



Police and Crime Plan

Strategic Programme
for 2020 -2021



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Introduction

from the Police and Crime Commissioner

Following the Government's decision to postpone local elections in light of the Covid-19 pandemic, the next election for Police and Crime Commissioner is due to take place in May 2021.

Whilst it is in the most tragic of circumstances, we want to take this opportunity to reaffirm our commitment to supporting victims of crime and anti-social behaviour, reducing offending and listening to the community safety concerns of all communities living in Cleveland.

This document is an extension to the existing Police and Crime Plan, which was refreshed in 2018 to reflect the changing needs and priorities of the public, the police and the entire criminal justice system. It will provide a solid set of foundations for how we will help victim services, criminal justice agencies and the wider community recover from the Covid-19 crisis and how we will ensure our innovative partnership work continues to make Cleveland a safer place to be.

As highlighted in our recent Annual Report, significant progress has been made against these commitments and moving forward our five key objectives will continue to be:



There cannot be any delay in the crucial work Cleveland Police need to undertake to dramatically improve the service they provide to the public. The most recent HMICFRS inspection rating revealed the need for a radical rethink about how Cleveland Police protects the vulnerable, investigates crime and treats their own workforce.

Chief Constable Richard Lewis has given firm assurances that despite the current circumstances, improvements will continue through the Service Improvement Programme and the Everyone Matters Equality, Diversity and Inclusion programmes to develop the operational policing and the cultural changes that are required.

The strength of partnership working has been demonstrated time and again during the recent crisis and is an ethos we have embraced consistently. We will continue to work with partners in victim services, criminal justice, health, voluntary and community sector, local government and beyond to develop ground-breaking initiatives that help address some of Cleveland's most entrenched social and criminal problems.

It is by thinking outside of the box and addressing the root causes of offending behaviour that we stand the best chance of making a change - not only for those who would have been victimised, but for the entire Cleveland community as a whole.

I will report on progress in achieving the objectives set out in this document on a regular basis, through Cleveland Police and Crime Panel and our Annual Report.

Thank you for your interest and for your on-going support.

Lisa Oldroyd
Acting Police and Crime Commissioner for Cleveland



Introduction

from Chief Constable Richard Lewis

Our vision, set when I became Chief Constable in 2019, is to ‘deliver outstanding policing for our communities’ and I am proud of the progress we continue to make at Cleveland Police towards this aim.

We have re-introduced Neighbourhood Policing across the organisation which has seen a surge in confidence amongst our partners on our commitment to working together to solve long standing community problems. Indeed, we are at the point of fully resourcing our neighbourhood teams and the operational successes already evidenced are worthy of celebration.

The investment in Neighbourhood Policing has been made as early as possible to reduce the demand on our front line officers and we acknowledge that reducing demand is a longer term and indeed ongoing commitment.

Of all the improvements for which we should feel justifiably proud, the performance relating to ‘Vulnerability’ must be considered the most worthy of praise. We have moved from one of the lowest arrest rates for domestic abuse (DA) in the country to above both the national and MSG average. This is a sustained improvement. Furthermore, the DA victim withdrawal rate has moved from amongst the highest in the country to well below the national and MSG average.

Much remains to be done but I trust that the improvements we continue to make in so many areas has served to increase trust in our processes and plans for improvement.

Richard Lewis
Chief Constable





Everyone Matters - our commitment to equality, diversity and inclusion

The Office of the Police and Crime Commissioner, alongside Cleveland Police, is committed in ensuring policing services for our communities that demonstrate dignity and respect for individual needs.

Our joint Equality, Diversity and Inclusion (EDI) strategy with Cleveland Police for 2020 - 2025 sets out our strategic direction and priorities for the next five years in terms of our people and organisation; our communities and our partners.

Our key EDI priority areas are:

- **To have a better understanding of our growing and diverse organisation**
- **To be a transparent organisation, which is open to scrutiny and inclusive of all**
- **To continually develop and understand the professional requirements of our people**
- **To have greater knowledge and understanding of our diverse communities**
- **To ensure effective engagement with all our communities, fostering good relations**
- **To increase community trust and confidence of Cleveland Police**
- **To understand and continuously improve collaborative working with our partners**
- **To ensure effective joint service delivery with our partners**
- **To efficiently work with our partners in tackling disparity in our services**

As part of our commitment towards Equality, Diversity and Inclusion, we have invested in a team of experts to help us deliver and achieve our EDI priorities and equality duties.

The Equality, Diversity and Inclusion team consisting of two EDI Managers and three EDI Officers has been created earlier this year to ensure that equality, diversity and inclusion practices and our organisational values are embedded throughout the OPCC, Cleveland Police and the services that we both provide, making sure we meet the needs of our people and our diverse communities.



Investing in our Police

As Cleveland Police embarks on its journey of major service improvement, both the OPCC and HMICFRS will hold the Chief Constable to account to ensure this programme of work is delivered in an efficient and effective manner.

The 'Road to Improvement' Programme will respond to the Causes of Concern identified in the 2019 HMICFRS Inspection, delivering long-term transformational change that will see the Force:

- **Serve the public and put communities at the heart of everything they do**
- **Recognise and safeguard vulnerable victims**
- **Prevent crime and anti-social behaviour and tackle criminality**
- **Care and support the workforce**

Through the Neighbourhood Policing Survey and Your Force, Your Voice community engagement programme, we know how much the people of Cleveland value local and visible policing, and therefore the delivery of a renewed and refocused Neighbourhood Policing model remains a priority. Over the next 12 months the number of officers in these teams will continue to increase, allowing greater preventative and problem-solving activity to happen at a local level.

