

# THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

## DECISION RECORD FORM

<b>REQUEST:</b> To issue a Police and Crime Plan for the period 2016-2021.			
<b>Title:</b> 2016-2021 Police and Crime Plan			
<p><b>Executive Summary:</b></p> <p>The Police and Crime Plan is the statutory document setting out the objectives of the Police and Crime Commissioner and the resources and governance arrangements to give effect to those objectives. Pursuant to the Police Reform and Social Responsibility Act 2011, the plan must be adopted for a defined planning period and be kept under review.</p> <p>The plan must set out the following:</p> <ul style="list-style-type: none"> <li>the Commissioner's police and crime objectives;</li> <li>the policing of Cleveland which the Chief Constable is to provide;</li> <li>the financial and other resources which the commissioner makes available to the Chief Constable;</li> <li>the means by which the Commissioner will scrutinise the provision of policing and the performance of the police;</li> <li>the arrangements for services that the Commissioner will put in place to reduce crime and disorder and to help victims, witnesses and others affected by crime or antisocial behaviour.</li> </ul> <p>Both the Police and Crime Commissioner and the Chief Constable must have regard to the plan when exercising their powers and duties. In accordance with s5 of the 2011 Act, the Cleveland Police and Crime Panel formally reviewed drafts of the 2016-2021 Police and Crime Panel on 21<sup>st</sup> July, 8<sup>th</sup> September and 10<sup>th</sup> November 2016. On each occasion the panel members were given the opportunity to comment on the plan. A report from the Panel Chair was sent to the Police and Crime Commissioner on 8<sup>th</sup> December 2016 stating that members have been consulted and views taken into consideration throughout the drafting stages of the Plan. The Commissioner duly responded to that report.</p> <p>The Commissioner therefore formally issues the Police and Crime Plan for the period 2016 to 2021 in the form annexed hereto.</p>			
<b>Decision:</b> To issue the Police and Crime Plan for the period 2016-2021 on 13th December 2016			
<b>OPCC Lead Officer:</b> Joanne Hodgkinson			
<b>Contractor Details (if applicable):</b> Not applicable			
<b>Implications:</b>			
Has consideration been taken of the following:	Yes	No	
Financial	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Legal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Equality & Diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sustainability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Risk	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
(If yes please provide further details below)			

## Decision Required – Supporting Information

Financial Implications: (Must include comments of the PCC's Chief Finance Officer where the decision has financial implications)

There are no financial implications that result directly from this decision. The Police and Crime Plan is underpinned by the Long Term Financial Plan and this will be updated in February to reflect the new Police and Crime Plan.

Legal Implications: (Must include comments of the Monitoring Officer where the decision has legal implication)

In preparing the plan, the Police and Crime Commissioner has complied with the section 5 requirement of the Police Reform and Social Responsibility Act 2011.

### Equality and Diversity Implications

Copies of the plan will be made available on request in a format appropriate to meet the needs of individuals and communities.

### Human Rights Implications

None arise.

### Sustainability Implications

None arise.

### Risk Management Implications

None arise.

## OFFICER APPROVAL

### Monitoring Officer

I have been consulted about the decision and confirm that financial, legal, and equalities advice has been taken into account. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signed  Date 22 December 2016

### Police and Crime Commissioner:

The above request HAS my approval.

Signed  Date 22/12/16



# POLICE AND CRIME PLAN 2016-2021



## PARTNERS & PARTNERSHIPS

As Police & Crime Commissioner, I am proud to work in partnership with crime reduction, criminal justice, victim-focused and community-supporting organisations, including the following:







## INTRODUCTION FROM BARRY COPPINGER



We have made progress in a number of areas over the four years from 2012-16 and I was delighted to be re-elected PCC in May to continue this work. This plan sets out commitments, challenges and opportunities moving forward for the period 2016-2021. At its core are the five clear objectives:

- 1 INVESTING IN OUR POLICE**
- 2 A BETTER DEAL FOR VICTIMS AND WITNESSES**
- 3 TACKLING RE-OFFENDING**
- 4 WORKING TOGETHER TO MAKE CLEVELAND SAFER**
- 5 SECURING THE FUTURE OF OUR COMMUNITIES**

These reflect the policing priorities of the public and have been drawn up following extensive consultation. This consultation includes over 400 community meetings I have attended as PCC; feedback from regular consultation via the local media and websites; direct contact from the public to my office; regular consultation with the Police and Crime Panel and public, private and voluntary organisations across Cleveland.

The police and crime plan outlines actions we have taken in the past and those planned for the future to ensure these objectives will be met. It is a dynamic document and if the public's policing priorities change, the plan will change to reflect this.

Recently I appointed Iain Spittal as Chief Constable. He will continue to implement a series of positive changes and ensure all available police resources are best used and targeted to addressing this plan's key objectives.

This document gives more detail on each of the key objectives and how the Chief Constable and I will work together, and in collaboration with a wide range of partners, to achieve these.

It also provides details of the scrutiny and accountability processes we have introduced as well as the finance and resources available to the force.

Thank you for your interest and support going forward.

Barry Coppinger  
Police & Crime Commissioner for Cleveland



## INTRODUCTION FROM CHIEF CONSTABLE IAIN SPITTAL



I am excited and proud to have been appointed to serve our communities as Chief Constable.

I have a firm vision and plan for the development of Cleveland Police; my intention being to deliver outstanding police services in a way that makes communities safer and stronger. My vision aligns closely with that of the Police and Crime Commissioner. It is my responsibility to lead the Cleveland Police response to delivering the objectives and outcomes set out in the plan, where they relate to policing activity.

