



# 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			
<b>Executive Summary:</b>			
<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:	<b>Yes</b>	<b>No</b>	
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"/>	
<b>(If yes please provide further details below)</b>			

**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:**

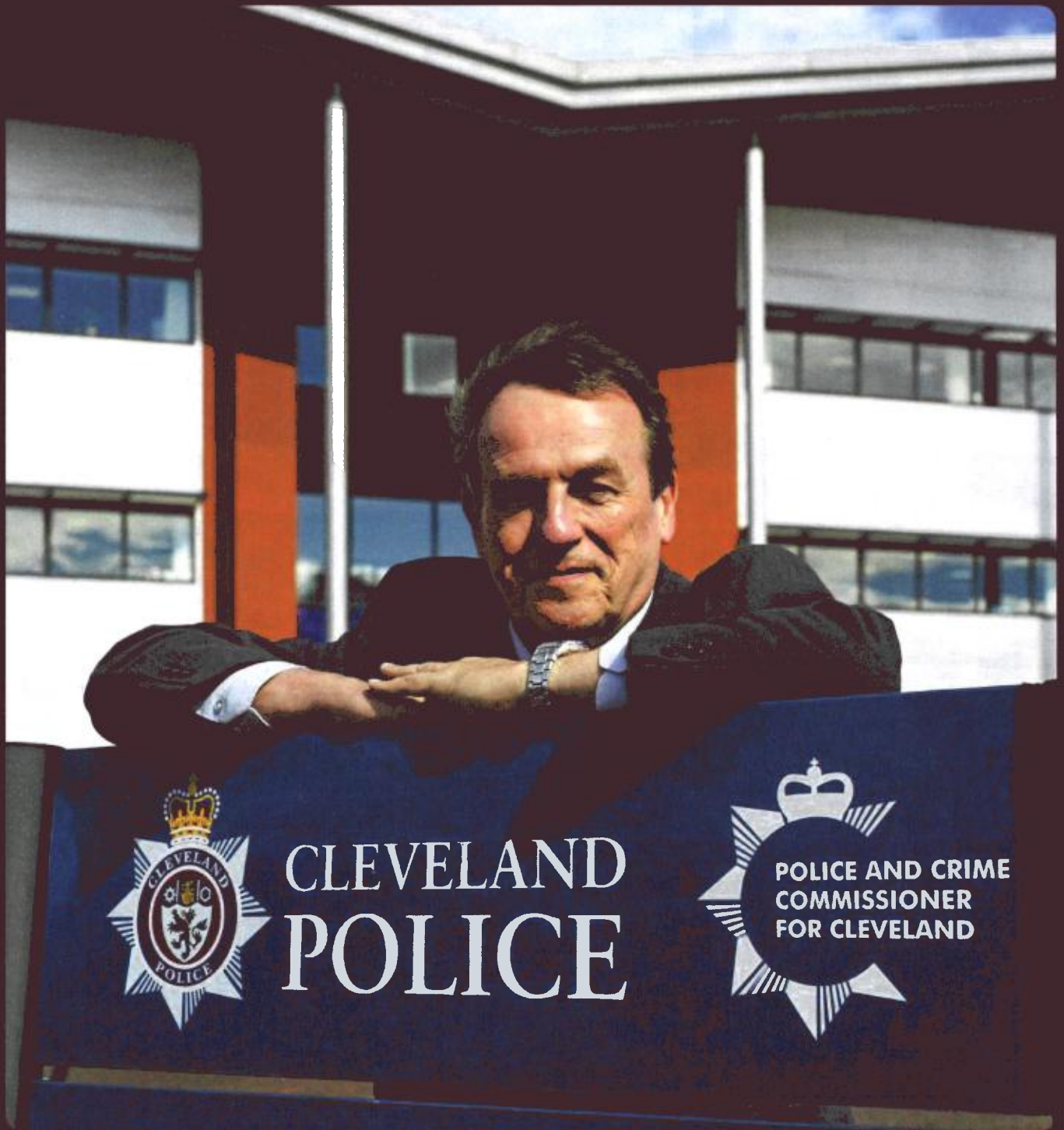
The above request HAS my approval.

