



Police & Crime Commissioner for Cleveland
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PCC Scrutiny, Delivery & Performance Meeting

Date: 1 July 2019

Time: 1300-1600

Venue: Cleveland Room 2, Cleveland Community Safety Hub

Agenda

		Presented by
1.	Apologies For Absence	
2.	Declaration of conflict of interest/disclosable pecuniary interest	
3.	Notes of the previous meeting	
4.	Focus on Victims and the commitments within the Police and Crime Plan Priority 2– A Better Deal for Victims	Cleveland Police
5.	PCC Scrutiny questions To provide the PCC with an update on suspension of the current police officer recruitment process	Cleveland Police
6.	Any Other Business	
7.	Date of next meeting – 2 September	



Scrutiny, Delivery & Performance Meeting

14 May 2019

1400 - 1700

Marina and Endeavour Rooms, Cleveland Community Safety Hub

Present

Liz Byrne – Assistant Chief Executive, OPCC
Barry Copping – Police and Crime Commissioner
Emily Harrison – Superintendent, Force Control Room
Elise Pout, Standards and Scrutiny Manager, OPCC
John Wrintmore – Chief Inspector, DSE

Apologies for absence

Louise Drummond – Head of Performance, Quality and Review and Simon Dennis - Chief Executive and 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. 5 April 2019

Control Room

3. At the Scrutiny, Delivery and Performance Meeting on 5 April it was agreed that ACC Harwin provide a presentation on the Force Control Room (FCR) model. The PCC sought information on the changes that had been made in 2019 and the benefits that had been seen as a result of the extra investment and resources? Information was also sought on how the feedback from victims was being used to make improvements?
4. Superintendent Emily Harrison attended the meeting to provide the PCC with a presentation that outlined the current model and its organisational impact which had included: too many jobs to the frontline; THRIVE not consistently applied; large event queues; and poor public service.
5. The proposed model was presented which consisted of 2 distinct areas – the response room and the resolve room. The respond room would be responsible for 3 core activities: dedicated 999 call handling; north/south dispatch and FIM (Force Incident Manager) and FIM support who were responsible for the 'golden hour' response to all critical and major incidents and the management of THRIVE and vulnerability across the respond room.
6. The resolve room would be responsible for 5 core activities: dedicated 101 handling; 999 triage (assisting with emergency calls during high demand); desktop enquiries; and tasking and crime management.
7. The management support team were to deliver activities that would cross over both the respond and the resolve room functions. In order to deliver the changes a full implementation plan had been

developed, along with new shift patterns that met demand and that would provide staff with the opportunity for a dedicated training day. A full training needs analysis was to be completed in order to develop a full training plan. The Force was about to commence with a recruitment campaign to boost FCR numbers.

8. In addition to the above, a new performance management framework was being designed with accessible and transparent monitoring tools which would continually challenge to achieve and improve standards of productivity and provide a positive public service.

9. The benefits of the new model were highlighted as:

- Consistent improvement in call performance;
- Two independent rooms resourced by a single cohesive team;
- Demand addressed correctly;
- Ability to flex resources to continually meet demand;
- Address patterns of volume and demand;
- Improved working methods to assist staff;
- Meeting and managing the needs and expectations of the caller; and
- Visible, supportive and accountable leadership

10. The PCC sought clarification on the timescale for the start of the project which was confirmed as October 2019.

Action

11. That the Force provides the key measures and benefits realisation to the PCC to enable the assessment of whether or not they have been met. This would include inputs – how calls are coming in, the process – how calls are managed and answered and the outcome – victim satisfaction, ease of contact. It would also include an analysis of the investment and how the investment has led to improvements.

Abuse of Position – update from previous meeting

12. At the Scrutiny, Delivery and Performance meeting on 30 November 2018, the PCC received information on the UNISON intervention with regard to sexual harassment, the PCC sought information about the action plan that was suggested and the Force's plans to embed that action plan within its current policies and procedures. The Force noted that it had an understanding of the concerns raised in relation to the UNISON intervention and allegations of inappropriate behaviour within the workplace. At the time of writing the Force had not had sight of a finalised NPCC national action plan. However, when the national action plan was disseminated and shared the Force would take it into account and adopt and develop any further work which arose from the publication. The PCC noted that the work was under development and asked for an update in 6 months' time.

