



## The cover page of the Annual Report 2016/17. It features the "POLICE AND CRIME COMMISSIONER FOR CLEVELAND" logo on the left and the text "Annual Report 2016/17" in a white box on the right, all set against a dark purple background.



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# Introduction

from Barry Copping,  
Police and Crime Commissioner for Cleveland

I am pleased to present the first Annual Report since my re-election as PCC in May 2016, having already served four years in the role. This document will chart the progress made against my Police and Crime Plan, during the period April 1 2016 to 31 March 2017.

I am required by law to produce this document and present it to the Cleveland Police and Crime Panel for their scrutiny. Any recommendations and comments made by the Panel will be published on my website.

The overall themes of my Police and Crime Plan continue to be the delivery of local neighbourhood policing and enabling communities in Cleveland to have improved public safety and quality of life for all.

My Police & Crime Plan objectives, as set out in my manifesto, are:

**Investing in our Police**

**Ensuring a better deal for victims and witnesses**

**Tackling re-offending**

**Working together to make Cleveland safer**

**Securing the future of our communities**

Government cuts to Cleveland Police of over £39m, or 36% of our budget, since 2010 has proved to be a challenge, but despite this, I am proud of the progress that has been made since I first took office in 2012 and during the last 12 months. I am pleased to report that Cleveland Police has continued to recruit new police officers and Police Community Support Officers (PCSOs), following my investment of additional resources to maximise front-line services.

By working with partners, including Cleveland Police, local authorities, criminal justice agencies and the voluntary & community sector, I have been able to strengthen the level of support for victims of crime in Cleveland. Victim Care and Advice Service, established in April 2016 on a joint basis with Durham PCC Ron Hogg, has reached out to provide vital support to over 4,000 victims in Cleveland since its inception.

I hope this document will inform you about the work I've have been doing on your behalf over the last 12 months. If you would like to get involved with the work of my Office, please contact me.

**Barry Copping**  
Police and Crime Commissioner for Cleveland

# Investing in our Police



Chief Constable Iain Spittal, Project Manager Chris Old and pupils from Viewley Hill Primary School at the ground-breaking of the new Community Safety Hub

**Neighbourhood Policing continues to be at the very heart of policing in Cleveland. I strongly believe that in order for police officers and front-line staff to be at their most effective, they must be close to the communities they serve. Despite government austerity measures, police and partners have achieved a number of efficiencies to ensure neighbourhood policing in Cleveland is retained, as well as releasing an extra £1.5m for investment.**

This resulted in the creation of 15 new police staff roles, including five additional crime prevention co-ordinators, two hate crime investigators and a refugee and asylum seeker co-ordinator. I'm also delighted to report that Cleveland Police have continued their recruitment of police officers and PCSOs, as part of my investment into frontline

resources. In the last financial year, 63 new police officers and 16 PCSOs have been recruited. The majority of these officers will join neighbourhood teams after completing their training, a first for Cleveland Police, ensuring resources are placed where the public need them – on our streets.

Around £2m has been invested in the dedicated Protecting Vulnerable People Hub, which covers sexual and domestic abuse, child sexual exploitation and online grooming. These funds helped to develop the Vulnerable, Exploited, Missing and Trafficked team, who protect the most vulnerable and at risk members of our society.

Innovative and effective policing must be supported by new technology and infrastructure. The sale of Cleveland Police's current headquarters at Ladgate Lane will fund a new state-of-the-art Community Safety Hub at Hemlington in Middlesbrough. Not only will the building be a cutting-edge home for a modern police force and other community safety specialists, but it will be a far more cost-effective option than the current building.

The feedback I take from my Your Force Your Voice programme of engagement, tells me that community support for Cleveland Police is high and that local people place huge value on the work of their police officers, police staff and volunteers. It's important, though, to ensure that policing aims for – and achieves – the very highest standards of integrity.

With all of those matters in mind, this was a key commitment in my Police and Crime Plan and I continue to be passionate about establishing the Force as a national blueprint for professional standards. In order to improve the way Cleveland Police investigate complaints and conduct issues, a detailed and thorough review of professional standards was commissioned by the Chief Constable and I and continues to drive key reforms. A new Head of Professional Standards will be recruited to deliver and embed our vision of transformational change in ethics and standards. Reforms will shortly change the role that PCCs can play in police complaints and I look forward to working with the Force to change the way public complaints and concerns are handled and addressed – and ensuring that where mistakes happen, lessons are learned and services continue to improve.

