



**Police & Crime Commissioner for Cleveland**  
**Cleveland Community Safety Hub**  
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Chief Executive & Monitoring Officer:


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## **PCC Scrutiny, Delivery & Performance Meeting**

**Date:** 13 January 2020  
**Time:** 1300-1600  
**Venue:** Cleveland Room 2

### **Agenda**

		<b>Presented by</b>
1.	Apologies For Absence	
2.	Declaration of conflict of interest/disclosable pecuniary interest	
3.	Notes of the previous meeting – 2 December 2019	
4.	<b>Police and Crime Plan Objective 5 - Securing the Future of Our Communities – Early Intervention</b>	Cleveland Police
5.	Service Improvement Plans for <ul style="list-style-type: none"><li>• Neighbourhood Policing</li><li>• Prevention and Engagement</li></ul>	Cleveland Police
6.	Force Control Room – Update	Cleveland Police
7.	Department of Standards and Ethics – Update	 Strategic Direction.docx
8.	PPOG – Update and Preparations	Cleveland Police

9.	PCC Scrutiny questions	attached
10.	Public Questions	attached
11.	Any Other Business	
12.	Date of next meeting – 10 February 2020 – focus on Victims	



## **Scrutiny, Delivery & Performance Meeting**

2 December 2019

13:30

Cleveland Room 2

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### **Present**

Barry Copping - Police and Crime Commissioner  
Elise Pout – Standards and Scrutiny Manager, OPCC  
Michael Porter – Chief Finance Officer, OPCC  
Jenni Salkeld – Everyone Matters Manager, OPCC  
Kath Galloway – Service Improvement Team, Cleveland Police  
Glen Ward – Service Improvement Team, Cleveland Police  
Hannah Smith – Commissioners Officer for Communication and Information, OPCC  
Richard Lewis – Chief Constable, Cleveland Police  
Lisa Orchard – Assistant Chief Constable, Cleveland Police  
Will Green – Head of Communications, Cleveland Police  
Lisa Theaker – Chief of Staff, Cleveland Police  
Jenny Shaw – Cleveland Force Insight, Home Office  
Louise Upton – HMICFRS Policy Lead, Home Office  
Steve Graham – Assistant Chief Constable, Cleveland Police

### **Apologies for absence**

Liz Byrne – Assistant Chief Executive, OPCC  
Jo Gleeson – Chief Finance Officer, Cleveland Police  
Ian Arundale – Temporary Deputy Chief Constable, Cleveland Police  
Simon Dennis – Chief Executive & Monitoring Officer, OPCC

### **Declarations of Conflict of Interest/Disclosable Pecuniary Interest.**

1. None declared.

### **Notes of the Previous Meeting**

2. The notes of the following meeting were approved for publication.  
*i.* 18 November 2019

### **Service Improvement Team Update**

3. GW and KG attended the meeting and delivered a presentation on specific areas of work. It was noted that three priorities have been set by the Chief Constable, these related to IRT demand and Shift Pattern, the Vulnerability desk and the new neighbourhood response.
4. GW discussed the control room demand review and it was noted that the new model is not static as it reflects the changing demand at different times. The PCC queried the dip in demand in February and it was noted that this appears to display as a trend annually. The IRT demand model was also discussed and it was noted that officer availability is measured against the incident demand levels. Consultation has now been opened with staff in relation to the new shift pattern and will be open

until 2<sup>nd</sup> January 2020. Following consultation, it is currently anticipated that the new shift pattern will be implemented on 4<sup>th</sup> May 2020.

**Action** – A copy of GW's presentation is to be shared with the PCC.

5. LT noted that some external providers have also been in and reviewed the current demand modelling process. It was noted that following the control room and IRT demand reviews, other areas of demand such as neighbourhood policing will be reviewed.
6. GW discussed Control Room recruitment and training. Following recruitment, staff are provided with an 8 week Police Staff Investigator training course. This is then followed by an 8 week tutoring phase to ensure staff are fully confident with how to resolve issues raised by members of the public. Existing staff are also being provided with the same training to ensure there is consistency across the department. Staff are also being up-skilled on different areas of work to add value to other work streams and reduce demand queues in other areas. The new control room shift pattern will be implemented in May 2020.
7. The PCC noted that from his experience of community meetings, this has been an area of complaint for members of the public in the past and that the additional training would add value to hopefully reduce complaints of this kind going forward.
8. GW noted that the 30 second answer rate for 101 calls is also being reviewed, in Cleveland the current call answer rate appears to be 120 seconds. It was also noted that there was a Victim Care and Advice Service (VCAS) worker in the control room and that dip sampling was taking place on the quality of the calls being taken.