13. The PCC asked for an update on the Department's progress on the action plan. It was noted that at the time of the last meeting the Force had written a local action plan and that the national plan had only been received in the last 2 weeks. Work was ongoing to map the local plan against the national plan led by the Director of Standards and Ethics. The local action plan focussed on prevention, intervention and protection and included issues raised by the ethics lead and all workforce leads were expected raise awareness of sexual harassment in the workplace.

14. It was also noted that the counter corruption control strategy was renewed annually in May and reflected national priorities and concerns and took notice of local threats. The recent inspection by HIMICFRS in the area had resulted in positive feedback to the department.
15. On going work included: awareness raising with key partner agencies especially in relation to concerns about officers; liaising with PVP to provide input into the MARAC process, especially in relation to care homes; a DSE led conference was organised for autumn to share good practice and information on how to spot the signs and awareness and pathways to reporting; and the CCU visited Lancashire and Merseyside to assess best practice.
16. There is a CCU monthly tasking and coordination meeting in place which undertook proactive monitoring in addition to an annual integrity health check.
17. The confidential reporting line had demonstrated that anonymity could be confirmed. The Force considered that the action plan was embedded and was business as usual and that they were moving into mapping the national plan against the local plan.
18. The Assistant Chief Executive asked how the Force could confirm that its practices were embedded and that they were working. In response it was noted that the anonymity of the confidential report line had improved people's confidence in reporting issues. Another measure was the reports received externally and that the Force had improved people's accessibility and confidence in reporting issues to the force.
19. The PCC sought clarification about the support and the increased investment in staff welfare and how it assisted internal victims and he was assured that welfare officers were appointed and that there was extra access provided to counsellors.

Action

20. That the update was noted and that once the local and national plans have been merged then consideration should be given to the victim's journey, consider any themes within the feedback and lessons learnt that inform how things are done to also include victim care in misconduct cases, support for people with protected characteristics and an update on the impact of the work with key stakeholders and partners.

Domestic Abuse

21. At the Scrutiny, Delivery and Performance meeting on 30 November the PCC sought information on Domestic Abuse in light of the increasing trend of incidents of domestic abuse that had occurred across the force area. The positive outcome rate was declining and the outcome 16 rate (closure code – victim does not support the prosecution) remained high with 70% of offences recorded in the past 12 months. There had also been a number of domestic abuse related homicides in recent months. At that meeting the PCC had sought further information in relation to this area and sought information and assurances on the following:
 - Up to date details on victim withdrawal rates and details of work that is being undertaken to improve those rates;
 - Is the THRIVE model appropriate for dealing with incidents of Domestic Abuse?
 - Anecdotal evidence from complainants suggests that initial response from the Force can be hurried, people don't get good information and the options available to them are not discussed, what work the force is undertaking to improve victim satisfaction in this area?
 - What lessons have been learnt from the recent domestic abuse related homicides?