We expect Cleveland Police to understand and effectively respond to the needs of our diverse communities. Through the delivery of the Everyone Matters Programme, we will work closely with Cleveland Police to drive forward cultural and organisational change, ensuring equality, diversity and inclusion is embedded in the development and delivery of all of our policies, procedures, recruitment and decision making processes.

Increasing public trust and confidence in policing is of paramount importance. On behalf of the public of Cleveland, we now have responsibility for the independent review of complaints against Cleveland Police (made after 1 February 2020), a role previously carried out by the Force. Where we find that a complaint has not been resolved appropriately, we can make recommendations for improvement including the re-investigation of the complaint.

Following the decision not to extend private outsourcing arrangements for enabling services, in October 2020 services including Human Resources, Information Technology and Estates Management will transfer back to the Force, allowing for the greater development and control of these functions.



Over the next 12 months, we will ensure:

Organisational efficiency and effectiveness of Cleveland Police is improved

- **Continue to monitor the Force's Service Improvement Plans, to seek information from the Force as to what will happen and when, the key risks and support needed**
- **Assess the Force's continued ability to deliver improvement as well as managing the COVID-19 crisis**
- **Ensure the HMICFRS causes of concern and all outstanding Areas for Improvement are addressed and the Force moves towards exiting 'engaged ' status under the police performance oversight process and improves its HMICFRS PEEL assessment rating**
- **Hold the Force to account and seek assurances for the delivery of a smooth transition of enabling services back to the Force**
- **Monitor phase 2 of the mobile working project ensuring officers and staff have better access to technology and mobile working solutions**

More local, visible and accessible policing is delivered to the communities of Cleveland

- **Scrutinise the development of Neighbourhood Policing as resources are expanded across the Force area, ensuring it meets the needs of local communities**
- **Ensure the work of the Special Constabulary, Cleveland Police Volunteers and Cleveland Police Cadets supports and compliments the work of Cleveland Police. We will ensure opportunities to utilise volunteers are maximised and that all volunteers are effectively supported in their roles**
- **Ensure the Force Control Room provides a responsive and quality service to members of the public and encourage online reporting via the Single Online Home solution**

The values of public service, integrity, transparency and impartiality are held in the highest regard by Cleveland Police

- **The scrutiny programme will be enhanced to ensure it is more transparent, internally and externally and is able to add even greater value. This will include the better co-ordination of feedback from independent groups and the public, including the Strategic Independent Advisory Group, External Ethics Committee and Joint Independent Audit Committee**
- **We will strengthen our professional links and co-working with HMICFRS, so that we can best support the Force on its journey of improvement**
- **We will work with the Force to continue the development of becoming a centre of excellence in police standards and ethics, including developing our complaints and casework model to ensure we achieve the very best of customer service for communities**
- **We will ensure that learning from complaints is used to drive forward continuous improvement in the Force**

Cleveland Police is an 'employer of choice' for all and is diverse, inclusive and ever-more representative of the communities it serves; and delivers policing services that are accessible, responsive and meets the needs of all our communities

- **In partnership with the Force, we will host, develop and deliver an Equality, Diversity and Inclusion strategy, where we will:**
 - **Recruit, develop and retain a diverse workforce**
 - **Have fully supported and engaged Staff Networks and positive industrial relations**
 - **Focus on engagement with our hard to reach communities, ensuring there is a tangible and visible presence in the heart of those communities**
 - **Deliver training across the organisation and ensure diversity is embedded to be more than policies and practices**



A better deal for victims and witnesses

We have been immensely proud of the outstanding support our victim services across Cleveland have continued to provide throughout the ongoing pandemic. Following their swift transition to home working, their dedication and commitment to supporting the most vulnerable members of our community has been admirable.

Since March, we have been in close contact with all commissioned services to understand the introduction of new ways of working, changes in demand and changes in the support requirements of service users. This has led to an assessment of need being submitted to the Ministry of Justice for additional resources to assist services to get through these difficult times.

We will continue to call for further funding to ensure victims continue to have access to high-quality support throughout the weeks and months ahead.

Like support services, the Criminal Justice System has also been impacted by Covid-19. It is likely to take many months to recover, bringing with it many challenges for victims and witnesses. We have taken part in regular meetings of the Cleveland and Durham Local Criminal Justice Partnership, where we have asked questions and called for action to seek assurances that victims and witnesses have not been forgotten and that they will get the support needed to continue their engagement with the Criminal Justice System.

Over the next 12 months, we will ensure:

Victims of rape or sexual assault have access to high quality, consistent support

- **Co-commission Sexual Assault Referral Centre service with neighbouring PCCs and NHS England**
- **Work with Sexual Violence Commissioners to ensure timely access to therapeutic support**
- **Commission a Tees-wide Independent Sexual Violence Advisor Service to support victims through the criminal justice process**



The most vulnerable in our community are protected from exploitation

- **Cleveland Anti-Slavery Network commissioned in partnership with Local Authority colleagues – Strategy to be launched and action plan developed and delivered**
- **Ensure practitioners are trained and can effectively identify vulnerabilities in relation to county lines and criminal exploitation**
- **Support and promote the use of the Ugly Mugs scheme to improve the safety of sex workers and support them in accessing specialist services**
- **Commission specialist services to enable the most vulnerable to access high quality support in a timely manner i.e. Domestic Abuse, Sexual Violence, Honour Based Violence**
- **Support the prevention of fraud and re-victimisation through awareness raising and education**

