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Foreword

by Barry Coppinger,
Police and Crime Commissioner for Cleveland

Welcome to my 2017-2018 Annual Report, which sets out how I have successfully delivered the commitments I made in my Police and Crime Plan during the period 1 April 2017 to 31 March 2018.

I am now in my sixth year as Police and Crime Commissioner and I feel privileged that you have continued to have faith in me to ensure efficient and effective policing is delivered in Cleveland.



This is not an easy time for policing. Government cuts since 2010 mean police forces are unable to deliver the same service they did 10 years ago. At the same time, the nature of crime is rapidly changing. More and more crimes are occurring in the home and from behind a computer screen, meaning the way police respond to and investigate crime has also evolved. Officers and staff are under more pressure than ever to deliver a wider ranging service with fewer resources to operate with.

That's why I have spent much of this year calling on the government and local politicians of all parties, or none, to support me in my campaign for increased funding for policing in Cleveland. Most recently, I invited the new Home Secretary Sajid Javid to visit the area and witness first-hand how hard officers are working in the face of reduced resources and increasing crime.

Despite the challenges, the last 12 months have been an exciting time in Cleveland Police's journey of improvement and development. In January, I appointed Chief Constable Mike Veale following a vigorous recruitment process with two exceptional candidates. Mike brings with him extensive operational and strategic policing experience from his time as Chief Constable of Wiltshire Police. He has a track record of implementing organisational change and has already begun a series of briefing sessions for officers and staff outlining his vision for Cleveland Police.

Strides have been made this year to further develop and strengthen victim services across Cleveland. Two successful bids for Home Office funding have allowed us to evaluate current provision for victims of sexual violence and domestic abuse; making it possible to develop teams to identify areas of improvement and prevent further victimisation. Cleveland Anti-Slavery Network was also established in March this year, bringing together agencies to collectively prevent, identify, disrupt and eradicate human trafficking and modern day slavery in Cleveland.

I have long been an advocate of the power of agencies working together to deliver improved outcomes for the public. Eston Hills and Grove Hill were both affected by persistent crime and antisocial behaviour 12 months ago, however through partnership working with local authorities, community safety partners, other public services and community groups, real change has been achieved.

This document will present a snapshot of the wide ranging and extensive work which has been carried out by my office in the last 12 months. Remember you can find up-to-date details about my work on my website at cleveland.pcc.police.uk.

A handwritten signature in black ink that reads 'Barry Coppinger'.

Barry Coppinger
Police and Crime Commissioner for Cleveland

2017-2018 Timeline

This timeline shows some of the key achievements my office has made in the last 12 months.