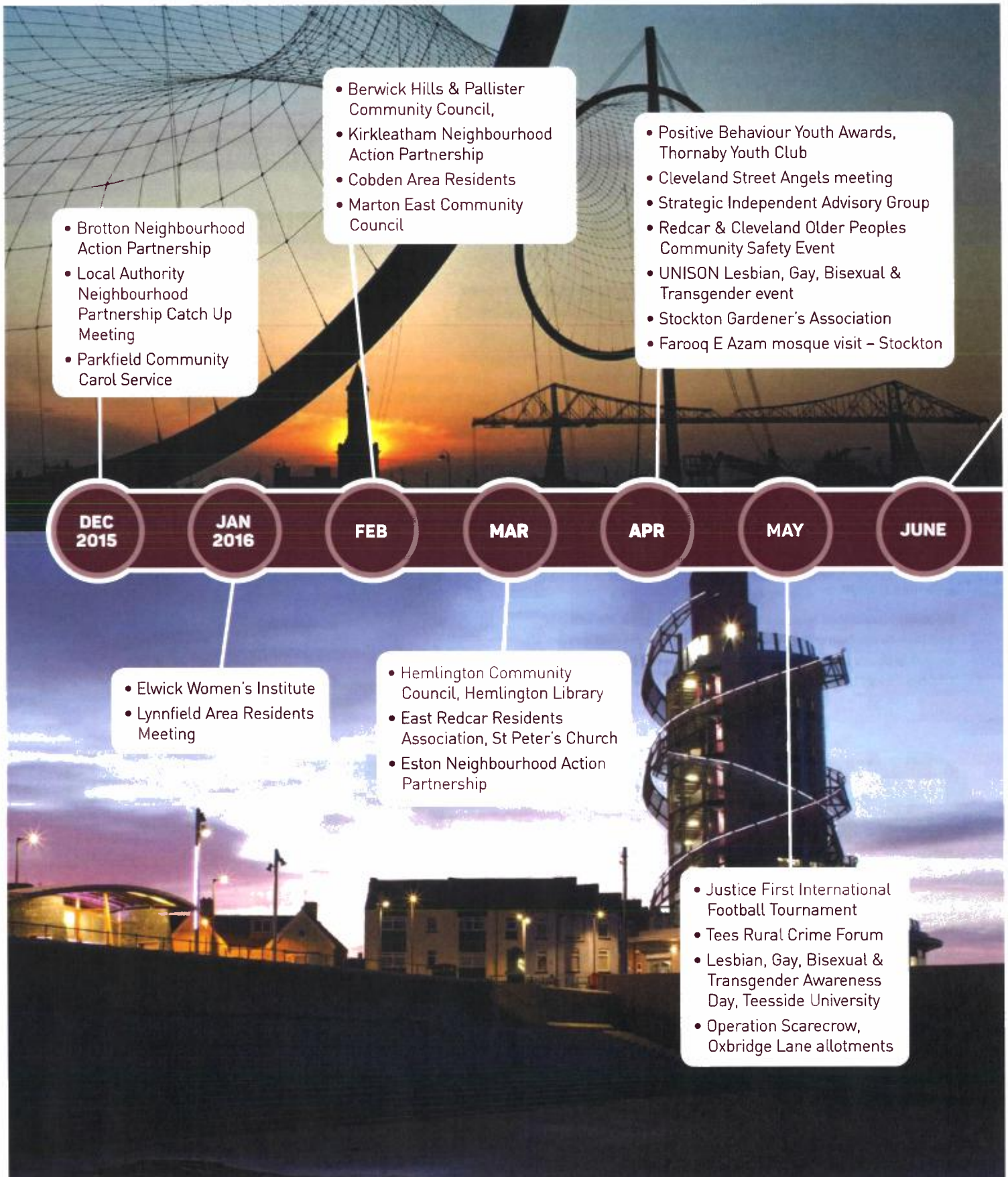
As a force we are committed to working closely with the Commissioner, his team and with our partner organisations to ensure that the plan is delivered to the tangible benefit of the communities we both serve.

It is important that the Commissioner holds me, as Chief Constable, to account for the delivery of policing across the Cleveland Police area. It is my expectation that the holding to account will be testing and determined whilst underpinning the value that the Commissioner and I both place on maintaining the operational independence of the police.

Iain Spittal  
Chief Constable, Cleveland Police

# YOUR FORCE, YOUR VOICE 2016

"Your Force, Your Voice" is a consultation programme that proved so popular and useful in my first term I have retained it following my re-election in May.





By the end of 2016 I will have attended over 400 community meetings across the four boroughs of Hartlepool, Middlesbrough, Redcar and Cleveland, and Stockton including over 60 in the past year, shown below. Feedback from these meetings helps ensure that the police and crime plan reflects the policing priorities of the public. If those priorities change, so will the plan.





# 1 INVESTING IN OUR POLICE

Chief Constable for Cleveland Iain Spittal shares my strategic vision for policing and will be responsible for putting it into practice. I enabled the investment of around £2m into protecting the most vulnerable in our community. This included the creation of a multi-disciplined protecting vulnerable people team and a dedicated Vulnerable, Exploited, Missing and Trafficked Team (VEMT).

Working with the Police and partners we have achieved a number of economies and efficiencies. This will help provide the Chief Constable with an additional £1.5m for investment in Neighbourhood Policing. I will support the Chief Constable in delivering a new neighbourhood policing model that will place neighbourhood officers and Police Community Support Officers (PCSOs) where they are needed most. This will give them time to engage with communities and undertake crime prevention and problem solving activities.

Accountability is important across policing. It drives improvements in public confidence and assures everyone that our dedicated staff and officers, who work hard every day to keep Cleveland safe, do so with integrity and perform to the highest standards.

Where there are complaints and concerns about conduct or service standards, they will be addressed thoroughly and fairly. We will embed a culture of openness and transparency in the way that we work and encourage independent scrutiny through internal and external ethics committees and our Joint Independent Audit Committee.

My aim is for Cleveland Police to be a national lead in terms of professional standards and the way in which we handle complaints. I will hold the Chief Constable accountable for embedding the code of ethics and shaping an innovative programme of development across the whole organisation. This enables staff to be confident in challenging inappropriate behaviours, strengthens and improves the working environment and establishes

genuine recognition of the value of diversity.

We must invest in new technology and infrastructure to deliver modern and effective policing. The sale of the current Cleveland Police headquarters at Ladgate Lane allows investment in a multi-million pound Community Safety Hub at Hemlington Grange in Middlesbrough. This will provide a cost-effective and viable base for policing in the future.

The 3,600 sq ft hub will be an innovative, efficient and technologically capable building for policing and community safety specialists. It will be a base for decision-making during major incidents and house the police control room. The hub will also support our aims for further collaboration with agencies.