Victim Support Services across Cleveland are able to effectively recover from the impact of COVID-19

- **Secure additional investment and resources from the Ministry of Justice for domestic and sexual abuse services**
- **Support recovery planning across victims' services**
- **Review with service providers any learning opportunities as a result of COVID-19**
- **Monitor capacity and demand across services and where possible lobby Government for additional funding**
- **Work with criminal justice partners to renew and recover the criminal justice system ensuring court delays and the voice of the victim remains at the heart of the system**

Collaboration across key strategic partners in relation to the response to domestic abuse is strengthened

- **Identify shared priorities and opportunities for joint working in relation to domestic abuse**
- **Seek funding from external sources to support the development of new and innovative approaches to support victims, children and families affected by domestic abuse**
- **Continue to provide a contribution towards Independent Domestic Violence Advisor (IDVA) provision to support high risk victims**

Victims of crime receive their rights and entitlements as set out in the Victims Code of Practice (VCOP)

- **Work with partners including the Police and the Crown Prosecution Service to implement the updated VCOP**
- **Engage directly with victims to understand their experience of the criminal justice system to inform future improvements**
- **Develop VCOP Adherence Performance Framework and reporting mechanisms to the Ministry of Justice**





Tackling offending and re-offending

Here in Cleveland we continue to have some of the highest re-offending rates in the country for both adults and young people. Tackling offending and re-offending is therefore central to keeping our communities as safe as possible, whilst ensuring those who have offended can access support and rehabilitative services that will help them turn their lives around.

Nationally, significant changes are currently underway in relation to the reform of probation services which will bring an end to the probation privatisation programme in June 2021, and will see responsibility for the supervision of adult offenders transfer to the publicly owned National Probation Service.

In attempting to reduce offending and break the cycle of behaviour that causes people to consistently commit crime, we are faced with tackling some of the most entrenched and problematic issues facing society today.

Both national and local research tells us that the use of short-term prison sentences fail to effectively intervene in the cycle of re-offending.

For many prolific offenders, there are deep-rooted issues that cause them to commit crime, whether drug or alcohol abuse, trauma experienced in childhood or as an adult, mental health problems or any other factor which affects their ability to cope with life. It is by intervening at the appropriate stage and addressing these issues, that we stand a chance of turning people away from crime and encouraging them to participate in a positive future.

With this in mind, the continued development of an Integrated Offender Management approach, that proactively manages and supports our most prolific and priority offenders is key.

We will continue to invest in Cleveland Divert - a scheme which requires first-time or low-level offenders to engage in an intensive programme to address their behaviour. Engaging with Divert offers offenders the chance of a clean criminal record and to start afresh. Early results from the scheme already show lower reoffending rates for those who take part in the programme in comparison to those who don't.



We have worked closely with partners to introduce specialist support interventions for female offenders, or woman at risk of offending. The additional barriers and complex needs women experience often means the criminal justice system is not the most appropriate place for them. Engagement with vulnerable women entering police custody and preparation schemes for women leaving prison give agencies the opportunity to intervene at a crucial stage and support women to begin a journey towards a more positive future. This work must continue.

We're taking a similar approach to reduce the number of drug-related deaths and the impact of drug abuse on our communities. In a UK first, Middlesbrough's Heroin Assisted Treatment scheme prescribes an injectable heroin replacement medication to stabilise the chaotic drug use of the town's most entrenched addicts. Often high crime causers, participants also benefit from wrap-around support for a range of other issues. Sixty seven per cent of current participants have not been linked to any crimes since embarking on the scheme.

We faced criticism for investing in these programmes, which some consider to be "soft on crime". The reality is that the current system is not effectively reducing levels of reoffending or reducing drug-related deaths, and a fresh approach is needed. In the long run, it will save money, reduce crime and prevent additional pressure on our stretched police service. These schemes need time to embed and early findings must be subject to analytical scrutiny - but the early signs are positive and we plan to continue to build on this success moving forward.

Reducing re-offending requires a strong partnership approach. This will be achieved through the Local Criminal Justice Partnership which brings together criminal justice agencies including Probation, Prisons, Courts, Police and Health to provide a co-ordinated response to this issue.

Over the next 12 months, we will ensure:

Early Intervention Services are in place to divert people from the Criminal Justice System and address the underlying causes of offending behaviour

- **In partnership with Cleveland Police and partners, review the use of out of court disposals**
- **Continue investment and development of Cleveland Divert - adult deferred prosecution scheme**
- **Optimise early intervention referral routes into Youth Justice Services for young people who offend**
- **Support the development of Liaison and Diversion services ensuring individuals with mental health, learning disabilities, substance misuse or other vulnerabilities are identified and offered support at the earliest opportunity**
- **Raise awareness of problem gambling, its links to offending behaviour and available intervention programmes**

Offenders have access to effective treatment and support to address substance misuse and mental health issues

- **Use proceeds of crime funding to support the continuation of the Heroin Assisted Treatment Scheme**
- **Support the development and delivery of a Peer to Peer Naloxone Programme**
- **Identify shared priorities and opportunities for joint working with health partners to address substance misuse and mental health issues affecting the offending population**
- **Work with criminal justice partners to implement the Community Sentence Treatment Requirement (CSTR) programme, requiring people who have offended to participate in community treatment instead of custodial sentences**
- **Support the development of the care after custody service, RECONNECT pathfinder, to improve continuity of care between leaving prison and community-based services**