- Given the level of investment into Protecting Vulnerable People what innovative ideas and new ways of thinking are being developed in this area? and
 - With regard to the issue of coercive control, are officers given enough time to be able to spend it with victims of coercive control in an effective way?
22. As a result of those questions the PCC received information on the following:
- A 'Domestic Abuse Car', paid for through the transformation fund had been initiated however that was hard to evaluate as it was in its infancy.
 - A family court liaison officer and a criminal justice liaison officer were now in post to deal with outside specialist areas, who worked with the Prisoner Handling Team in supporting and reviewing work and evidence to be given to the CPS and consider evidence based prosecution.
 - Vulnerability training, supported by transformation money, to provide coercive controlling behaviour training. For which 75% of the appropriate staff had completed with an additional push to get 90% and the impact of this training was being seen already.
 - Body Worn Camera has been rolled out across the force and was now being used for attendances with victim and perpetrator.
 - A focus group had been set up work through why people feel they don't want to work through the process to prosecution.
 - Consideration has taken place of the language that was being used with victims as it was recognised that it made a substantial difference to how victims engaged with the Force.
 - Looking at real different ways of making it everyone's business, from first contact engagement to right throughout the process, to ensure a whole system approach.
 - A Victims charter had been produced and launched.
 - A Domestic Abuse scrutiny panel had been established with partners.
 - The use of E-cins had developed and its use by partners had improved.
 - Children's safeguarding boards were established with north and south models which gave the opportunity to test what worked within each model with a view of establishing a Tees Wide model.
23. The PCC sought an update on the above and also on the specific provision that existed to support male victims of Domestic Abuse?
24. At that time the PCC had received a comprehensive update however it was agreed that an update be provided in 6 months' time to allow time for the results of the initiatives into the quality of the process to be seen.
25. The DCC update the PCC and noted that Victim withdrawal rates were still high; at March 2019 they were at 74.2% which were due to a number of reasons including timeliness of deployment, delays, demand etc. Work had been undertaken within the Force on deployment and outstanding incidents were reviewed on a daily basis with a real focus on Domestic Abuse. It was noted that every domestic incident was visible within the control room systems.
26. The Force had undertaken awareness sessions on the use of body worn video and training has been provided on coercive control which assisted officers to explain the options and signpost people to get advice.
27. It was noted that the Force were currently investigating 21 homicides, 6 of which related to Domestic Abuse.
28. A review of the Whole System Approach was due to take place which would involve an analysis of the interventions that had been put in place to assess their benefits.

29. Domestic Abuse support provision is available to both male and female victims; awareness was also undertaken with partner agencies including Hart Gables and Mankind.

Action

30. That the information was noted.

HMICFRS – National Inspection – Fraud: Time to Choose

31. HMICFRS published a report entitled Fraud: Time to Choose. The report assessed all forces response to fraud, including online fraud. Whether law enforcement had a well-designed strategy for tackling fraud, the operational structures to provide the necessary capacity, capabilities and partnerships and that victims of fraud receive a high-quality response.
32. The report made 16 recommendations to a number of bodies including Police Forces which included
- a) Recommendation 2 - By 31 March 2020, the National Police Chiefs' Council Coordinator for Economic Crime and chief constables should ensure that forces have processes in place to accurately and efficiently report fraud outcomes to the National Fraud Intelligence Bureau.
 - b) Recommendation 9 - By 30 September 2019, chief constables should publish their force's policy for responding to and investigating allegations of fraud (in relation to both calls for service and National Fraud Intelligence Bureau disseminations for enforcement).
33. There were also a number of areas for improvement suggested for Chief Constables to make.
- a) improve the way their force uses the National Fraud Intelligence Bureau monthly victim lists to identify and support vulnerable victims and others who require additional support;
 - b) ensure their forces improve the identification and mapping of organised crime groups in which the principal criminality is fraud;
 - c) ensure that fraudsters are included among those considered for serious organised crime 'prevent' tactics, including by local strategic partnership boards and through integrated offender management processes;
 - d) increase their force's use of ancillary orders against fraudsters; and
 - e) ensure that their force complies with the Code of Practice for Victims of Crime when investigating fraud.
34. The PCC sought details on the Force's response to the report and the position of the force in relation to HMICFRS's request for the force to publish its policy on fraud and asked if the Force had received a debrief to confirm the strengths and weaknesses for this area? Where that fitted with the operational assessment and priorities that were being dealt with operationally and whether or not it was an issue that had been seen in other internal mechanisms e.g. complaints, resource levels/sickness, disciplinary, change initiatives.
35. In response the Temporary Deputy Chief Constable, Helen McMillan, outlined the Force's work in this area. She confirmed that the Force was currently compliant in the way it uses the National Fraud Intelligence Bureau monthly victims list in order to support vulnerable victims.
36. The Force was awaiting the national policy which was due imminently and when it is published the Force which would cross reference the local policy to ensure that the Force was compliant prior to its publication by the due date.
37. It was noted that the City Of London police were undertaking a mapping exercise on the links of fraud with OCGs which will assist forces to help understand the picture and for which the Force and NERSOU would take that information into account.