It was also acknowledged by the Force that there was still some way to go in this area and a Force Operations Manager for the Control Room, at Chief Inspector level, was in the planning.

9. MP raised a query in relation to the timeframes of training current staff, GW noted that there will be a review of feedback from cohort ones training. Feedback has been received so far in relation to the flow of the training and it has been suggested that consideration is required in relation to the training of part time staff. MP also queried the anticipated recruitment level and GW noted that there has been an attrition rate of 16 staff factored into every year of recruitment.
10. KG delivered a presentation in relation to the Service Improvement Team and it was noted that the HMICFRS Causes of Concern have been allocated to individuals within the team as a set work stream. HMICFRS had visited the team on 21<sup>st</sup> November 2019 and KG outlined the positives and remaining concerns highlighted during the visit.
11. The service improvement approach was discussed and it was noted that a Programme Manager will be recruited to oversee the work of various streams of the Service Improvement Team. The key issues which the service improvement team are working to resolve were discussed and it was noted that the Vulnerability Desk will be implemented mid-December to enable the Force to provide an effective and efficient service to victims of domestic abuse. The benefits of the Vulnerability Desk were outlined and it was noted that the team will aim to provide the best possible service at the earliest opportunity.
12. The review of PPN compliance rates was discussed and areas of concern identified were discussed. It was noted that training is to be provided to staff by Foundation on what an effective PPN looks like from a victim's perspective.

13. The PCC asked what local partners' responses have been to the Vulnerability Desk. KG noted that a meeting has been arranged for 3 December 2019 with partners and their views will be sought. It was noted that internal communications have been sent and external communications are to follow.
14. The PCC noted that Middlesbrough Children's Services are currently being inspected and asked whether the Force are currently aware of any of the issues identified through the inspection. LO noted that across the area there are different standards of thresholds at present, this will be reviewed going forward to ensure consistency across Teesside.
15. MP queried what happens with the children that have been identified as missed. KG noted that the backlogs are being looked at but anything over a month old without another incident isn't taken to social services. RL noted that children are missed in other forces across the country but as a result of the review process in Cleveland, the force are aware of them and are able to reduce the likelihood of them being missed again in future.

It was acknowledged by the Force that the new Power BI system would provide the force with an improved way of monitoring compliance. The Chief Constable confirmed that the Force were beginning to understand demand much better than before. **HMICFRS PEEL Inspection**

16. LT noted that demand work is now being progressed in respect of neighbourhood policing. Consideration is being made in relation to what neighbourhood policing should look like going forward. The refreshed model is to be implemented before the next financial year.
17. A document is being produced by the end of December ahead of the January PPOG meeting which will outline work which has been done in respect of each of the causes of concern and where improvements can be evidenced.
18. The College of Policing are due to be visiting the Force to consider areas where they may be able to provide assistance.

#### **Neighbourhood Survey**

19. WG noted that a digital and hard copy survey had been conducted from the 29<sup>th</sup> October to 29<sup>th</sup> November to gather the views of members of the public. 5,000 responses were received to the survey, an executive summary and a full report of the survey results are to be provided to attendees by the end of week commencing 2 December 2019. Consideration is now to be made as to how the force will provide ward level feedback on the changes made as a result of the survey.
20. EP queried how the findings will link into the work of the Service Improvement Team. WG confirmed that the survey will allow the force and the Service Improvement Team to identify areas of best practice in addition to the potential improvements which will feed into the demand reviews the team are already conducting.