Collaboration across key strategic partners in relation to reducing re-offending is strengthened

- **Work with Probation services to support them through current reforms and shape the design of local delivery models and rehabilitative services**
- **Seek funding from external sources to support the development of new and innovative approaches to reduce opportunities for offending and support the delivery of behaviour change programmes for domestic abuse offenders**
- **Drive forward the continuous improvement of Integrated Offender Management arrangements through partnership governance structures**
- **Continue the development of a whole-system approach to female offending**
- **Support the use of new technology to manage offenders including the introduction of sobriety tags.**



Working together to make Cleveland safer

We are passionate advocates of the power of partnership working to develop joined-up and innovative solutions to community problems, and the role of PCCs in leading the coordination of the key agencies to seek radical change. At a time when resources are finite and demand on criminal justice agencies continues to grow, there is an opportunity to draw in wider partners to allow for even greater reform.

When truly effective, collaboration with partners will prevent duplication, reduce costs and tackle issues by using a multi-agency methodology. Taking this approach, we have developed ground-breaking solutions such as the Heroin Assisted Treatment programme and Cleveland Divert scheme - both projects making a fresh attempt at addressing age-old community problems through effective partnership strategies.

Moving into the next 12 months, we remain committed to working with partners from all sectors in addressing some of Cleveland's most pressing challenges.

Cleveland has consistently missed out on Government funding to tackle and prevent serious violence, despite having the third highest levels of violent crime in the country per 100,000 population. Working with partners in health, local government, youth services and beyond, we are developing a Tees-wide strategy to reduce the impact of serious violence on our communities.

We will continue to lead on multi-agency solutions on complex issues such as rural crime and hate crime, ensuring all partners are regularly engaging with each other with a shared goal to drive improvements on behalf of communities.





Over the next 12 months we will:

Protect communities in Cleveland from the harm caused by serious violence

- **Work with partners to develop a public health, Tees-wide approach to prevent serious violence**
- **Lobby central government for funding to invest in a multi-agency team to drive forward the Tees-wide strategy**
- **Take a co-ordinated approach to ensure Cleveland Police's strategies align with the wider public health aims and approach**
- **Promote effective multi-agency methods to identify gaps in prevention and specialist interventions**
- **Enhance the experience of victims and witnesses affected by serious violence**
- **Raise awareness of child exploitation, to prevent the most vulnerable in our communities from being drawn into criminality**
- **Prepare recovery plans and services for potential increases in serious violence as Covid-19 restrictions are eased**

Make communities across Cleveland safer and stronger for everyone

- **Establish Cleveland Community Safety Network – a forum to bring together agencies within the voluntary and community sector with the aim of maximising their contribution to tackling community safety issues and concerns**
- **Identify opportunities for improving inclusivity, diversity and cohesion in all communities, including understanding the impact of international and national events on local communities**
- **Continue to champion the needs of rural communities as Chair of the Tees Rural Crime Forum and identify new ways to engage with Cleveland's rural residents**
- **Continue to take a strategic lead on tackling hate crime as Chair of Cleveland Strategic Hate Crime and Incidents Group**



Securing the future of our communities

In order to develop strategies and policies on behalf of the residents of Cleveland, it's essential we have a deep understanding of their needs and concerns about policing and community safety. Through the Your Force, Your Voice programme of community engagement, we have attended over 700 community meetings and had the chance to hear first-hand about the priorities of the public.

The COVID-19 crisis has made many organisations including the Office of the Police and Crime Commissioner (OPCC) consider how well we engage with communities when face-to-face opportunities are not feasible. We will be exploring how we maximise the technology available to us to listen effectively to community concerns and to widen the diversity of the people we engage with, including young people and those who may face barriers in attending public meetings.

The future looks very different after the COVID-19 pandemic, with wide-ranging impacts on our economy, social services, healthcare, travel and other sectors. It's important that the OPCC plays a role in ensuring plans are in place should further outbreaks occur and there are appropriate support measures to help those most affected. As the wider impact of the pandemic begins to emerge, we'll continue to engage with our Local Resilience Forums, who will plan for long-term recovery from the virus.

When we speak about the future, young people should be at the very core of our goals and objectives, as they are the generation who will live to see the true impact of the changes we are trying to make today. We've commissioned a not-for-profit social enterprise to establish a Cleveland Youth Commission, as a sustainable, structured system for young people aged 14-25 to influence decisions about policing and crime in Cleveland.

We will continue to invest in youth projects and diversion schemes, which will engage Cleveland's young people in a positive way, particularly those at risk of offending. We already celebrate success in diverting young people from crime by working closely with local football clubs, sports groups and anti-racism charity Show Racism the Red Card, who conducted workshops for 1900 pupils last year. Further investment in the Cleveland Police Cadets programme and the Mini Police scheme will build relationships between the Force and children in our communities.