2017-2018 in Numbers

1,412
victims
received
specialist
one-to-one
support

from Victim Care
and Advice Service

Over 200
of Cleveland's
most prolific
offenders

received intensive
support from
the Integrated
Offender
Management Unit

2,651
children
in Cleveland

have attended
Show Racism
the Red Card
workshops

Over
£140,000

in Community
Safety Fund
grants

awarded to
community
safety projects

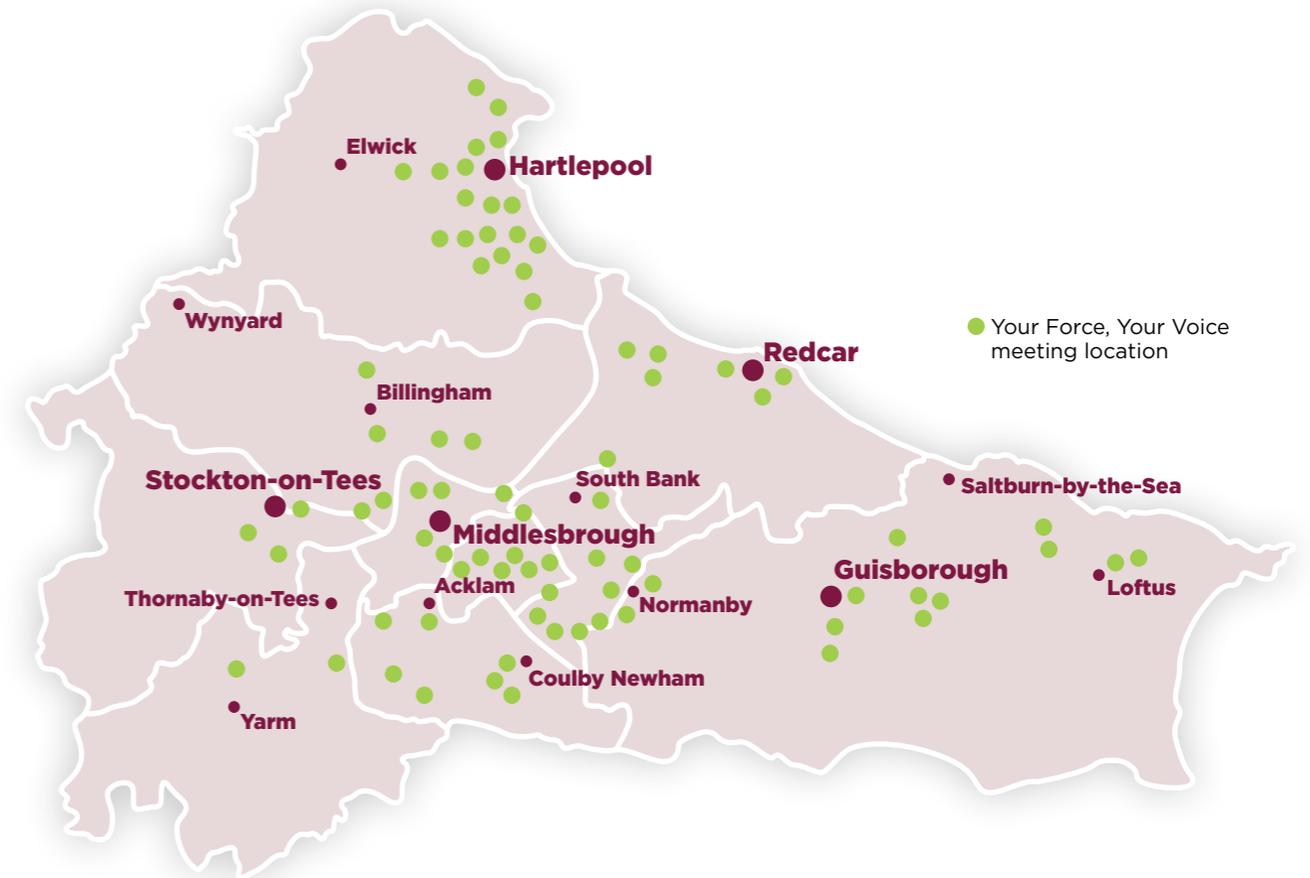
562
community
meetings

attended by
the PCC since
he was first
elected in 2012

£1.5m
invested
in specialist
roles

within
Communities
and Partnerships
department

Your Force Your Voice



What is Your Force Your Voice?

When I was first elected in 2012, I unveiled plans for the biggest public engagement exercise in the history of Cleveland Police. The Your Force, Your Voice initiative is my personal commitment to attend public meetings in every one of Cleveland's Neighbourhood Police Team areas, as well as meeting with all specialist policing units.

The campaign is the chance for local residents to raise directly with me issues that affect their local neighbourhood and livelihood. I want the public to tell me what is good and what could be better. I want officers to identify any unnecessary barriers to them intervening in the way the public would wish. If those barriers do exist they will be removed.

Every issue raised will be looked into and dealt with appropriately. Local policing priorities identified by this campaign will form part of the Police & Crime Plan which I will draw up and which the Chief Constable will implement.

The map above shows the meetings I have attended during 2017-18. You can find details of my upcoming Your Force Your Voice meetings on my website.

Investing in Our Police



With Esh Group Project Manager Chris Old at the construction site of the new Community Safety Hub

Last year I made a £1.5m investment in neighbourhood policing, including the creation of specialist roles responsible for reaching out to different parts of the community. As well as the introduction of two dedicated hate crime investigators, the Communities and Partnerships department now has five additional crime prevention officers, a rural crime officer and an asylum seeker and refugee worker.

Highlights

- Investment in neighbourhood policing making an impact
- Head of Standards and Ethics appointed from outside of policing
- Development of police estate, including Community Safety Hub

These staff members have already made an impact on the communities they serve. The force's two hate crime investigators have worked to improve the understanding of hate crime and have achieved a number of successful convictions, including a 20-month sentence for a man convicted of publishing racially-motivated threats online. Crime prevention officers provide advice on a daily basis to domestic abuse victims, the elderly and other vulnerable groups.