## MY COMMITMENT TO YOU

- I have already enabled the Force to invest around £2m extra in protecting vulnerable people and I will support the Chief Constable in seeing this into effect.
- A commitment to neighbourhood policing, which includes funding for officers and PCSOs.
- The term "citizens in policing" covers those people who give freely of their time and ability to help make communities safer. There are many different ways to volunteer: as a Special Constable, Police Support Volunteer or "Watch" member. The national Citizens in Policing Community of Practice is developing a strategy to help consider how volunteers can benefit from, and contribute to, the aims of policing and broader society.
  - Volunteer programme launch and refresh.
  - The College of Policing has raised standards for Specials and this has resulted in fewer people applying and some of our Special Constables leaving the service. I will support the force in promoting the good work of our volunteers and encourage applications.
  - Further develop the Police Cadets Programme and promote the positive work of the cadets.
  - Operate an efficient and effective Independent Custody Visitor Scheme.
- Continue to recruit and support apprenticeships.
- Continue to ensure we retain accreditation as a Living Wage Foundation employer.
- More support for vulnerable groups including students, businesses, asylum seekers and the rural community.
- Ensure police staff and officers have the resources and technology to properly investigate crime and bring offenders to justice.
- Review our current outsourcing contracts with Tascor 2017 and Steria 2020.
- Support the further development of agile working practices.
- Implement our Estates Strategy (including the Community Safety Hub).
- Work in collaboration to establish a new approach to the way complaints and professional standards are handled including expanding the role of the PCC's office in police complaints handling.
- Working with the Chief Constable to review and develop the Professional Standards Department ensuring we have the best model possible.
- I will adopt and abide by the Ethical Checklist promoted by the Committee on Standards in Public Life and will support the Police Code of Ethics, including expecting my own employees to abide by it where it is applicable to their work.





## WORKING TOGETHER WITH CLEVELAND POLICE

We will continue to ensure that the local policing model is working effectively and delivers responsive and flexible policing services to our communities based on threat, risk and harm. This includes the continuing implementation of the neighbourhood policing model, changes to the delivery of incident resolution and the investment in units involved in the protection of the most vulnerable in our communities, such as protecting vulnerable people teams and the cybercrime units.

We will work with our strategic partners to ensure that our contract for policing support services continues to provide best value for the Force and our communities.

Working with them, we will ensure that the Force delivers the most effective mobile platform for frontline officers and those technical solutions that improve the effectiveness and efficiency of operational policing are developed and implemented.

We will develop a four year plan as part of Everyone Matters to address the key themes of serving our communities, supporting our people and organisational processes. The work we have already undertaken with Equality North East to help us to identify our gaps against the Equality Standard, will drive the development of the plan and the detailed activities contained within it.

A programme of cultural awareness sessions and activities which aim to enhance the knowledge and understanding of all officers and staff in supporting the delivery of a culturally sensitive and effective service will be developed and delivered. In addition a programme of training on understanding and identifying unconscious bias, underpinned by a series of equality, diversity and human rights learning opportunities, will be delivered.



Neighbourhood Policing remains central to our community-focused approach



## OUTCOMES

- Organisational efficiency and effectiveness
- Improved victim satisfaction
- Enhanced public confidence in the Force across all communities we serve



## 2

## A BETTER DEAL FOR VICTIMS AND WITNESSES

Crime can have a devastating impact on someone's life. It is crucially important victims are given swift and effective help and support to cope, and their needs are identified and met. As Police and Crime Commissioner for Cleveland I am responsible for ensuring that services are in place locally.

I have worked in partnership with the Police and Crime Commissioner for Durham, Ron Hogg to put in place a victim care and advice service for Cleveland and Durham. We have appointed Safe in Tees Valley to run the service. We share a joint ambition to make services for victims in our area the best in the country. Victims must be at the heart of the criminal justice system. Every victim of crime should benefit from the best possible service according to their needs.

Through these arrangements we look forward to further improving and enhancing our work for victims and ensuring their satisfaction with our service is as high as it can be during what can be a very difficult time. As Chair of the Cleveland and Durham Local Criminal Justice Board I will

seek to ensure criminal justice agencies comply with the victims and witness codes. Through the Cleveland multi-agency victim and witness strategic planning group, I will work together with partners to identify and address gaps in service provision.

In November 2012, I came together with the PCCs for Durham and Northumbria to develop a joint Violence Against Women and Girls Strategy for the North East.

Much has been achieved since its introduction; however this is a long term process in creating a change in cultures and behaviours. I am committed to continuing to develop the prevention strategies and activities to support this agenda in my second term in office.

We must not underestimate the harm hate crimes cause to both individuals and the wider community. The term 'hate crime' refers to any crime against a person which is perceived to be motivated by a person's hostility or prejudice against certain characteristics; race, religion, disability, sexual orientation and gender identity.

Nationally we have seen an increase in hate incidents following the recent EU referendum. This type of offence is unacceptable and no one should suffer in silence. I will bring people and partners together to tackle all forms of hate crime. I will ensure people have the confidence to report, know how they can report and ensure support is available.



### MY COMMITMENT TO YOU

- A comprehensive Victim Care and Advice Service through a £600k contract with Safe in Tees Valley from April 2016 which I will monitor.
- Further develop Restorative Cleveland and raise awareness of restorative approach opportunities amongst all victims.
- More dedicated support for vulnerable victims of anti-social behaviour.
- Further develop the Violence Against Women and Girls Strategy
  - Including dedicated support for victims of Honour Based Violence, Forced Marriage and Female Genital Mutilation.
  - A Cleveland wide Independent Sexual Violence Advisory Service.
  - A better offer for male victims of rape and domestic abuse.
  - Promote the Domestic and Sexual Abuse Champions in the workplace scheme.
  - Ensure all vulnerable victims are able to access remote video conferencing facilities for evidence purposes.
  - Understanding the commissioning landscape for Child Sexual Exploitation to ensure the most vulnerable receive the best possible support.
  - Develop better support for victims of stalking and harassment.
  - Continue to support the Rape Scrutiny Panel to scrutinise case files and look for lessons to learn.
- Monitor the impact and support the wider development of Operation Encompass - an initiative to provide support to young victims of Domestic Abuse via their school and the development of multi-agency Children's Safeguarding hubs.
- Support Clinical Commissioning Groups and health partners in developing digital care records to enable early identification of domestic abuse.
- Develop pathways for victims and witnesses through the criminal justice process and look to address any gaps in services.
- Research into victimisation of older people and fraud awareness provision for vulnerable members of our community and their families/carers.
- Investing in new Hate Crime Investigator roles.
- Work with NHS England to enhance the services provided by the Sexual Assault Referral Centre.
- Work in partnership to tackle all strands of hate crime, including awareness raising, improving reporting and support.
- Raise awareness and seek intelligence amongst agencies and communities to tackle human trafficking and modern day slavery.





The three North East Police and Crime Commissioners support a collaborative approach to prevent violence against women and girls



## WORKING TOGETHER WITH CLEVELAND POLICE

Our new neighbourhood policing model will allow officers and PCSOs to refocus on problem solving and engagement in those areas where the need is greatest. We will provide a joined-up and consistent approach to problem solving with our partners using evidence of what works. We will provide officers, staff and partners with the appropriate training, tools and guidance to work together to strengthen communities to resolve those problems that cause them the greatest harm.