Over the next 12 months, we will:

Support communities to cope and recover from the COVID-19 pandemic

- **Continue regular engagement with the Local Resilience Forum and Local Outbreak Control Board to monitor recovery planning and preparations should any further outbreaks occur**
- **Understand the sustainability of locally-commissioned services impacted by the virus and, where possible, call on the support of Government to give these organisations the support, which they need**
- **Consider the impact of the pandemic on mental health and the impact this may have on the wider criminal justice system**
- **Work with partners to examine and respond to increases in vulnerability and poverty as a result of unemployment or financial difficulties caused by the pandemic**



Young people are empowered to make positive life choices and feel their voice is being heard

- **Working with a not-for-profit enterprise, establish Cleveland Youth Commission to give young people aged 14-25 an opportunity to influence decisions about policing and crime in Cleveland**
- **Continue investment in youth diversionary activities, to encourage young people to channel their energy into sport or community activities**
- **Further develop the Cleveland Police Cadet and Mini Police schemes to develop skills, encourage friendship and build bridges between young people and the police**

Communities feel well-informed and that their concerns are being listened to

- **Explore how technology can be utilised to engage with communities virtually and with a more diverse group who may otherwise face barriers to attending face-to-face meetings**
- **Develop a theme-based approach to community engagement, to allow for issues of most public concern to be discussed on a wider scale and in much greater detail**
- **Consider the use of live-streaming and broadcast options to increase transparency of key processes such as scrutiny meetings**
- **Transform the way we produce our digital and printed information, to improve accessibility for those with additional needs and where English is not a first language**
- **Develop unique partnerships with organisations such as Teesside University to allow for independent analysis of public concerns and feedback**

Support local groups and organisations to develop community solutions to crime and antisocial behaviour

- **Continue to provide small grants to community and charitable organisations through the Community Safety Fund and the Police Property Act fund**



Governance and accountability

The Office of the Police and Crime Commissioner (OPCC) is committed to providing the highest standards of service. The governance framework allows us to operate with integrity, openness and accountability. We record all decisions of public interest on the website and report them on a quarterly basis to the Police and Crime Panel.

We invite you to take a look at our website where you can find information on <https://www.cleveland.pcc.police.uk/Home.aspx>

The OPCC has been awarded a national transparency award for five consecutive years.

The Chief Constable and the OPCC have a full Code of Corporate Governance setting out how our organisations manage and regulate their affairs and how we work together to govern in the public interest.

We are responsible for appointing a Chief Constable and holding them to account for the delivery of significant elements of this Police and Crime Plan, alongside this office and our full range of partner organisations and commissioned service providers.

In June 2019, we issued a Strategic Direction to the Chief Constable. This Direction required the Chief Constable to conduct a thorough assessment of the Force's current performance and to establish a clear plan for driving forward the substantial improvements needed. The document formalised our commitment to working together in partnership and pledged a deeper approach to my scrutiny of the Force.

Working closely with the Chief Executive and Monitoring Officer, the Chief Finance Officer and Cleveland Joint Audit Committee, we will expect assurances from the Chief Constable that the Force will drive forward its service improvement programme whilst embedding a robust approach to business change, financial control, organisational development and risk management. We also expect the Force's significant governance issues set out in our Annual Governance Statements, to be addressed throughout the governance cycle.

To provide further assurance and widen the areas of the Force that are subject to independent review, linked to the risks the Force is facing. We have invested further into additional internal audit services and will increase the overall use of this service by over 50% in 2020/21, in comparison to 2019/20.

We regularly meet with the public and the many partners, with whom we work collectively. We have asked for feedback on this Police and Crime Plan to ensure everyone has the opportunity to influence the contents and also how it is delivered.

We meet with the Chief Constable and other senior colleagues weekly to discuss progress against the plan, performance and other matters of mutual interest.

The following sections set out some of the key features of the governance and accountability mechanisms, which focus on the work of the OPCC and the Force.

The Office of the Police and Crime Commissioner for Cleveland

Statutory Officer Team



**Chief Executive
and Monitoring Officer
Simon Dennis**

Every Police and Crime Commissioner (PCC) or Police Fire and Crime Commissioner (PFCC) must have a Chief Executive in post, who will support and advise the PCC and assist in the delivery all statutory duties. The Chief Executive works with the Commissioner, the Chief Constable, the Chief Finance Officers and other senior managers to ensure delivery of the Commissioner's vision, strategy and priorities and ensures rigorous scrutiny of operational activities. The Chief Executive also provides effective leadership to the Commissioner's Office ("the OPCC").

The Chief Executive holds the role of the Monitoring Officer, with a remit to identify any contravention of law, maladministration or injustice and to promote high ethical standards. The post fulfils the statutory function of the Head of Paid Service, with responsibility for leading the Commissioner's staff and ensuring that the OPCC supports the Commissioner in the performance of their powers and duties. The post of Chief Executive is politically restricted and the post holder must be appointed on merit following a confirmation process held by the Police and Crime Panel.



**Chief Finance Officer
Michael Porter**

The Chief Finance Officer is the PCC's professional adviser on financial matters. To enable these duties to be fulfilled and to ensure the PCC is provided with adequate financial advice, the Chief Finance Officer is a key member of the PCC's Leadership Team, working closely with the Chief Executive, helping the team to develop and implement strategy and to resource and deliver the PCC's strategic objectives sustainably and in the public interest;

They are actively involved in, and able to bring influence to bear on, all strategic business decisions, of the PCC, to ensure that the financial aspects of immediate and longer term implications, opportunities and risks are fully considered, and alignment with the PCC's financial strategy;

The CFO leads the promotion and delivery by the PCC of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and ensures that the finance function is resourced to be fit for purpose.



**Data Protection Officer
Hannah Smith**

Following recent changes to data protection legislation, all public bodies must appoint a Data Protection Officer to have responsibility for the organisation's work to ensure data protection law compliance, including the duty to report suspected breaches to the national regulator.

The role of the Data Protection Officer is to inform and advise about obligations to comply with the GDPR and other data protection laws; monitor compliance, including managing internal data protection activities; raising awareness of data protection issues, training staff and conducting internal audits.