I'm passionate about Cleveland Police becoming a national lead in handling complaints and misconduct. This work took a step forward in the last 12 months with the appointment of the Head of Standards and Ethics, Cristiana Emsley - the first non-warranted professional to fill the role in the force's history. She will head up the new Directorate of Standards and Ethics, designed by national expert John Armstrong as a blueprint for professional standards departments across the country.

An important part of my plan is ensuring Cleveland Police's officers and staff are located in buildings that allow them to be as effective as possible in delivering an outstanding service to the public. Construction of the new Community Safety Hub is now complete, with staff moving in during the summer. The building is fitted with the latest cutting-edge technology and infrastructure, allowing Cleveland Police and community safety partners to operate flexibly and innovatively. An official opening of the building will take place in autumn.

In addition, a cost-saving collaboration agreement with Cleveland Fire Brigade has allowed us to



Speaking at the opening of the new North East Regional Crime Prevention Centre



The new Community Safety Hub in Hemlington, home to Cleveland Police, my office and partners

refurbish one of their buildings into a Learning and Development Centre - designed especially for the purpose of training police officers and police staff. This was followed by the opening of the new North East Regional Crime Prevention Centre, which brings together both local and national teams to tackle serious and organised crime.

Making savings across our existing contracts releases money which can then be invested in sustaining neighbourhood policing. In July 2017, Mitie Care and Custody were granted the contract to deliver custody management services in Cleveland Police's two custody suites. Not only does this arrangement save £1.8m, but the external service will release operational police officers previously deployed in custody suites. I will continue to work with the force's financial staff to identify where further efficiencies can be made to ensure the force is delivering the best value service.

Getting a Better Deal for Victims and Witnesses



On set with actors from Open Clasp – a theatre company delivering domestic abuse training to police officers and staff (© North News)

I'm pleased to report that 2017-2018 was a busy period of developing and strengthening victim services in Cleveland. Victim Care and Advice Service is continuing to deliver exceptional advice and guidance to vulnerable victims of crime, with 1,412 victims receiving one-to-one support in Cleveland during the last 12 months. This pushes the number of victims reached out to since the service began in 2016 to over 8,000.

Highlights

- Sexual Assault Referral Centre, Independent Sexual Violence Advisor and Restorative Cleveland services commissioned
- Restorative Cleveland awarded national accreditation for high quality service
- Home Office-funded transformations of sexual violence and domestic violence services

My office recently commissioned out two flagship victim services, designed to give victims control to make the choices they feel most comfortable with. A Sexual Assault Referral Centre (SARC) and a Tees-wide Independent Sexual Violence Advisor (ISVA) Service will be provided by Safe in Tees Valley in collaboration with sexual violence specialists Arch North East.

Through these services, victims can disclose sexual violence and explore the options available to them, regardless of whether they wish to report to the police or not. The SARC offers a neutral space for victims to speak to crisis workers, discuss options for forensic examination and have access to specialist guidance and support. The new ISVA service will join up provision across the region for the first time – ensuring that regardless of where a victim lives in Cleveland, they will receive the same high quality service.

I have always believed in the power of restorative justice and want to make sure victims have the choice to take part in RJ if they decide it is the right path for them. Safe in Tees Valley will also deliver Restorative Cleveland, a multi-agency partnership responsible for delivering restorative justice across Cleveland. The partnership was recently awarded the coveted Restorative Services Quality Mark – a national benchmark signifying the high quality of service on offer. The service will be formally launched this year.

In July 2017, the Home Office announced that



Meeting volunteers from Arch North East, who deliver specialist support to victims of sexual abuse

it had awarded a group of partners, led by my office, £420,000 to transform sexual violence services across Cleveland. The project will strengthen services offered by the Sexual Assault Referral Centre, including the introduction of a SARC Link Worker to raise awareness of SARC Services amongst medical professionals who may occasionally come across sexual abuse cases.

The region has also received increased investment in another important area in my plan – domestic abuse. The Whole System Approach to Domestic Abuse project is being piloted in eight Northern police forces, following a successful £7m bid to the Home Office's Police Transformation Fund led by Northumbria PCC Vera Baird.