We will continue to develop the provision of services to protect Vulnerable Exploited Missing and Trafficked (VEMT) team launched in July 2016.

We will review and evaluate the impact of body worn camera on prosecutions, ensuring that we provide the best possible evidence in order to secure convictions where possible.

We recognise that the most serious incidents and crimes will generally have a significant impact on the individual or community; however it is important to recognise that the more vulnerable within our communities may be disproportionately affected by less serious crime and instances of antisocial behaviour. We have therefore introduced the Victims First policy to ensure that we coordinate our interventions with other agencies, ensuring that vulnerable people and victims of antisocial behaviour and crime receive the most appropriate support for their needs.

We will continue to develop multi-agency safeguarding hubs with our partners, ensuring that services meet the needs of the vulnerable people that we deal with.

We will continue to provide a 24 hour a day, seven days a week ability to intervene in crime and antisocial behaviour, based upon

an assessment of the threat, harm and risk ensuring that we have the right people, in the right place at the right time. However, we also recognise that we are not always the most appropriate agency to deal with the issues that people call us about. Where a request for assistance does not require police powers and others are better placed to help, we will ensure that the caller is signposted to the correct agency.

## OUTCOMES

- Improved victim satisfaction
- Victims of crime are able to cope and recover
- Reductions in repeat victims as a result of effective problem solving and prevention activity





## TACKLING RE-OFFENDING

Many crimes are often committed by a relatively small number of people. These repeat offenders cause the most harm to our communities. The cycle of re-offending needs to be broken and persistent behaviour addressed. This is why tackling re-offending was a priority for me in my first term of office and will continue to be a priority for the next four years. We have already made great progress in establishing an Integrated Offender Management Unit based at Holme House Prison - a Cleveland wide multi-agency hub that works together to support and manage our most prolific offenders.

There is still much to be done. Preventing prolific offenders from committing further crime is a complex and difficult task as offenders lead chaotic lifestyles and have multiple needs. The rehabilitation landscape is going through a time of massive reform. Local probation services, have been split into two new bodies, the National Probation Service that will manage high risk offenders and the Durham Tees Valley Community Rehabilitation Company that will manage those individuals who are assessed at medium or low risk of harm to our communities.

In 2015, the Ministry of Justice announced a national review of youth justice services. An interim report was published in February 2016 and recommendations include young people serving their custodial sentences in secure schools rather than youth prisons and that local areas are best placed to make the decisions about the delivery of community based youth justice services.

The scope of the review has now been expanded to incorporate the youth justice system in its broadest sense, including how children and young people are managed and sentenced by courts. The full report is due to be published soon and future planning for the Youth Offending Service is likely to be influenced by its findings.

The Queen's Speech on 18 May 2016 announced a Prison and Courts Reform Bill would be introduced. At the centre of these legislative proposals are plans to give Prison Governors 'unprecedented levels of controls' over all aspects of prison management, introduce new performance measures and overhaul prison education. The planned changes, which the Government has labelled the 'biggest shake-up of prisons since the Victorian times' are focusing on long-term rehabilitation; with a view to reducing levels of reoffending.

The Government has now announced the six prisons piloting their prison reform scheme including; Holme House and

Kirklevington Grange. Holme House is a large local prison, with the capacity to hold up to 1,210 inmates. It currently houses both convicted and unconvicted adult men, from the age of 18 upwards. The Governor will have greater autonomy over how the prison is run - with less direct interference from the government.

As part of the reform, the Governor will also have greater freedom to establish systems and policy within Holme House. I am committed to working with the team as they design prisoner education systems that work with their inmates, and assist them in forging strong partnerships with criminal justice agencies and the voluntary and community sector to encourage rehabilitation.

I believe that with increased autonomy comes greater local accountability. I am committed to working with criminal justice partners as we embark on a journey to deliver better, more effective and integrated local services with a common purpose of reducing reoffending.



## MY COMMITMENT TO YOU

- Take responsibility for criminal justice through the Cleveland and Durham Local Criminal Justice Board. Work with criminal justice partners to deliver joined-up, integrated services accountable to myself and key professional advisers.
- Review the Cleveland and Durham Criminal Justice Board operation.
- Establishing a multi-agency Cleveland wide reducing reoffending group.
- Work with the prison services, supporting them through the impact of the changing status of Holme House Prison and Kirklevington Grange.
- Work with both the National Probation Service and Durham Tees Valley Community Rehabilitation Company to support them through current and any future reform.
- Work with the Youth Offending Service to review the triage service delivered to young people and support the Youth Offending Team through the changes to Youth Justice Reform.
- Ensure offenders have the opportunity to participate in restorative justice through the Integrated Offender Management hub.
- Introduce a multi-agency prevention strategy for sexual violence.



The Police and Crime Commissioner meets offenders doing unpaid work clearing footpaths and building wheelchair access routes at a childrens home



## WORKING TOGETHER WITH CLEVELAND POLICE

Through our evidence based practice partnership with the University of Teesside, we will work with our voluntary and statutory partners to understand the reasons why offenders commit offences, especially those who are first time entrants to custody. We will examine the current evidence base, and where appropriate commission new research to provide greater understanding and working practices that help us develop the ability to divert offenders from further offending.

We will continue to support the Mental Health Crisis Care Concordat, an agreement that commits national organisations to work together to achieve systematic and continuous improvements in care for people experiencing a mental health crisis. The Concordat is supported

by police chiefs nationally and we will work to deliver improved local care for vulnerable individuals.

We will deliver a coordinated approach to violence reduction in the Cleveland area. Working with partners through the CAVIC (Communities against violence in Cleveland) plan, we aim to reduce the risk of being a victim of violence, undertake problem solving activity to tackle violence series, hotspots and repeat offenders and victims whilst developing a cultural intolerance to violence in Cleveland.

Working with partners, we will focus on areas of greatest threat, risk and harm building on initiatives such as the Integrated Offender Management (IOM) hub based at Holme House Prison and Troubled Families.

We will review the way in which we offer appropriate support and treatment to offenders through reviews of our current custody and medical services contracts and our arrest referral service.



