide more with less is always a challenge and it is commendable that the Force continue to identify and implement new and innovative ways to ensure the people of Cleveland receive high standards of policing. I have written to the Home Secretary expressing my concerns over budget cuts and their impact on the criminal justice system. Despite ongoing constraints, it is pleasing to note that the Force has managed its budget. The end of year budget results are shown in the table below.

| <b>PCC Summary Financial Outturn 2013/14</b>         | <b>Original<br/>2013/14 Budget</b> | <b>Revised 2013/14<br/>Budget</b> | <b>2013/14 Year End<br/>Position</b> | <b>Outturn</b> |
|--|------------------------------------|-----------------------------------|--------------------------------------|----------------|
| <b>Funding</b>                                       | <b>£000s</b>                       | <b>£000s</b>                      | <b>£000s</b>                         | <b>£000s</b>   |
| Police Grant   | (50,249)                           | (50,249)                          | (50,249)                             | 0              |
| Community Safety Funding                             | (1,698)                            | (1,698)                           | (1,698)                              | 0              |
| RSG/National Non Domestic Rate                       | (42,300)                           | (42,300)                          | (42,301)                             | (0)            |
| <b>Government Grant</b>                              | <b>(94,247)</b>                    | <b>(94,247)</b>                   | <b>(94,247)</b>                      | <b>0</b>       |
| Council Tax Precept                                  | (27,608)                           | (27,608)                          | (27,746)                             | (138)          |
| Collection Surplus Increase Appropriated to Reserves | 0                                  | 0                                 | 138                                  | 138            |
| Council Tax Freeze Grant                             | (800)                              | (800)                             | (800)                                | 0              |
| Council Tax Support Grant                            | (6,847)                            | (6,847)                           | (6,846)                              | 1              |
| <b>Precept related Funding</b>                       | <b>(35,255)</b>                    | <b>(35,255)</b>                   | <b>(35,254)</b>                      | <b>1</b>       |
| Specific Grants                                      | (5,594)                            | (5,748)                           | (5,824)                              | (76)           |
| Partnership Income/Fees and Charges                  | (2,362)                            | (3,565)                           | (4,145)                              | (580)          |
| <b>Total Funding</b>                                 | <b>(137,458)</b>                   | <b>(138,815)</b>                  | <b>(139,471)</b>                     | <b>(655)</b>   |
| <b>Office of the PCC Planned Expenditure</b>         | <b>£000s</b>                       | <b>£000s</b>                      | <b>£000s</b>                         | <b>£000s</b>   |
| Staff Pay  | 590                                | 590                               | 556                                  | (34)           |
| Non Pay Expenditure                                  | 340                                | 340                               | 244                                  | (96)           |
| <b>Total Planned Expenditure</b>                     | <b>930</b>                         | <b>930</b>                        | <b>800</b>                           | <b>(130)</b>   |
| <b>Proposed Community Safety Expenditure</b>         | <b>£000s</b>                       | <b>£000s</b>                      | <b>£000s</b>                         | <b>£000s</b>   |
| <b>Total Community Safety Initiatives</b>            | <b>1,698</b>                       | <b>1,698</b>                      | <b>1,698</b>                         | <b>0</b>       |
| <b>Victims and Witnesses Initiatives</b>             | <b>0</b>                           | <b>28</b>                         | <b>28</b>                            | <b>0</b>       |
| <b>Police Force Planned Expenditure</b>              | <b>£000s</b>                       | <b>£000s</b>                      | <b>£000s</b>                         | <b>£000s</b>   |
| Police Pay   | 72,819                             | 72,884                            | 71,921                               | (964)          |
| Police Overtime                                      | 1,234                              | 1,532                             | 1,435                                | (96)           |
| Police Community Support Officer Pay                 | 4,885                              | 4,809                             | 4,684                                | (125)          |
| Staff Pay  | 7,597                              | 7,225                             | 7,269                                | 44             |
| Non-Pay  | 47,255                             | 48,422                            | 48,375                               | (48)           |
| <b>Total Planned Expenditure</b>                     | <b>133,790</b>                     | <b>134,872</b>                    | <b>133,684</b>                       | <b>(1,188)</b> |
| <b>(Surplus)/Deficit</b>                             | <b>(1,040)</b>                     | <b>(1,287)</b>                    | <b>(3,261)</b>                       | <b>(1,974)</b> |
| Transfers to/(from) General Fund                     | 0                                  | 0                                 | (421)                                | (421)          |
| Transfers to Capital Reserves                        | 12                                 | 94                                | 1,100                                | 1,006          |
| Transfers to Earmarked Reserves                      | (32)                               | (212)                             | (252)                                | (40)           |
| Transfers to Earmarked Reserves                      | 1,060                              | 1,404                             | 2,828                                | 1,423          |
| <b>Net (Surplus)/Deficit After Reserves</b>          | <b>(0)</b>                         | <b>(0)</b>                        | <b>(6)</b>                           | <b>(6)</b>     |

# Performance

My performance management framework incorporates the analysis of and scrutiny of data to support each of my objectives. This is undertaken using a variety of methods including discussions between myself and the Chief Constable to consider and appraise current and future issues, monthly themed scrutiny meetings and the monitoring crime figures and emerging trends. Outcomes and reports are available on my website.

The chart below shows the Force publicly recorded crime figures for the last three years. It is pleasing that the Force continues to achieve overall reductions in crime which is a credit to the hard work being completed by all officers and staff across the Force. I will continue to monitor and challenge when necessary the performance and activities of the Force to fulfil my commitments to the people of Cleveland. Full performance details are available on the PCC website and are also published by the Police and Crime Panel.



I am committed to providing the highest standards of service with integrity and transparency. My governance framework is available on my website where all meetings attended and decisions made are published. The results of HMIC inspections regarding operations and processes carried out within the Force and wider police service are published with comments on their recommendations on my website. The Police and Crime Panel regularly scrutinises the work of my office, the joint Audit Committee supports and advises me and the Chief Constable in carrying out the responsibilities of office. Notes from meetings are available on my website at [www.cleveland.pcc.police.uk](http://www.cleveland.pcc.police.uk).