I have also supported investment in the 'Everyone Matters' programme, a major piece of training and development work to improve how Cleveland Police treat their staff and how they serve local communities.



An artist's impression of the new Community Safety Hub in Hemlington



With student officers



Launching the Everyone Matters Strategy with Chief Constable Iain Spittal

## Key points

- £1.5m additional funding for Neighbourhood Policing
- 63 additional police officers and 16 PCSOs recruited in the last 12 months
- Building commences on £10m state-of-the-art Community Safety Hub
- National expert reviewing and developing a new professional standards department

# Ensuring a better deal for victims and witnesses



Free information packs handed out to every person who attends a Friends Against Scams session

**One of the most important responsibilities I hold as PCC is the commissioning of services to provide support for victims and witnesses. Crime can leave people reeling and unsure where to turn. That's why it's so important that victims have access to specialist help and support as soon as they need it.**

Victim Care and Advice Service (VCAS) began supporting victims in Cleveland, County Durham and Darlington in April 2016, following a £600,000 investment. Established in collaboration with Durham PCC Ron Hogg, the service was officially launched by Victims' Commissioner Baroness Helen

Newlove in November 2016. Since it began, the service has reached out to over 4,000 vulnerable victims in Cleveland, with over 1,400 receiving a needs-based assessment and appropriate one-to-one support.

Using additional funds made available for neighbourhood policing, support services have been established for victims of anti-social behaviour (ASB), after a gap in support provision was identified. These funds will allow VCAS to employ two additional Victim Care Officers, to allow the service to support these additional victims and provide any practical advice about preventing further crime.

I continue to advocate the use of Restorative Justice (RJ) and I believe conferences can provide benefits for victims of all types of crime. In the last 12 months, Cleveland Police have facilitated 559 Level 1 conferences, often referred to as 'on-street' or 'instant' conferences. Trained facilitators delivered 63 Level 2 conferences, whereby the victim and offender have the opportunity to meet to discuss what happened and the effects.

I commissioned a Restorative Justice Co-Ordinator, who is responsible for quality-checking all RJ interventions and ensuring it is being used properly in appropriate cases. A recent review by my office found further work is needed in this area. As a result, two additional members of staff are being recruited to help support and develop the use of RJ in Cleveland.

As part of my commitment to supporting victims of fraud, I've joined up with VCAS to deliver National Trading Standards' Friends Against Scams training. The interactive sessions are completely free and are an innovative way for people to learn more about the different scams in operation. In the five months we have been delivering the training, 223 people have become SCAM Friends, including victims, community groups, cadets and the national Victims' Commissioner Baroness Helen Newlove.



Speaking to victims at a Friends Against Scams session at Cleveland Police HQ



Alongside Durham PCC and Safe in Tees Valley CEO John Bentley at the launch of Victim Care and Advice Service (VCAS)



With newly-trained VCAS Community Champions

## Key points

- Victim Care and Advice Service has reached out to over 4,000 victims since it was launched in April 2016
- Specialist roles created to support Restorative Justice, hate crime and rural crime
- Funding allocated to provide support for victims of antisocial behaviour

# Tackling re-offending



Meeting offenders doing unpaid work clearing footpaths and building wheelchair access routes at a childrens home

**Offenders who are caught up in a cycle of committing crime often prove to be the most harmful to our society. Addressing the behaviours and circumstances which led them to a life of crime is key to successfully reducing re-offending levels.**

**The establishment of a Cleveland-wide Integrated Offender Management (IOM) Hub at Holme House Prison in 2015 was a fantastic step forward in changing the behaviours of the most prolific offenders. An investment in additional IOM staff has allowed an increased cohort of 240 offenders to be managed at any one time, an increase from 140 the previous year.**

## CLEVELAND & DURHAM CRIMINAL JUSTICE BOARD Criminal Justice System: working together for the public

Following a review of the Cleveland and Durham Local Criminal Justice Board, it was agreed that the Office of the Police and Crime Commissioner for Cleveland and the Office of Durham Police, Crime and Victims' Commissioner would work together to pursue a vision of an end-to-end local criminal justice system, to deliver positive outcomes for victims and to prevent reoffending.