Force and PCC support campaigns to raise awareness of mental health issues

## OUTCOMES

- Fewer people re-offending
- More offenders are engaging with services and demonstrating positive steps in reducing their offending behaviour





# 4

## WORKING TOGETHER TO MAKE CLEVELAND SAFER

This Police and Crime Plan is all about working together to make Cleveland safer. I believe no single agency is able to achieve this alone. To make a real difference we need to be co-operative, co-locate, share information and invest together in our communities for the future. This includes my support in the development of the combined authority and the long term vision for the economic and social wellbeing of the area. It includes preventative work with partners such as the MFC Foundation and reactive work following the most serious crimes.

Some threats and risk to our safety can only be dealt with by drawing together the resources and expertise of people either regionally or nationally. The Strategic Policing Requirement, issued by the Home Secretary, sets out national threats the police must address and the policing response needed to counter those threats. These include; terrorism, civil emergencies, public disorder, cyber security incidents, child sexual abuse and

serious and organised crime. I will ensure the Chief Constable balances local and national priorities effectively.

In March 2016 I made a commitment to proceed with a combined Major Investigation Team, as part of the Evolve programme - a long-term project to look at where collaboration across police forces can improve services, reduce duplication and improve cost efficiency. The Major Investigation Team went live in November

2016 and brings together decades of experience as Cleveland's Murder Investigation Team and North Yorkshire's Major Incident Team collaborate.

The new team will be based at both Middlesbrough and Harrogate and will lead on national and international manhunts for local cases and will also be responsible for investigating crimes of extortion and stranger rape.

This is a fantastic example of how police forces can work together to achieve the ultimate aims of bringing perpetrators to justice and providing an efficient and effective service. It's one step further in our already successful collaboration approach, and we will continue to look for opportunities to collaborate with partner agencies.

This Police and Crime Plan has been produced in partnership with many agencies and my aim is that we will take a much more joined up approach where resources will be pooled, practices integrated and problems tackled effectively.



### MY COMMITMENT TO YOU

- Engage in effective collaboration and co-working with councils, community groups, the fire service, housing, education and health to deliver value for money and efficient services to Cleveland.
- Work with the new combined authority and Tees Valley Mayor following the elections in 2017.
- Continue to deliver the Evolve Programme - collaboration with Durham and North Yorkshire (including dog section, major crime and legal services).
- Continue to support the North East Regional Serious Organised Crime Unit - our collaboration with Durham and Northumbria.
- Continue to ensure Cleveland and the North East is represented at the National Police Air Service Board.
- Support the Chief Constable - Seven Force Collaboration (North-East region) in meeting strategic policing requirements.
- Further developing our use of ECINS, a multi agency tool designed to improve information sharing across services, including use of the system for supporting troubled families.
- Further establish and develop safeguarding children hubs - a collaboration with local authorities.
- Working in support of a Tees-wide Local Alcohol Action Area Partnership in tackling the blight caused by excessive alcohol consumption.
- Support the Rural Crime Forum in encouraging reporting and preventing rural crime.
- Review and develop the Road Safety Partnership in reducing injury and death on our roads.
- Ensure road traffic victims have the opportunity to participate in restorative justice.





Police and Crime Commissioner Barry Coppinger with head of cybercrime unit Insp. Stephen Bell



## WORKING TOGETHER WITH CLEVELAND POLICE

We have a clear commitment to collaboration and will work with the Police and Crime Commissioner to further investigate collaborative opportunities as part of the Evolve programme with other forces, and with other non-police partners.

The joint Cleveland and North Yorkshire Major Investigation Team went live in November 2016. The collaboration will significantly boost the number of skilled specialists from 47 to 74 and will enhance

the capacity to review cold cases. This will dramatically reduce the need to draw resources away from local policing to deal with major crime incidents.

We are also reviewing the provision of crime investigation at a local level and will develop evidence based recommendations to ensure that we continue to provide an effective and efficient service to our communities.

Through the Evolve programme, we will continue to look at collaboration on enabling services such as legal and professional standards, and we will continue to rationalise our estate and consider further sharing with partners to create efficiencies where possible. We will also review the provision of fleet management and procurement of vehicles to identify the benefits of a collaborative approach to these services.

## OUTCOMES

- Those who live, work or visit the area are safe and feel safe
- Efficient and effective public sector services with the capability and capacity to meet demand

# 5 SECURING THE FUTURE OF OUR COMMUNITIES

Since being elected as Police and Crime Commissioner in 2012, I have done all I can to serve the people of Cleveland and to protect the community safety services we all rely upon. I have attended over 400 community meetings and continue to listen to and take up your concerns at a local, regional and national level.

## INVESTING IN COMMUNITIES

I have already supported over 100 local community safety projects and have been encouraged when locally based community groups approach me for their support in solving problems in their neighbourhood. Often communities are able to come up with innovative and long lasting solutions themselves, but need a small grant to kick start their project.

I am always willing to listen to good ideas and will continue to keep a community safety fund available for resident and community groups to bid into.

## PROTECTING OUR COMMUNITY

Government cuts have taken £36m from Cleveland Police, resulting in the loss of over 400 policing posts and 30 Police Community Support Officers.

Despite these cuts I have done everything I can to protect services that are important to our communities. I am committed to continuing to lobby central government for the introduction of the revised funding formula, bringing more money into Cleveland. I want to ensure that those most at risk of harm and living in deprivation have a fair level of funding spent on them.

I will also work with the Ministry of Justice and Home Office and where possible encourage further devolution of national victims funding to provide local services that meet the needs of local people.

## DIALOGUE AND UNDERSTANDING OF COMMUNITIES

Many people in our communities already do a great deal to make our communities safer. It is important that we improve our knowledge and understanding of the communities we serve and listen to their feedback.

I will continue to work with, and in support of, the Strategic Independent Advisory Group. I am committed to effective communication and engagement with all communities and will continue to develop mechanisms such as the 13,000 strong Cleveland Connected network to share information with communities and promote the good work of agencies.



Engaging with private sector companies such as Home Instead is an effective way of protecting elderly and vulnerable communities



## MY COMMITMENT TO YOU

- Continue with Your Force Your Voice, a personal commitment for the PCC to engage with local communities in the 79 Cleveland wards.
- Supported over 100 local community safety project and will work with communities to draw up new plans for the future.
- Work with schools to prevent offending and victimisation. This will include delivery of a programme designed to challenge racism, extremism and radicalisation. Show Racism the Red Card will enable residents to familiarise themselves with the causes and consequences of racism.
- Continue to lobby for a revised funding formula for the benefit of Cleveland.
- Work with the Ministry of Justice and Home Office on the devolution of funding for victim and witness based services to provide better support locally.
- Work in partnership with Teesside University to develop an evidence based practice approach.
- Host annual Community Safety Awards.
- Maintain Cleveland Police and OPCC status as Dementia Friendly.