Signed  Date 22/12/16



POLICE AND CRIME  
COMMISSIONER  
FOR CLEVELAND

# POLICE AND CRIME PLAN 2016-2021



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

## 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.

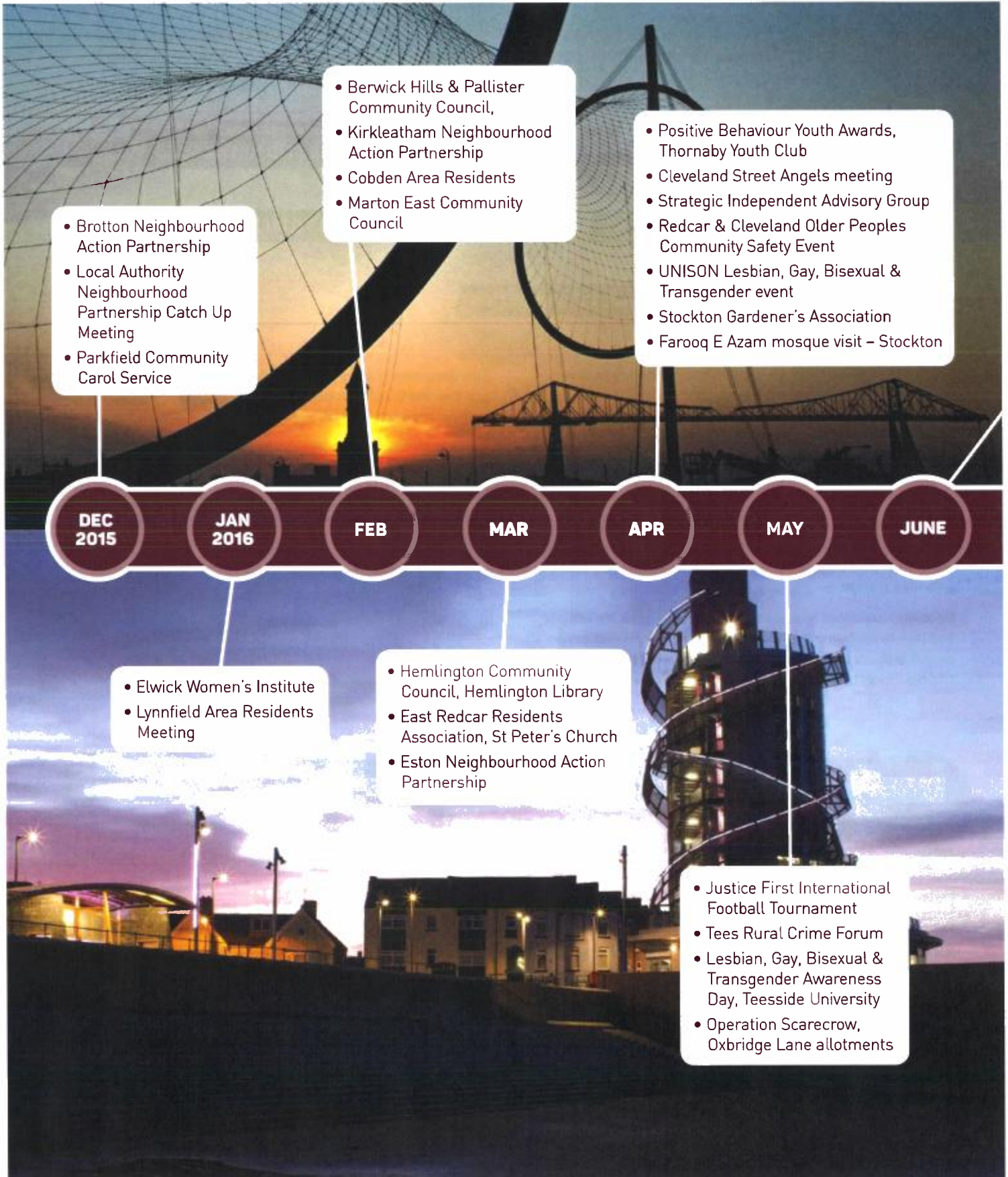
As a force we are committed to working closely with the Commissioner, his team and with our partner organisations to ensure that the plan is delivered to the tangible benefit of the communities we both serve.

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.