They are also responsible for advising on and monitoring data protection impact assessments, and should be the first point of contact for the national regulator and for individuals whose data is being processed.

Cleveland Police and Crime Panel



Cllr Tony Riordan
Stockton (Chair)



Cllr Graham Cutler
Redcar & Cleveland
(Vice Chair)



Cllr Steve Walmsley
Stockton



Cllr Steve Nelson
Stockton



Cllr Chris Jones
Redcar & Cleveland



Cllr Barrie Cooper
Middlesbrough



Cllr Matthew Storey
Middlesbrough



Cllr Lee Cartwright
Hartlepool



Cllr Norma Stephenson
OBE
Stockton



Cllr Vera Rider
Redcar & Cleveland



Cllr Dave Hunter
Hartlepool



Mayor Andy Preston
Middlesbrough

Not pictured are independent members Paul McGrath and Luigi Salvati

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

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

Decision making

The PCC is the legal contracting body that owns all police assets and liabilities, with the responsibility for the financial administration of the Office of the Police and Crime Commissioner and the Force, including all borrowing limits.

The PCC will receive all funding, including the government grant, precept and other sources of income. The PCC will make all decisions in relation to the allocation of funding/ grants unless specified otherwise in the scheme of delegation.

The scheme of delegation is incorporated into the Corporate Governance Framework and is intended to ensure efficient discharge of the PCC's duties by setting out clearly who is empowered to take decisions. The aim of the scheme is to ensure 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.

Performance against the Plan

The Police and Crime Commissioner is responsible for the totality of policing in the Cleveland police area and scrutinises the performance of Cleveland Police and partners in meeting the outcomes identified in the plan.

A range of police and criminal justice indicators will be regularly monitored during the life of this plan. A quarterly report will be presented on performance against the plan to the Police and Crime Panel.



Audit and 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 OPCC and Cleveland Police.

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

The committee terms of reference and committee papers can be found at cleveland.pcc.police.uk and include satisfying itself as to the effectiveness of the internal control framework in operation within the OPCC and Cleveland Police and considering the Annual Governance Statement for publication with the annual accounts, together with associated action plans for addressing areas of improvement and advising the PCC as appropriate.

The Annual Governance Statement sets out how the OPCC is responsible for ensuring its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The OPCC also has a duty to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the PCC is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the exercise of its functions, which includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk. In exercising this responsibility, the PCC places reliance on the Chief Constable of Cleveland Police to support the governance and risk management processes.

Annual Governance Statements from the PCC and Force are provided for oversight by the Committee which set out both the significant governance issues that need to be addressed along with those areas of governance that require continued focus.

Risk management

Effective risk management is an essential part of planning and governance. The PCC and Cleveland Police have complementary risk registers which are monitored and reviewed on a quarterly basis by the Joint Cleveland Audit Committee, who will assess any new or emerging risk as well as the progress of action plans.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire and rescue services on behalf of the public.

HMICFRS visits police forces, fire and rescue services, and other organisations in England, Wales, Northern Ireland and further afield, carrying out inspections or reviews. They look at critical national issues and themes, across the police service or fire and rescue services and their evidence is used to drive improvements in service delivery to the public.

We maintain a regular dialogue with Cleveland Police's lead inspector to ensure that our own scrutiny arrangements complement and amplify the HMICFRS key lines of enquiry in respect of Cleveland Police and the national inspection themes and priorities.

Both the PCC Scrutiny, Delivery and Performance programme and the Joint Cleveland Audit Committee focus their attention on Cleveland Police's progress against the Areas for Improvement (AFIs) identified by HMICFRS in their most recent inspection of the Force.

Upon publication of local, national and thematic HMICFRS reports, we prepare and publish a formal response on our website. These documents can be found here:

<https://www.cleveland.pcc.police.uk/commissioner/transparency/hmicfrs-inspections/>

Code of Ethics

The Code of Ethics was introduced by the College of Policing for the police service in July 2014. The aim of this Code of Ethics is to support each member of the policing profession to deliver the highest professional standards in their service to the public. The code sets out the principles and standards of behaviour expected from officers and staff.

Further details and a copy of the code can be found at

college.police.uk/What-we-do/Ethics/Documents/Code_of_Ethics.pdf

The PCC is committed to supporting the Chief Constable in embedding the Code of Ethics in Cleveland Police.

Standards and ethics

The newly reformed Directorate of Standards and Ethics (DSE) has been on a significant transformation programme since January 2017.

DSE comprises of an assessment hub for complaints, a complaints and discipline function and a Counter-Corruption Unit. Significant investment has been made in training and continual professional development.

The Directorate also established an Information Management Unit, bringing together key Disclosure and Barring Services with Vetting, Information Security, Data Protection and the Children and Family Court Advisory and Support Service (Cafcass). The team has improved information management with the Force and effective exchange of information with partner organisations.

The future vision of DSE is to implement a Prevention and Organisational Learning Strategy and promote access to our services to every member of our community.

The PCC also expects Cleveland Police to address HMICFRS Causes for Concern and Areas for Improvement in the standards and ethics area of business. Cleveland Police has an excellent opportunity to turn its recent improvements into a true centre of excellence and the PCC will hold the Chief Constable to account for ongoing innovation and service improvement.

Cleveland's OPCC Complaints Resolution service is recognised as an area of best practice. Members of the OPCC Community Hub Team offer a 'rapid response' customer service recovery option for suitable cases, seeking to address public concerns quickly and ensure that the Force learns lessons in response to cases where there is scope for improvement.