#### **Modern Day Slavery – Letter from Independent Anti-Slavery Commissioner Dame Sara Thornton**

21. The PCC put the following questions, which were raised within correspondence from the Independent Anti-Slavery Commissioner, to the force prior to the meeting:
  - i. *Are you confident that modern slavery and human trafficking is treated as serious organised crime in your force?*

22. LO delivered an update provided by Simon Walker and it was noted that modern slavery and human trafficking feature within the PCC's Police and Crime Plan and Cleveland are one of the few forces with an Anti-Slavery Network that is overseen by an independent chair, commissioned by the PCC. Modern slavery is categorised in both Cleveland's control strategy and intelligence requirements. Senior Cleveland officers also engage with the Regional Strategic Governance Group which is currently chaired by Northumbria.
23. A review by the Modern Slavery Police Transformation Unit (MSPTU) into Cleveland's crime recording process found the force to be strong in this area and to support this, the Crime Registrar has a robust process to ensure all NRM submissions are captured and recorded in accordance with NCRS. Cleveland have also established a team dedicated to CSE and the wider issues of exploitation and the Force's VEMT team are able to investigate cases of modern slavery.
- ii. *Are you using the full range of powers in the Modern Slavery Act to tackle the criminal exploitation of children and vulnerable adults as they are trafficked along county lines? (Slavery and Trafficking Risk and Prevention Orders are great ways to restrict the activities of traffickers).*
24. LO noted that the use of these orders will be explored by the force and will be an area they seek to improve both the organisational knowledge of and the tactical use of by officers. It was acknowledged that the force have not yet obtained either of such orders and it was noted that DCI Walker is fully aware of the issue and will develop this as part of the modern slavery action plan. The force are yet to achieve any convictions for slavery and human trafficking offences and the orders have therefore been unable to be issued, this is reflected across the region as well as nationally. It is understood that there were only 116 Slavery and Trafficking Prevention and Risk Orders issued from the implementation of the Modern Slavery Act (MSA) up to June 2018 across the whole country.
- iii. *Do your officers have the right expert advice and support to help them to investigate modern slavery and human trafficking and present strong cases to the CPS?*
25. It was noted that Cleveland have arranged for 15 of its officers to attend a 4 day Specialist Investigators course with many of the 15 currently being employed within the VEMT Team. Officers are in regular contact with both the NCA Tactical Advisor and the Regional Modern Slavery Co-ordinator who is a serving Cleveland DI. An NCALT course on exploitation has also been rolled out internally on a mandatory basis.
26. With the support of the Regional Co-ordinator (D/I Peters), CPD sessions will be taking place in Cleveland's 4 local Police areas throughout December and January to help officers better understand the manifestation of trafficking and exploitation, how offenders can also be victims and their entitlements under the national referral process and how the Section 45 defence plays a part in this process. DI Bell is developing a working and visible procedure to be put in place for officers to secure Early Investigative Advice from CPS.

**Action** – The force's finalised response to the letter is to be shared with the PCC for information.

### **Financial Information**

27. Four reports were provided ahead of the meeting as part of the agenda. MP discussed the content of each of the reports in the order they had been provided. The Force's financial position to 30 September 2019 was discussed and it was noted that a significant amount has been spent on overtime for major incidents. The budgets had factored in higher than the 2% pay award for police officers, there has also been a small underspend on PCSOs due to the internal recruitment of PCSOs

to Police Officers and PCSO recruitment is to be progressed. The force is currently forecasting an underspend of £60,000 at the end of the financial year.

28. The PCC queried where the increase of staff will fit within the overall estates plan and asked whether wider accommodation should be looked at. RL noted that this has been briefly looked at, the majority of staff are agile and it is not currently felt that more buildings are required. However, more careful consideration is to be made into the appropriateness of selling buildings going forward.
29. The PCC 2019/20 Budget Monitoring report was discussed and variances of underspends or overspends were discussed. It is forecasted that there will be a £60,000 underspend at the end of the financial year. A few variations have been identified in respect of expected income.
30. The Long Term Financial Plan for 2020/21 to 2023/24 report was discussed and it was noted that a presentation was delivered within the previous Scrutiny meeting outlining the plan from an OPCC perspective. The report provided sets out the Forces latest summary position based on the presentation delivered. It was noted that the Government Grant position, the Uplift grant position and potential restrictions in relation to precept increase are likely to remain unclear until January 2020. It was noted that the plans are in place but due to the uncertainty they are not currently confirmed.
31. The Capital and Treasury Management report provided a half yearly update from 1<sup>st</sup> April to 30<sup>th</sup> September 2019. It was noted that the force have not taken out any loans this year and it is unlikely to be required to.

#### **Any Other Business**

32. Discussions took place in relation to current community tensions in respect of the upcoming election. RL noted that a formal update would be provided to the PCC outside of the meeting. Incidents are highlighted daily within the Executive Log and Pacesetter.