The new Community Safety Hub at Hemlington will ensure we deliver the best policing service to the public



## 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



## 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.

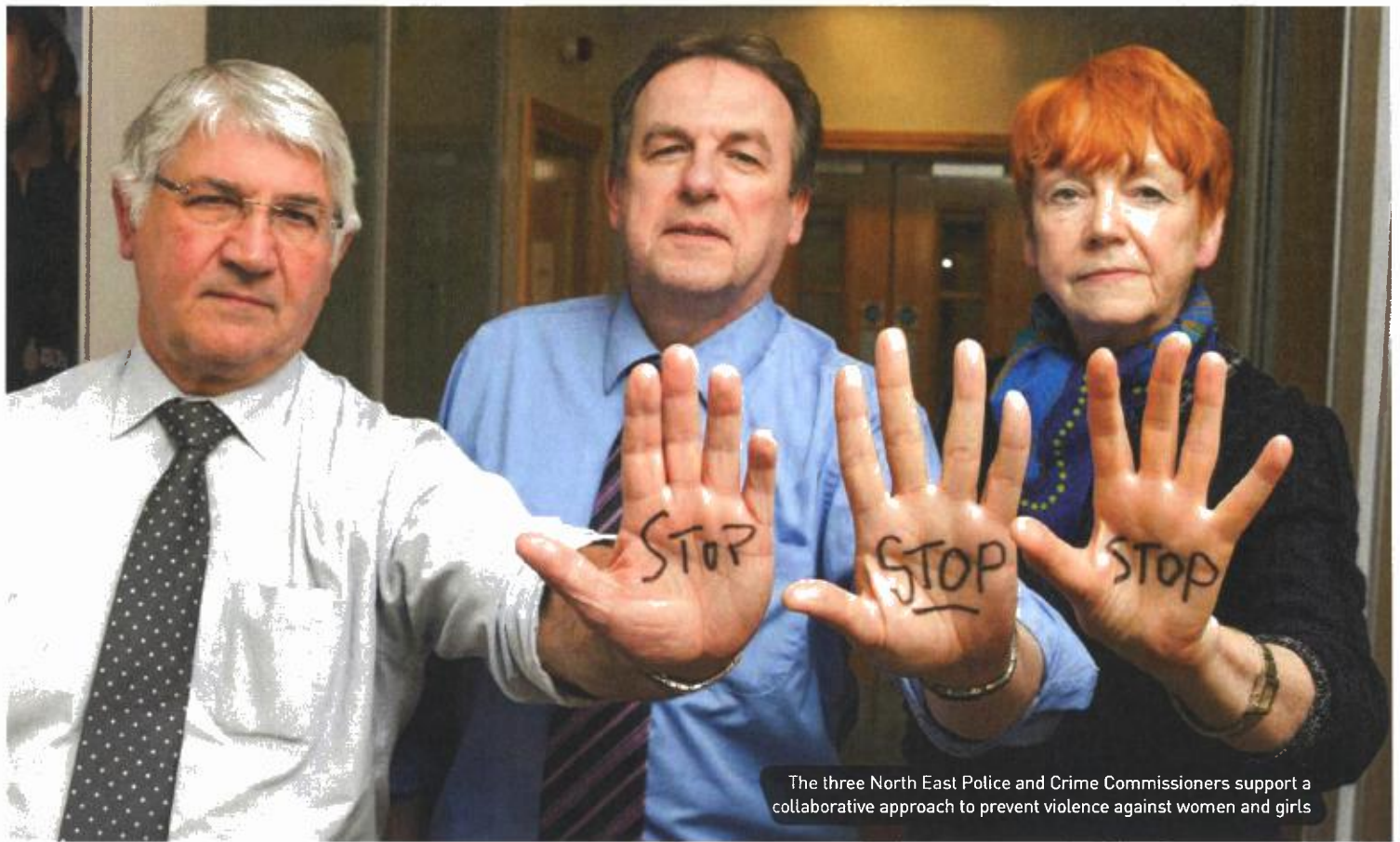
We must not underestimate the harm hate crimes cause to both individuals and the wider community. The term 'hate crime' refers to any crime against a person which is perceived to be motivated by a person's hostility or prejudice against certain characteristics; race, religion, disability, sexual orientation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



## 3 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.