38. It was also noted that the Force had introduced preventative tactics linked to the LSJP and IOM processes, fraud is discussed at partnership group and officers are working with Divert team to ensure correct preventative measures were in place
39. There had been an increase in the forces use of ancillary orders enabling account freezing orders and unexplained wealth orders to be made.
40. All crime units had undertaken CPD in fraud and it was noted that the Force might need to improve some of their capacity in this area.
41. Overall the Force noted that they were compliant with the Code of Practice for Victims of Crime which implemented crime allocation and improvement management plans. The Force did not receive a local AFI as a result of the inspection and it was felt that the response had been largely positive. The Force assured the PCC complex investigations were managed and currently there were no resource issues.

Action

42. That the information was noted.

Letter from Nick Hurd MP re Police Funding Settlement

43. The Rt Hon Nick Hurd MP, Minister of State for Policing and the Fire Service wrote to PCCs and Chief Constables in March 2019 outlining the police funding settlement and details of the £175m investment from the Police Transformation Fund to support the four major national police-led programmes, including the National Enabling Programme. It also outlined how progress was expected against four priority areas: commercial savings; productivity; workforce reform; and Serious and Organised Crime. The Home Office sought information from Forces on evidence for the next Spending Review.
44. The PCC sought assurance on the delivery of the items contained within the letter. The PCC was provided with a briefing which outlined the progress of the 4 priority areas.

Action

45. That the information was noted.

Issues arising from Appropriate Authorities Meetings

46. This item was deferred from the last Scrutiny, Delivery and Performance Meeting on 5 April.
47. To update the PCC on the Appropriate Authorities Liaison Meeting. The Chief Executive of the OPCC has general delegation of respective Appropriate Authority matters and as such regular meetings take place with the Chief Executive, the Head of the Directorate of Standards and Ethics, the Head of Legal Services and the OPCC's Standards and Scrutiny Manager in order to discharge the Terms of Reference. The meetings take place to discuss matters of common interest and as a forum for the Force to notify the OPCC (and vice versa) of any conduct matters arising from litigation in accordance with the Schedule 3 of the Police Reform Act 2002 and the Police (Complaints and Misconduct) Regulations 2012
48. The PCC would a brief update on Operation Forbes to ensure that the PCC has an active oversight into the approach that is being taken by the Force.

49. The PCC received a brief update, that the terms of reference were agreed in May and that the matter was being dealt with by the IOPC.

PCC Scrutiny Questions

50. **Performance** – The PCC asked the Force to provide an outline of the current Performance Framework and in particular how accountability is exercised for the individual crime categories.

51. Further work would be undertaken by the Assistant Chief Executive and the Standards and Scrutiny Manager to understand how the force holds the Force to account and how that could be used for a scrutiny purpose

52. **Volunteers** – The PCC asked the Force provide details of the areas of activity where volunteers are being utilised currently and are there any other areas the Force plan to use volunteers in the future.

53. It was noted that as of April 2019 there were 60 active volunteers which was an increase of 15 since January. They were involved in the following areas: Duty support team, rural crime, victim call back, vehicle checkers, community support volunteers, engagement and events and crime prevention advice. There were also 12 trained volunteers with VCAS. The volunteers were assigned according to skills and level of vetting.

54. The PCC asked if there were any other areas in the Force where volunteers could be used. It was noted that the Force were starting to assess where they were using volunteers now and the potential for use in other areas, although it was noted that volunteers couldn't be used to replace a role within the structure, it needed to provide an additional resource. It was suggested more volunteers could be used in the rural watch and neighbourhood watch. It was suggested that the Force should compare with other forces that had been successful in this area.

55. **Community Speed Watch (CSW)** – The PCC asked the Force provide an update as what arrangements were in hand to deliver Community Speed Watch in particular what training and development work was being provided for staff to undertake CSW with members of the public.

56. It was noted that experienced PSCOs had been trained to deliver and run within neighbourhoods.

57. No other business was noted

58. The date of the next meeting was 1 July 2019.