#### **Date of Next Meeting**

33. The next Scrutiny, Delivery and Performance Meeting has been arranged for Monday 13 January 2020.

## **QUESTIONS**

### **Item 4 - Police and Crime Plan Objective 5 - Securing the Future of Our Communities – Early Intervention**

1. Questions to be determined on receipt of the Early Intervention Strategy

### **Item 6– Control Room Update**

1. Could the Force provide a general update on the improvements taking place in the control room to include details of what has improved since May and how the Force is raising standards within the control room?

### **Item 7– Department of Standards and Ethics**

1. The Strategic Direction (attached to the agenda) outlined that the PCC would have joint oversight and delivery of a suitable successor programme to Transforming Professional Standards, to embed the reforms and ensure that Cleveland Police becomes a centre of excellence in police standards and ethics. Could the Force provide an update on this aspect of work to include how the Force will use the findings of the South Wales Peer Review?

### **Item 8 – PPOG Update**

1. The PCC would like to Force to provide an update on the preparations and information to be provided at the next PPOG meeting.





**Scrutiny, Delivery & Performance Meeting**  
13 January 2020

**PCC Questions**

Please could the PCC have an update on the following?

- 1) Loftus Police Station – brief update to include details on numbers, the planned activity that will take place from the station, details of the partners that will use the facility and if there are any arrangements for volunteer support.
- 2) Naloxone – an update on the use of Naloxone as part of operational arrangements.
- 3) Recruitment/Staffing – brief update to include details of PC recruitment, senior officer appointments and structures.
- 4) Drones – an update on the progress of the implementation of drone provision.
- 5) Funding/Budget/Precept – to include discussion on precept consultation.
- 6) NETIC – discussion on the proposed review of NETIC, what works well, less well and areas for future development.



## Scrutiny, Delivery & Performance Meeting

13 January 2020

### Public Questions

1. How are you dealing with County Lines Gangs, as a youth I am still seeing lots of county line crime?
2. Please bring the Hartlepool Police Station back to full use, including the custody suite being operational 24 hours a day. We need it desperately.
3. What proactive action are you taking to redress the shortages of officers in Hartlepool and the issues of transporting people to the custody suite in Middlesbrough?
4. The drug problem in Norton is getting out of hand and the police force in the area has done little about it. In our area we have reported it to no avail, there are mopeds, quad bikes, motorbike riders blatantly transporting and dealing with drugs with no problem at all. We never see police officers and haven't for some time. I fear for my baby grandson growing up here. What are you doing to make Cleveland safer?
5. Why is it that members of the public regularly see evidence of drug dealing taking place in public house in Normanby but very little seems to be seen to stop the situation? Why not have suitable warning notices on clear view in toilets that warn of regular patrols and the consequences of being caught dealing?
6. My neighbour reported possible drug dealing to be told by officers 'we're not interested in small fry, only the big guys'. How can we have any faith in the Police if this is the attitude we are confronted with?
7. Why are there so many illegal quad and off-road bikes seen on the roads close to the Police Station on Normanby Road without any sign of action being taken?
8. Why do you feel that you may allow your traffic officers to stop motorists for the sole intention of a breath test contrary to Section 6a of the Road Traffic Act 1988? This approach totally disregards my rights, as in this country I am innocent until proven guilty, not guilty until I prove my innocence by providing a voluntary specimen of breath, and upon refusal I am threatened with arrest and verbally abused. This unlawful mass screening must stop.
9. Who is responsible for tackling pavement obstruction forcing pushchair users, wheelchair users, older people and partially sighted people into the road? I have been told by the police it is a council matter and by the council that it is a police matter, so who is responsible?
10. Why, when there is a burglary with a suspect and evidence to assist the police are officers no longer dispatched to such incidents. No reassurance is given anymore and communities are left in the dark. This is not for every break in but for a series of crimes all linked. Will overall policy change or will victims no longer be visited?
11. I have not seen a police officer or PCSO on foot in my local area (Marske) for a number of years. In addition, despite an increase of 10.6% council tax charges I have not witnessed any improvements in the last 12 months. When will Redcar and Cleveland see a return to proper community policing with dedicated police teams who are in regular touch?
12. When will the public be made aware of the results of the recent policing survey?
13. I am disgusted in how unpleasant Middlesbrough Town Centre is becoming. There is no police presence or support. What is the Police and Crime Commissioner doing to make the area safe and to protect the people of Teesside and the people visiting Teesside.