As part of this restructure, a four-person Collaborative Criminal Justice Team was developed to work across both areas. This team is responsible for ensuring all criminal justice agencies deliver positive outcomes for victims, as well as providing appropriate rehabilitation for those who offend. They will undertake in-depth analysis to better understand how to improve services and will harness partnership opportunities to take new and innovate approaches.

In January 2017, my office established a Cleveland-wide Reducing Re-Offending Group, made up of criminal justice agencies and partners. The purpose of the group is to identify opportunities across the Criminal Justice System to reduce intergenerational and repeat re-offending, in order to improve life chances and keep communities safe. Through effective partnership working, the group aims to ensure consistent and joined-up services throughout the region and to share best practice in how to turn people away from crime.



At the one year anniversary of the Integrated Offender Management Hub



Workshops at the IOM anniversary event

### Key points

- Integrated Offender Management Hub increased cohort to 240 offenders at any one time
- Collaborative Criminal Justice Team established to deliver joined-up services across Cleveland and Durham
- Cleveland-wide Reducing Re-offending Group set up to encourage partnership working across the criminal justice system

# Working together to make Cleveland safer



With head of cybercrime unit Inspector Steve Bell

**Collaboration and effective partnership work is crucial in reducing crime and antisocial behaviour across Cleveland. Agencies need to work together to make Cleveland a safe place to live, work and visit. My office works closely with councils, community groups, the fire service, housing, education and health on a daily basis to deliver high-quality services capable of meeting local demand.**

Across all areas of my Police and Crime Plan, there are excellent examples of multi-agency and partnership working. The Evolve Programme, a major collaboration agreement between PCCs and police forces in Cleveland, Durham and North Yorkshire, is making strides with effective joint work. A fully-integrated Police Dog service has taken shape – and work continues to join up our legal

teams - in order to provide the public with better value for money and to ensure the best resources are available across all three forces. A Major Investigation Unit has been established between Cleveland and North Yorkshire Police, ensuring experienced officers and staff are always available to investigate the most serious crimes.

I continue to represent Cleveland and the North East on the National Police Air Service (NPAS) Board, a national collaboration for the provision of police air support services. Following extensive government cuts, the NPAS board made the difficult decision to close air bases across the country in order to meet the available budget. The part-time base at Durham Tees Valley Airport was one of those that had to close. From April 2017, air support for the Cleveland area will be covered from Leeds and Newcastle, with a further boost of four additional fixed wing aircraft by April 2018. This new structure will save Cleveland Police over £1m per year, allowing funds to be invested in areas such as neighbourhood policing.

The fight against rural crime has continued to benefit from good collaborative work and joined-up action groups. I chair the Tees Rural Crime Forum, where residents can raise concerns about crime and antisocial behaviour in their area. Supported by the Force Rural Crime Prevention Officer, residents have received practical advice and support to improve community safety and vigilance in remote locations. Alongside the local authority, I contributed to the production of new signage along Wilton Lane in Guisborough, to deter fly-tippers from ruining local beauty spots. Following repeated incidents on Eston Hills I support and chair a multi-agency action group made up of local residents, community groups and local authorities to develop a protection plan for the area.

I will continue to support and develop the use of ECINS, a not-for-profit multi-agency tool designed to improve information sharing across services. Cleveland is the first in the North East region to adopt this computer system and the programme has already been successful in cases of antisocial behaviour and there are plans to use a real-time multi-agency information sharing tool as a system to drive multi-agency casework in other areas, for example offender management, domestic violence and organised crime. To embed the use of a real-time multi-agency information sharing tool into the community safety and criminal justice partnership landscape, I am moving forward with plans to appoint a Project Manager to drive this work forward.