The Police and Crime Commissioner supports community crime prevention ideas such as Operation Scarecrow to protect local allotments



## WORKING TOGETHER WITH CLEVELAND POLICE

We will continue to work to better understand our demand, including developing insight and knowledge around our hidden demand and the ways in which we can deal with it. Work is developing to predict our demand over the next five to ten years at both a local and national level.

We will further improve the way that we deal with the visible demand being placed on us through calls for service. This will involve ensuring that we deal with calls in a way that takes into consideration the threat,

risk and harm of each case and that we deploy our limited resources appropriately.

We will continue to develop our innovative partnership with Teesside University to embed evidence based practice into the way in which we design and deliver our services, and seek to extend that partnership to others in the local area.

We will work with local authority and academic partners to develop an understanding of the changes that are

likely to take place in our communities over the coming years and decades. We will seek to strengthen our communities and partnership working to place us in the best possible position to quantify and plan for the effects these changes will have on demand for policing in the area.

We will also engage with our communities, creating a dialogue which will lead us to a better appreciation of their needs and increased legitimacy for policing.



## OUTCOMES

- Improved dialogue and understanding of the community
- Successfully commissioned community services
- Increased strength and resilience across our communities



## GOVERNANCE & ACCOUNTABILITY



### MY COMMITMENT TO YOU

I am committed to providing the highest standards of service. The governance framework allows us to exercise integrity, openness and accountability for decisions and I record all key decisions on the website. My office has won a national transparency award for the last two years.

The Chief Constable and I have developed a Memorandum of Understanding setting out how specific areas of business are conducted between us. I am responsible for holding the Chief Constable to account and ensuring he delivers the objectives outlined in this Police and Crime Plan.

I regularly attend community meetings where the public have the

opportunity to influence the plan.

On a daily basis I monitor performance by scrutinising the serious incidents recorded by the force and the force control room log.

I meet at least weekly with the Chief Constable and other senior officers to discuss performance, progress with regard to the crime plan and other matters of mutual interest.

I meet with tactical and strategic policing groups on a monthly basis and report to the Police and Crime Panel every quarter.

## CONTACTING THE PCC

To find out more about the work of the Police and Crime Commissioner visit:

[cleveland.pcc.police.uk](http://cleveland.pcc.police.uk)

and search for "your force your voice"

Barry can be contacted at

 [pcc@cleveland.pnn.police.uk](mailto:pcc@cleveland.pnn.police.uk)

 01642 301653

 @Cleveland\_PCC

 search PCC Cleveland

Please note that all social media communication with the Police & Crime Commissioner for Cleveland is bound by the Social Media & Digital Communications Policy.

## THE POLICE AND CRIME PANEL

The role of the Police and Crime Panel is to support the PCC in the effective exercise of his functions. This includes the review and scrutiny of: the Police & Crime Plan and Annual Reports; the decisions and actions of the PCC and the PCC's proposed precept levels.

The Cleveland panel is made up of 12 local councillors from the area's four local authorities and two independent (non-councillor) co-opted members appointed by the Panel.



## DECISION MAKING FRAMEWORK

The PCC is the legal contracting body that owns all the police assets and liabilities, with the responsibility for the financial administration of the Office of the PCC and the Force, including all borrowing limits. The PCC will receive all funding, including the government grant and precept, and other sources of income, related to policing and crime reduction and will make all decisions in relation to the allocation of funds/grants, unless formally delegated within the Scheme of Delegation.

The Scheme of Delegation is incorporated into the Corporate Governance Framework and is intended to ensure the efficient discharge of the PCC's duties by setting out clearly who is empowered to make what decisions. The aim of the scheme is to demonstrate that decisions are soundly based on relevant information and that the decision making process is open and transparent.

Details of the Corporate Governance Framework are available on the PCC web page at [cleveland.pcc.police.uk](http://cleveland.pcc.police.uk).

Decisions are published on the PCC website together with background information and rationale.

## STRATEGIC POLICING REQUIREMENT

The Home Secretary sets out the Strategic Policing Requirement (SPR) for the police. This is part of the legislative framework and is a statutory document prepared by the Home Office setting out the national threats that the police service must address when preparing local objectives.

The PCC monitors and scrutinises the ability of Cleveland Police to support the objectives of the SPR in addressing current national threats as part of its performance framework.

## PERFORMANCE FRAMEWORK

The Police and Crime Commissioner is responsible for the performance of the totality of policing in the Cleveland Police area and therefore will scrutinise crime to ensure quality of service and performance is maintained and where necessary improved.

The performance framework focuses on the PCC objectives along with a range of other indicators that will be regularly monitored during the life of this plan. The framework is published on the PCC's web pages.

# AUDIT & INSPECTION

## JOINT CLEVELAND AUDIT COMMITTEE

The Audit Committee supports and advises the PCC and the Chief Constable. It comprises five members of the public who are independent of the Office of the PCC and Cleveland Police.

The Audit Committee is responsible for enhancing public trust and confidence in the governance of the Office of the PCC and Cleveland Police. It also assists the PCC in discharging statutory responsibilities in holding the police force to account.

In setting up the Audit Committee, the PCC and the Chief Constable had regard to the CIPFA Guidance for Local Authorities on Audit Committees (2005). That guidance has been incorporated into the terms of reference for the Audit Committee which can be viewed on the PCC's web page at [www.cleveland.pcc.police.uk](http://www.cleveland.pcc.police.uk).

The joint Audit Committee considers the outcomes of HMIC inspections, external review agencies and any internal inspection reports that provide assurance on the internal control environment and/or may highlight governance issues. In addition, the PCC may ask HMIC to undertake thematic inspections of specific issues of concern.



## HER MAJESTY'S INSPECTORATE OF CONSTABULARY (HMIC)

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing activity in the public interest.

In preparing their reports, they ask the questions which citizens would ask, and publish the answers in accessible form, using their expertise to interpret the evidence. They provide authoritative information to allow the public to compare the performance of their force against others, and their evidence is used to drive improvements in the service to the public.



## CODE OF ETHICS

The Code of Ethics for the police service was launched in July 2014.

This sets out the principles and standards of behaviour expected from officers and staff across the police service.

Further details and copies of the Code of Ethics can be found on the College of Policing website at [www.college.police.uk/en/20972.htm](http://www.college.police.uk/en/20972.htm).