In February 2020, the OPCC successfully embedded its new complaints model, based on the Complaints Resolution model, in which the PCC took responsibility for the review of complaints handled by Cleveland Police. The PCC will keep the choice of complaints model under review, to ensure public expressions of dissatisfaction are handled with the best possible customer service and public confidence is protected.

Independent Office of Police Conduct

The Independent Office for Police Conduct, formerly the Independent Police Complaints Commission oversee the police complaints system and investigate the most serious incidents and complaints involving the police.

For more information visit <https://policeconduct.gov.uk>

Cleveland Internal and External Ethics Committee

Cleveland Police recognise that commitment to integrity is absolutely essential to the legitimacy of policing.

The Force values public trust and confidence in policing and to earn that they recognise the need to be open to scrutiny and for their behaviours, actions and decisions to always consider the public interest.

The remit of the committees is to promote the highest standards of ethical conduct and to act as a 'critical friend' to the Force, providing a focus for education, a source of support and a measure of compliance with organisational values.



Finance and resources

Government grant

On 22 January 2020 the Government announced that “We are giving police forces £700 million for the recruitment of 6,000 additional officers by the end of March 2021, which represents an increase of almost 10% of the core grant funding provided last year. Assuming full take up of precept flexibility, overall funding for Police and Crime Commissioners (PCCs) will increase by £915 million to £13.1 billion next year.”

The precept flexibility referred to by the Government was that PCC’s could increase the police element of the council tax bill by £10 per year, for a Band D property. In Cleveland this equated to an increase of 3.99% and was supported by almost 64% of the people in Cleveland who responded to an online survey undertaken by the PCC.

What does this mean for Cleveland?

There will be an increase in funding provided by the Government of £8.4m (or 8.9%) in 2020/21, in comparison to 2019/20.

In addition to this, the 3.99% increase in precept means that an extra £2.1m will be received in 2020/21, in comparison to 2019/20.

In total therefore there will be £10.5m (or 7.9%) more funding available in 2020/21, than was available in 2019/20, for Policing and Crime services in Cleveland.

What is expected in return for this flexibility and improved funding position?

As a result of the additional investment in policing the Home Office expect:

- **Forces to recruit the additional 6,000 officers by the end of March 2021**
- **A further planned £30m savings from procurement in 2020-21**
- **Continued improvements in digital, data and technology solutions to maximise the benefits of mobile working.**
- **Continue to pursue best values from the investment in police technology**

What does this mean in terms of Police Officer Numbers for Cleveland?

Cleveland’s share of the 6,000 national increase in police officers is 72. Therefore by the 31st March 2021 Cleveland need to have 1,318 police officers to meet this national target.

What has the PCC challenged the Force to deliver?

Having campaigned for several years for a reversal of the cuts to police numbers, the additional funding was welcome however the PCC took a decision to accelerate police recruitment ahead of the settlement announcement which means the public will see more officers more quickly than otherwise would have been the case.

The PCC has provided funding to the Force to average 1,390 police officers during 2020/21, and by the 31st March 2021 it is expected that the Force will have in excess of 1,415 police officers - which would be an increase of over 200 in just 2 years and around 100 more than the Government target.

This should therefore provide around 200,000 additional hours of policing in 2020/21 in comparison to 2019/20.

The plan is not just about police officers

This plan supports significant investment into the Force Control Room (FCR), which was funded through the precept increase in 2019/20, and is still being delivered. The addition of 40 FTE staff roles into the Control Room is a significant investment - and represents an increase in the staff establishment in this area of over 30%. When all of the additional roles are filled it will provide in excess of 50,000 extra hours of service delivery per year in comparison to previous years.

As part of the work to address the significant concerns raised by HMICFRS in relation to the service delivered by the Force, especially in relation to those most vulnerable in the communities within Cleveland, the Force have indicated a need for 24 FTE staff posts to provide 'resilience' in a number of areas. The areas are primarily focused on Domestic Abuse, Safeguarding, Major Incidents and Specialist Crime. The PCC has provided sufficient funding with this plan to recruit to all of these roles on a recurring basis.

While much of the focus of Operation Uplift (which is the national programme to increase police officer numbers) has been on the recruitment of police officers and the targets set by the Government there is also a realisation that additional police officers would generate additional work for staff across policing and would require additional staff roles to enable delivery of the overall increases in police officer numbers.

The Force have identified the need for 64 FTE growth posts that result from Operation Uplift. These will provide the capacity for managing the additional work loads and also enable the new officers to be recruited, trained, and provided with kit and equipment. This plan provides the Force with the funding to recruit all of these resources in 2020/21 and then to maintain them on a recurring basis thereafter.

What about future years?