Officers from the dog unit with PCCs for North Yorkshire, Durham and Cleveland



Installing new signage to deter fly-tippers on Wilton Lane in Guisborough with residents and the local authority

## Key points

- £1m a year saved by working with the National Police Air Service to provide air support across Cleveland
- Further action taken to tackle rural crime, including the establishment of an Eston Hills Action Group
- Cleveland becomes the first in the North East region to develop the use of ECINS - a real-time multi-agency information sharing tool

# Securing the future of our communities



Sharing crime prevention advice in Hartlepool alongside officers from TV's Police Interceptors

**My primary responsibility as PCC is to serve and represent the people who elected me and to protect the community safety services we all need. Your Force Your Voice is my personal commitment to engage with local communities in all 79 Cleveland wards by attending community meetings.**

**I have attended almost 500 meetings since I was first elected and will always listen to the concerns of the public and ensure they are highlighted at a local and national level.**

During 2016/17, I invested over £150,000 from my Community Safety Initiative Fund to 42 local projects. I will continue to encourage community and voluntary groups to contact me if they need to address a problem in their area. I am always delighted to hear success stories of communities working together to come up with innovative solutions to local problems. This good work is

recognised at the annual Cleveland Community Safety Awards, where exceptional police officers, PCSOs and voluntary and community groups are acknowledged for their outstanding contribution to community safety.

I'm committed to educating and protecting children and young people in our area. That's why I've

supported the reintroduction of School Liaison Officers into the Force. These PSCOs will dedicate their time to visiting schools, educating young people about crime and justice, and to ensure they turn away from a potential life of crime. Similarly, I've consistently supported Show Racism the Red Card, who deliver anti-racism workshops in schools across the Cleveland area. They've already made impressive progress, reaching 2155 children at 29 local schools in the last 12 months, and I look forward to seeing them build upon this during the coming year.

As I've mentioned, government cuts have had a real impact on Cleveland Police, including the loss of over 400 policing posts and 30 Police Community Support Officers. I will continue to lobby central government for the introduction of the revised funding formula, which would bring more money into Cleveland. The Chief Constable and I met with the Police and Fire Minister in January 2017 to present him with the challenges affecting policing in Cleveland and to make a case for ensuring those at risk have a fair level of funding spent on them. I also contributed to an inquiry by the Home Affairs Select Committee on the Future of Policing, in which I suggested the government ensure locally

generated funding remains in the regions where it was collected, rather than migrating to the Home Office or the Ministry of Justice. This would allow PCCs to push this money into local community safety activities.

I've joined a campaign, led by North East alcohol office Balance, to encourage the government to increase duty on cheap 'white' ciders over 7.5% ABV, as they are one of the most damaging forms of strong alcohol to our communities. I wrote to the Chancellor of the Exchequer in January 2017, asking the government to consider an increased duty on high-strength cider in their spring budget.

## Key points

- Over £150,000 provided to 42 Community Safety projects across the Cleveland area
- Attended almost 500 community meetings since my election in 2012
- 2,155 children take part in anti-racism workshops delivered by Show Racism the Red Card



With children from Thorntree Primary School for Show Racism the Red Card's poster launch

# Governance and accountability

**I'm committed to providing a high-quality service the people of Cleveland can be proud of. That's why I publish all key decisions on my website and work within the governance framework to ensure the decision making process is as open and transparent as possible. My office has been awarded CoPaCC's 'Open and Transparent Quality Mark' for the last two years.**

In July 2016, I appointed Chief Constable Iain Spittal following a rigorous recruitment process, which involved being questioned by a panel of local stakeholders in policing and partnership working. I am responsible for holding the Chief Constable to account and making sure he delivers the objectives included in my Police and Crime Plan. This is done through a series of regular scrutiny meetings, as well as daily reviews of Control Room and Serious Incident logs and weekly meetings with the Chief Constable.

To strengthen this work, a dedicated Standards and Scrutiny Manager has been appointed to drive forward my commitment to improving policing standards. The role involves on-going work to refresh the scrutiny programme, in order to make it more focused and responsive. Examples of the types of issues discussed in the last 12 months include the transformation of the Professional Standards Department, progress on the construction of the new Community Safety Hub and the use of body worn cameras.

Cleveland Police are regularly inspected by Her Majesty's Inspectorate of Constabulary (HMIC) as part of their PEEL (Police effectiveness, efficiency and legitimacy) programme. My responses to inspection reports are published on the PCC website and monitoring any areas for improvement forms a crucial part of my scrutiny programme.

As is required by law, I'm continuing to support the delivery of an Independent Custody Visiting scheme. This involves a number of volunteer members called Independent Custody Visitors visiting police custody suites in Hartlepool and Middlesbrough. Their role is to evaluate the welfare of detainees held in custody by making unannounced visits and producing a report of their findings.