The PCC is committed to supporting the Chief Constable in embedding the Code of Ethics in Cleveland Police and will have regard to the code in all aspects of PCC business.



## RISK MANAGEMENT

Effective risk management is an essential part of planning and governance.

It minimises exposure to the potential loss of service, reputation, life and limb and physical assets and is a key building block in ensuring the sustainable delivery of services. The PCC and the Force have complementary risk registers which are monitored and reviewed on a quarterly basis by the Audit Committee that will assess any new or emerging risks as well as the progress of action plans.

## COMPLAINTS AND PROFESSIONAL STANDARDS

Public confidence in the police depends on police officers and police staff demonstrating the highest level of personal and professional standards of behaviour.

Cleveland Police expects the highest standards of conduct and performance from all police officers and police staff. The PCC has responsibility for complaints against the Chief Constable and is required to monitor all complaints made against officers and staff. This function is carried out by the Audit Committee.

Everyone has a responsibility to report any wrongdoing, to ensure our high standards are not compromised.

Details of how to make a complaint and our Whistleblowing Policies can be found on the PCC and Cleveland Police websites.

## FINANCE & RESOURCES

I have robust financial planning arrangements to examine every aspect of operations and spend. My long term financial plan ensures we budget for and secure value for money, promote a sustainable and effective operating model, and a progressive change programme, which is scrutinised and approved by auditors.

As PCC I own the assets and contracts that Cleveland Police uses. Resources are provided to me to commission policing and other services. A major role I have is to determine how the money my office is allocated is best spent to tackle crime and antisocial behaviour. This is determined, in part, by consultation with members of the public and partners, as well as including assessments as to which organisations can help deliver the best services for policing and crime within the Cleveland Police area.

This, along with redirected funding for community safety initiatives, provides the total level of resources available to me as PCC to deliver the services you need for policing and tackling crime within Cleveland.

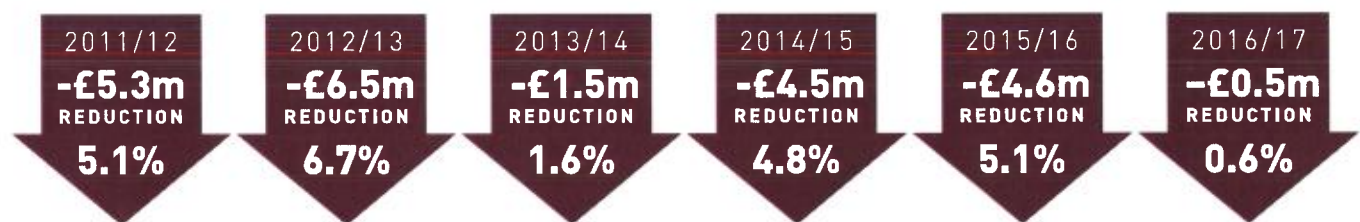
Many of my commitments in this Plan will be delivered by services that I commission. I will publish full details of all decisions that I make to commission services, along with details of the terms and conditions which apply to the funding.

## LONG TERM FINANCIAL PLAN

### GOVERNMENT GRANT

While there is no clear indication of the level of government funding for the financial years beyond 2015/16 the expectation is that it will continue to reduce across the life of this plan. The latest spending review covers government expenditure from April 2015.

Over the last five years, the impact of spending reviews has been a cash reduction of £22.4m to the budget as outlined below. This equates to a cut of £36m when inflation is taken into account.



Further cuts are expected to take place. In addition to the above cuts police funding has been top-sliced to support the following national initiatives:

- National Police Coordination Centre
- Ordnance Survey contribution
- Contingency
- Independent Police Complaints Commission (IPCC)
- Innovation Fund
- College of Policing
- City of London policing
- Force inspections (Her Majesty's Inspectorate of Constabulary)
- Police Knowledge Fund
- Major programmes
- Police Special Grant

### PRECEPT

The PCC is responsible for setting the police precept. After consulting with residents, a proposed precept is presented to the Police and Crime Panel by the 31 January each year. The current planning assumption by Government in relation to precept is for an increase of 2% per annum for the life of this plan however this will be reviewed annually.

In the autumn of each year the PCC looks at the spending plans for the following year and takes into account the revenue budget – (which is the day to day running costs) and the capital budget (investment in assets) and the grants that are received from government. From this the precept is set (the amount that has to be raised locally through the council tax).

Essentially the precept is calculated as:

(a) Net cost of service	(b) Less future efficiencies/ savings	(c) Less grants from the government (approx 70% of the budget)	(d) = precept required from council tax
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As the grant from the government is reduced, the pressure becomes greater on maintaining a precept level that will ensure that service levels can be maintained (or improved). As a simple ready reckoner, every 1% increase of precept for the PCC generates £310k of spending or vice versa if the precept is reduced.



## INCOME, FEES AND CHARGES

In addition to funding from the government the PCC generates or receives income from a number of other sources including, staff and officer secondments, policing of commercial or sporting events, interest on balances held and invested, collaboration contributions, special services income and speed awareness income. These sources of income and funding are forecast to provide between £2.7m and £3m across the life of the Long Term Financial Plan.

A summary of the LTFP is:

	Budgets				
	Actual	Forecasts			
	2015/16	2016/17	2017/18	2018/19	2019/20
<b>Total Funding</b>	<b>(131,820)</b>	<b>(133,260)</b>	<b>(132,300)</b>	<b>(132,644)</b>	<b>(132,439)</b>
% Change in Funding	-1.8%	1.1%	-0.7%	0.3%	-0.2%
<b>Office of the PCC Planned Expenditure</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Planned Expenditure</b>	<b>850</b>	<b>850</b>	<b>850</b>	<b>850</b>	<b>850</b>
% Change in Expenditure	-4.0%	0.0%	0.0%	0.0%	0.0%
<b>Community Safety / Victims &amp; Witness</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Total Planned Expenditure</b>	<b>2,125</b>	<b>2,810</b>	<b>3,560</b>	<b>3,610</b>	<b>3,660</b>
<b>Corporate Services</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Staff Pay	195	295	300	300	305
Non Pay Expenditure	40	40	40	40	40
PFI Action Stations	5,070	5,120	5,185	5,270	5,355
PFI Uralay Nook	1,735	1,770	1,815	1,870	1,925
Asset Management	1,950	1,625	1,710	1,715	1,665
Total Corporate Costs	8,990	8,850	9,050	9,195	9,290
<b>Police Force Planned Expenditure</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Pay</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Pay Total</b>	<b>79,225</b>	<b>80,370</b>	<b>80,778</b>	<b>80,589</b>	<b>81,062</b>
<b>Major Contracts Total</b>	<b>22,095</b>	<b>21,585</b>	<b>20,935</b>	<b>21,234</b>	<b>21,534</b>
<b>Non-Pay Budgets</b>					
Other Pay & Training	320	287	287	287	287
Injury & Medical Police Pensions	1,993	2,775	2,775	2,135	2,135
Premises	3,544	3,740	3,547	3,150	3,173
Supplies & Services	5,605	6,423	6,964	6,589	6,491
Transport	1,718	1,635	1,635	1,635	1,635
External Support	2,704	2,595	2,429	2,431	2,433
<b>Non-Pay Total</b>	<b>15,885</b>	<b>17,455</b>	<b>17,638</b>	<b>16,227</b>	<b>16,154</b>
<b>Total Planned Force Expenditure</b>	<b>117,205</b>	<b>119,410</b>	<b>119,350</b>	<b>118,050</b>	<b>118,750</b>
% Change in Expenditure	-£3.5%	1.9%	-0.1%	-1.1%	0.6%
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>[Surplus] / Deficit</b>	<b>(2,650)</b>	<b>(1,340)</b>	<b>510</b>	<b>(940)</b>	<b>110</b>
Planned Transfers to/(from) General Fund	760	(1,550)	(2,550)	(300)	(1,050)
Contribution to Capital Programme	1,850	2,225	2,000	1,200	900
Planned Transfers to/(from) Earmarked Reserves	40	665	40	40	40
<b>Net (Surplus)/Deficit After Reserves</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Reserves</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
General Fund Balance b/f	8,844	9,604	8,054	5,504	5,204
General Fund Movements	760	(1,550)	(2,550)	(300)	(1,050)
General Fund Balance c/f	9,604	8,054	5,504	5,204	4,154
<b>Employee Numbers (average per year)</b>	<b>FTEs</b>	<b>FTEs</b>	<b>FTEs</b>	<b>FTEs</b>	<b>FTEs</b>
Police Officers	1,327	1,292	1,292	1,292	1,292
PCSOs	132	132	132	132	132
Police Staff - Police Force	230	230	212	212	212
PCC / Corporate Staff	14	14	14	14	14
<b>Assumptions</b>					
Pay Increases	0.0%	1.0%	1.0%	1.0%	1.0%
Non Pay Inflation	1.8%	1.1%	1.6%	1.8%	1.9%
Precept Increases	2.0%	2.0%	2.0%	2.0%	2.0%
Government Grant Movements (Cash Basis)	-5.1%	-0.6%	-0.6%	-0.6%	-0.6%

## AUDIT & INSPECTION

### SAVINGS TARGETS AND PLANS

The focus from a financial perspective over the life of this plan will be to deliver the savings needed to balance the Long Term Financial Plan (LTFP) while at the same time protecting, as much as possible, front-line services. Based on our current assumptions around cuts in government funding, future levels of precept and forecasts of pay and non-pay inflation then the following savings have been, or will be needed to balance the budget.

Continuous monitoring of service demand ensures the best use of resources, the PCCs rigorous business processes scrutinise all spend, large or small and cut out anything that is non-essential. A summary of savings for 2015/16 is:

PCC Savings Summary included with the LTFP	2016-17	2017-18	2018-19	2019-20	Savings over the 4 years
	£k	£k	£k	£k	£k
<b>Savings Summary PCC and Corporate Costs</b>					
Office of PCC	15	5	5	10	35
Corporate Costs					
Minimum Revenue Position	373	0	152	0	525
PCC Initiatives	65	0	0	0	65
<b>Total PCC and Corporate Savings</b>	<b>453</b>	<b>5</b>	<b>157</b>	<b>10</b>	<b>625</b>
<b>Savings Summary - Police Force</b>					
Police Pay					
Implementation of Revised Operating Model	1,750	0	0	0	1,750
	1,750	0	0	0	1,750
<b>Non-Pay Savings</b>					
Steria Contract Savings	1,000	1,000	0	0	2,000
National Police Air Support	530	1,150	0	0	680
Estates Rationalisation	49	70	422	0	541
ICT Savings	246	44	500	0	790
Vehicles, Petrol and Fleet	185	0	140	0	325
Other non-pay saving	259	10	0	0	269
	2,269	1,274	1,062	0	4,605
<b>Police Force Overall Savings</b>	<b>4,019</b>	<b>1,274</b>	<b>1,062</b>	<b>0</b>	<b>6,355</b>
<b>Total Savings</b>	<b>4,472</b>	<b>1,279</b>	<b>1,219</b>	<b>10</b>	<b>6,980</b>

### CAPITAL PLAN

The assets owned by the PCC are an essential part of delivering the Police and Crime Plan. The Capital Plan is a strategically focussed approach to investments required to deliver policing in the 21st century in line with the PCC's vision. It is built on the emerging themes arising from the Force's Facilities, Equipment, ICT and Fleet strategies.

Future Funding Levels	2015-16	2016-16	2017-18	2018-19	2019-20
	£000s	£000s	£000s	£000s	£000s
<b>Earmarked Reserve/Funding b/f</b>	<b>1,235</b>	<b>1,902</b>	<b>697</b>	<b>283</b>	<b>159</b>
Capital Grant	1,003	606	600	600	600
Contribution from Revenue	1,850	2,225	2,000	1,200	900
PIF Bids	425	0	0	0	0
Capital Receipts (from Vehicle Sales)	100	100	100	100	100
Capital Receipts (from Property Sales)	2,787	3,236	0	2,542	3,109
New Prudential Borrowing	0	0	12,000	-1,500	-2,500
Supported Capital Borrowing	0	760	760	760	760
<b>Projected In-year Funding Available</b>	<b>6,165</b>	<b>6,927</b>	<b>15,460</b>	<b>3,702</b>	<b>2,969</b>
Carry Forwards from Previous Years	1,933	0	0	0	0
Community Safety Hub	951	2,390	12,250	542	0
IT Replacement Programme/Data Centre move	0	1,600	1,000	900	0
Police Force New Capital Schemes	2,614	4,142	2,624	2,384	2,909
<b>Total Capacity Programme</b>	<b>5,498</b>	<b>8,132</b>	<b>15,874</b>	<b>3,826</b>	<b>2,909</b>
<b>Earmarked Capital Reserve/Funding c/f</b>	<b>1,902</b>	<b>697</b>	<b>283</b>	<b>159</b>	<b>219</b>