When setting out the financial plans and assumption for the financial years beyond 2020/21 then the following are factored into our plans:

- **Pay awards: 2.5% increase each year**
- **Precept: Increases of:**
 - **2021/22: £5.19 or 1.99%**
 - **2022/23: £5.29 or 1.99%**
 - **2023/24: £5.39 or 1.99%**
- **Tax base increases: 1.0% per annum**
- **Government grants: Increases of between 2.5% and 3.7% to meet the expected increases in police officers that are profiled in this delivery against Cleveland's share of the 20,000 increase nationally**

Long Term Financial Plan

The table below shows the current position of the overall finances available to the Police and Crime Commissioner based upon current assumptions and plans:

	Budgets				
	Actual	Forecasts			
	2019/20	2020/21	2021/22	2022/23	2023/24
Funding	£000s	£000s	£000s	£000s	£000s
Government Grant	64,043	67,662	68,652	69,672	71,491
Council Tax Precept	1,402	1,468	1,538	1,668	1,589
Council Tax Freeze Grant	4,360	4,055	4,180	4,280	4,365
Council Tax Support Grant	10,525	14,550	14,670	13,993	14,381
Funding for Net Budget Requirement	80,330	87,735	89,040	89,613	91,826
% Change in Net Budgetary Requirement	64,043	67,662	68,652	69,672	71,491
Specific Grants	1,402	1,468	1,538	1,668	1,589
Witness and Victims Funding	4,360	4,055	4,180	4,280	4,365
Partnership Income/Fees and Charges	10,525	14,550	14,670	13,993	14,381
Total Core Funding	80,330	87,735	89,040	89,613	91,826
% Change in Core Funding	4,360	4,055	4,180	4,280	4,365
Special Grant	10,525	14,550	14,670	13,993	14,381
Total Overall Funding	80,330	87,735	89,040	89,613	91,826
Office of the PCC Planned Expenditure	£000s	£000s	£000s	£000s	£000s
Total Planned Expenditure	860	880	900	920	940
Community Safety / Victims & Witness	£000s	£000s	£000s	£000s	£000s
Total Planned Expenditure	3,939	5,440	5,065	5,225	5,381
Police Force Planned Expenditure					
Pay	£000s	£000s	£000s	£000s	£000s
Police Pay	64,043	67,662	68,652	69,672	71,491
Police Overtime	1,402	1,468	1,538	1,668	1,589
Police Community Support Officer Pay	4,360	4,055	4,180	4,280	4,365
Staff Pay	10,525	14,550	14,670	13,993	14,381
Pay Total	80,330	87,735	89,040	89,613	91,826
Non-Pay Budgets					
Other Pay and Training	20,366	20,981	20,041	19,091	19,491
Injury and Medical Police Pensions	19,074	19,498	20,003	20,215	20,417
Premises	119,770	128,215	129,085	128,920	131,735
Supplies and Services	0.3%	7.1%	0.7%	-0.1%	2.2%
Transport	64,043	67,662	68,652	69,672	71,491
External Support	1,402	1,468	1,538	1,668	1,589
Non-Pay Total	4,360	4,055	4,180	4,280	4,365
Total Planned Force Expenditure	10,525	14,550	14,670	13,993	14,381
%age Change in Expenditure	80,330	87,735	89,040	89,613	91,826
(Surplus) / Deficit	£000s	£000s	£000s	£000s	£000s
Planned Transfers to/(from) General Fund	(950)	(950)	0	0	0
Contribution to Capital Programme	1,400	2,120	2,710	1,455	1,485
Planned Transfers to/(from) Earmarked Reserves	150	(260)	150	150	150
Net (Surplus)/Deficit After Reserves	0	0	0	0	0
General Reserves	£000s	£000s	£000s	£000s	£000s
General Fund Balance b/f	6,074	5,974	5,024	5,024	5,024
General Fund Movements	(950)	(950)	0	0	0
General Fund Balance c/f	850	0	0	0	0
Employee Numbers (average per year)	FTEs	FTEs	FTEs	FTEs	FTEs
Police Officers	1,236	1,239	1,239	1,231	1,231
Special Grand Funded Police Officers	147	131	131	131	131
PCSOs	309	426	426	395	395
Police Staff - Police Force	11	14	14	14	14
OPCC Staff	11	12	10	10	10
Corporate/Commissioning Staff	11	12	10	10	10

Capital Plan

The assets owned by the PCC are a vital platform for the delivery of the Police and Crime Plan. The overall purpose of the Capital Plan to provide sufficient funding to renew the asset base of the organisation, informed by condition deficiency surveys, 'fit for purpose' reviews, equipment replacement programmes, business continuity requirements and invest to save expenditure. Plans have been drawn up and are being developed for capital investment which would aid the organisation in delivering against the Police and Crime Plan.

The current capital plans will be subject to review, development and refinement over the coming years are set out below:

Future Funding Levels	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	£000s	£000s	£000s	£000s	£000s	£000s
Earmarked Reserve/Funding b/f	3,924	586	1,468	87	425	1,245
Capital Grant	515	515	515	525	535	545
Uplift Capital Funding	1,165	1,400	855	2,410	2,390	2,250
Contribution to/from Revenue	100	100	100	100	100	100
Capital Receipts (from Vehicle Sales)	100	100	100	100	100	100
Capital Receipts (from Property Sales)	100	100	100	100	100	100
Borrowing		2,542	575	3,109	2,988	3,109
Projected In-year Funding Available	11,000	3,000		-3,272	-4,000	-4,772
Digital Strategy	760					
Estates Strategy	13,540	7,566	2,075	2,872	2,014	1,232
Fleet Replacement Programme	11,423	2,956				
Uplift	967					
Other Schemes	4,488	3,719	3,455	2,534	1,194	1,500
Total Capital Programme	16,878	6,674	3,455	2,534	1,194	1,500
Earmarked Capital Reserve/Funding c/f	586	1,486	87	425	1,245	977



 c/o St Marks House, St Marks Court, Thornaby, Stockton-On-Tees, TS17 6QW

 pcc@cleveland.pnn.police.uk

 01642 301861

 @Cleveland_PCC

 search PCC Cleveland

cleveland.pcc.police.uk