**Chief Executive Simon Dennis collecting CoPaCC's Quality Mark on behalf of the Office of the Police and Crime Commissioner for Cleveland**



# Finance and resources

**As Police and Crime Commissioner, I am responsible for deciding how money my office is allocated is best spent to reduce crime and antisocial behaviour. This has become more difficult in recent years, as government cuts mean there was in effect £39m less to spend on crime and policing in 2016/17 than in 2010/11, a reduction of 36%.**

Despite these difficult circumstances, good financial management has allowed much to be achieved. While I am not complacent about the challenges that may lie ahead if government cuts continue, I am confident that Cleveland Police have robust financial plans to support services and facilities. I am committed to providing services that support the needs and demands of a modern police force, as set out in my long-term financial plan.

Internal and external audit reports of both the PCC and the Chief Constable are considered by an Independent Audit Committee, as required by the Financial Management Code of Practice. This Committee are responsible for advising on appropriate risk management arrangement in accordance with proper practices. The members produce an Annual Report, which is published on the PCC website.

A summary of the end of year budget results are shown overleaf.



# Budget results 2016/17



	Original 2017/18 Budget	Revised 2017/18 Budget	Forecast Spend 2017/18	2017/18 Forecast (Under)/Overspend
<b>Funding</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Government Grant	(83,500)	(83,500)	(83,500)	0
Council Tax Precept	(32,656)	(32,656)	(32,656)	0
Council Tax Freeze Grant	(800)	(800)	(800)	0
Council Tax Support Grant	(6,868)	(6,868)	(6,868)	0
<b>Funding for Net Budget Requirement</b>	<b>(123,824)</b>	<b>(123,824)</b>	<b>(123,824)</b>	<b>(0)</b>
Specific Grants	(5,217)	(5,217)	(5,217)	(0)
Partnership Income/Fees and Charges	(2,664)	(2,727)	(2,728)	(0)
<b>Total Funding</b>	<b>(131,705)</b>	<b>(131,768)</b>	<b>(131,769)</b>	<b>(0)</b>
<b>Office of the PCC Planned Expenditure</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Staff Pay	645	645	645	0
Non Pay Expenditure	205	200	201	0
<b>Total Planned Expenditure</b>	<b>850</b>	<b>845</b>	<b>846</b>	<b>0</b>
<b>PCC Initiatives/Victims and Witnesses</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
PCC Initiatives	2,406	2,406	2,239	(167)
Victims and Witnesses Services	839	839	806	(33)
<b>Total Planned Expenditure</b>	<b>3,245</b>	<b>3,245</b>	<b>3,045</b>	<b>(200)</b>
<b>Corporate Costs</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Staff Pay	330	330	330	0
Non Pay Expenditure	100	100	101	0
PFI's	6,915	6,915	6,885	(30)
Asset Management	1,605	1,605	1,535	(70)
<b>Total Corporate Costs</b>	<b>8,950</b>	<b>8,950</b>	<b>8,851</b>	<b>(100)</b>
<b>Police Force Planned Expenditure</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Police Pay	66,740	66,741	66,941	200
Police Overtime	1,375	1,376	1,376	0
Staff Pay	9,755	9,728	9,728	0
Police Community Support Officer Pay	4,255	4,142	4,142	0
<b>Pay Total</b>	<b>82,125</b>	<b>81,987</b>	<b>82,187</b>	<b>200</b>
<b>Major Contracts Total</b>	<b>20,077</b>	<b>20,100</b>	<b>20,170</b>	<b>70</b>
<b>Non-Pay Budgets</b>				
Other Pay and Training	380	354	354	0
Injury and Medical Police Pensions	2,435	2,433	2,433	0
Premises	3,620	3,582	3,522	(60)
Supplies and Services	7,035	7,279	7,369	90
Transport	1,576	1,576	1,576	0
External Support	2,587	2,587	2,587	0
<b>Non-Pay</b>	<b>17,633</b>	<b>17,811</b>	<b>17,841</b>	<b>30</b>
<b>Total Planned Force Expenditure</b>	<b>119,835</b>	<b>119,898</b>	<b>120,198</b>	<b>300</b>
<b>(Surplus)/Deficit</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Planned Transfers to/(from) General Fund	(2,000)	(2,000)	(2,000)	0
Contribution to Capital Programme	750	755	755	0
Planned Transfers to/(from) Earmarked Reserves	75	75	75	0
<b>Net (Surplus)/Deficit After Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>