In Cleveland, a team of experts has been established to deliver the project's aims of developing knowledge and criminal justice support, improving partnership working with family courts, and enhancing multi-agency safeguarding for victims and perpetrators. This project has already made progress; reintroducing the use of domestic abuse vehicles on busy weekend shifts and commissioning live theatre-based training for police officers on the dangers of coercive control.

Tackling Re-Offending



Restorative Cleveland received the Restorative Service Quality Mark for their excellent work

I remain committed to tackling the cycle of offending behaviour many individuals find themselves in, but struggle to escape from. In the past 12 months, assertive steps have been taken in strengthening diversion and rehabilitation work within Cleveland.

In January 2018, the Local Criminal Justice Partnership Plan 2018-2021 was launched. The 27-page document sets out how criminal justice agencies in Cleveland, Darlington and County Durham will work together to support victims, rehabilitate offenders and deliver an effective and integrated criminal justice system.

Highlights

- Local Criminal Justice Partnership Plan launched
- Development of new custody diversion scheme, Divert
- Ground-breaking research into the motivations of CSE perpetrators commissioned

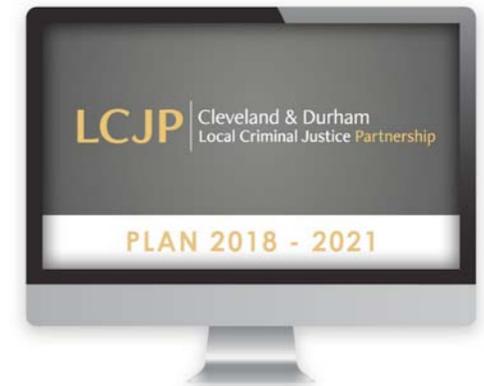
A key part of this plan is a commitment to prevent the offending of those deemed to be at risk and to implement appropriate interventions for prolific offenders. My office is in the process of developing a new custody diversion scheme, Divert, which will place offenders on an individually designed programme, providing an alternative route to prosecution. The programme will work to address the underlying problems causing offenders to commit crime and assist them in making better life choices. It is not about being soft on crime – but being smart on crime.

As well as providing an important experience for victims, restorative justice can have a life-changing impact on offenders. Particularly for offenders in custody, coming face-to-face with the person they have caused harm can result in them choosing to turn away from crime, or taking the positive steps to address the underlying problems in their lives. Agencies can refer offenders to Restorative Cleveland at any point in their journey and restorative justice can be used alongside the criminal justice process. Restorative Cleveland's recently awarded RSQM accreditation gives agencies assurance that the partnership has the highest quality processes and procedures in place to work with offenders.

My commitment to the rehabilitation of offenders has even reached the construction of the new Community Safety Hub in Hemlington. Detainees of HMP Kirklevington Grange have designed and constructed a range of unique furniture from recycled materials, including a former police vehicle and old oil drums. The furniture will be permanently



Signing the newly published Local Criminal Justice Partnership Plan with Durham PCC Ron Hogg



placed in the outdoor staff seating area and arrangements are being made for detainees to help assist with ground-keeping and gardening duties on the new site.

On occasion it is necessary to learn more about why offenders commit crime in order to develop strategies to prevent it. That's why I commissioned a ground-breaking study into the motivations and backgrounds of Child Sexual Exploitation offenders in the North East, the first of its kind the country. Carried out by Barefoot Research and supported by Arch North East, the research highlighted patterns in the behaviour and attitudes of offenders and gave insight into how they became involved in criminality. The study was unveiled in March 2018 at a well-attended conference, presented by a range of national experts and speakers who shared best practice and strategies on preventing offending and victimisation.

Working Together to Make Cleveland Safer



Discussing crime prevention measures around Flatts Lane with the Eston Hills Action group

I have always been an advocate of the power of partnership working and community engagement in tackling crime and antisocial behaviour. 'Your Force Your Voice' is my personal pledge to visit all 79 Cleveland wards and I have been fulfilling this commitment since I was first elected in 2012.

This year I reached my 500th community meeting and celebrated with a special event at Cleveland Police HQ, attended by over 100 people involved in voluntary work across the area.

Highlights

- **Hartlepool Integrated Neighbourhood Team established**
- **Multi-agency action makes an impact in Grove Hill and on Eston Hills**
- **Project manager recruited to roll out innovative information sharing system**

Community meetings often highlight concerns where agencies can work together to make a real difference to the people who live there. In May 2017, it became clear that Grove Hill in Middlesbrough was suffering from extensive antisocial behaviour, gang-related crime and drug dealing. A multi-agency action plan was drawn up, including my office, Middlesbrough Council, Thirteen Housing and Cleveland Fire Brigade to invest over £9,000 for CCTV and other safety measures. While there is still work to be done in the area, this multi-agency action has had a positive impact on people living there.

Another multi-agency success story is the positive changes made to Eston Hills, following years of persistent antisocial behaviour, vandalism and illegal road access. After the community raised concerns about the state of the hills in a community meeting, I established the Eston Hills Action Group – made up of my office, Cleveland Police, Cleveland Fire Brigade, Redcar and Cleveland Council, the Friends of Eston Hills and other local interest groups.

Actions of the group include; the installation of a number of measures by the local authority to restrict access to the Hills; removal of burned out vehicles; increased fire patrols; crime prevention messages delivered by PCSOs in local schools and Operation Endurance – an clampdown on off-road biking.

Since the Action Group was established, there has been a 50% reduction in the number of purposely set fires and a 74% reduction in illegal road use.

It became clear to me that the different agencies in Cleveland were working too independently on community safety problems and that more effective work could be achieved if partners worked more



Meeting members of partner and voluntary agencies across Cleveland

closely in collaboration. In February, Hartlepool Integrated Neighbourhood Team was established, made up of police, fire and the local authority community safety officers. The team are based in one office at Hartlepool Police Station and work together to tackle community problems faster than previously possible. It is the first time this model has been used in Cleveland and I hope the other local policing areas will develop their own integrated teams.

Another way we have improved information sharing between agencies is through the roll out of multi-agency case management system, E-CINS. The software can be used by police, health agencies and criminal justice partners to record information about troubled individuals and victims, resulting in a more joined up picture of their circumstances. A Project Manager has been recruited to support the expansion of the programme into additional areas of work, further boosting the ability of agencies to provide a holistic service.

Securing the Future of Our Communities



Seeing off Cleveland Police Cadets on a PCC-funded trip to Beamish Museum for people with dementia

I've spent much of this year pushing forward with my campaign to get fairer funding for policing in Cleveland, following a crippling 36% reduction in our budget since 2010. In July 2017, the Chief Constable and I welcomed Police and Fire Minister Nick Hurd to Cleveland.

The minister received a detailed presentation from the Chief Constable and was taken on a tour of the local area, where I stressed the impact of government cuts on local policing. I have continued to lobby both national and local politicians to get behind my campaign and put pressure on the government to fund Cleveland fairly.

Highlights

- Continued calls for central government to fairly fund policing in Cleveland
- Over £140,000 granted to small community safety projects
- Introduction of Cleveland Police's first ever Mini Police scheme

In September 2017, it was announced that the government had approved a 1% pay rise for police officers, in addition to a 1% one-off pay award. While I was exceptionally pleased that police officers were finally being recognised for the brave and selfless work they do on a daily basis, it was clear that the required £500,000 would need to be taken from other projects. Considering the financial pressures on police forces, I have no doubt that this money should have been provided by central government. I wrote to both Prime Minister Theresa May and then-Home Secretary Amber Rudd to express my disappointment.

Despite stringent government cuts, I am pleased to report that my Community Safety Fund is still providing small grants to innovative community safety projects and initiatives. During 2017-2018, I granted over £140,000 to 36 crime-fighting projects, including community cohesion events, youth diversionary activity and the purchase of crime prevention equipment. I have also continued to run my Community Safety Awards, recognising those who go the extra mile to make Cleveland a safe place to live, work and visit.

Young people are our future citizens and I have continued to ensure young people are educated about how to make the right life choices. Funding from my office has allowed Show Racism the Red Card to continue to deliver anti-racism workshops in schools, with 2,651 local children attending workshops in 2017-18. In recognising the power of football to reach children in disadvantaged areas, I have also continued to fund Middlesbrough Football Club Foundation's Kicks Programme, which uses football as a way to connect with young people at risk of offending.



Cleveland Police Cadets



Joining young footballers at MFC Foundation's summer Awareness Day in Middlesbrough

I'm incredibly proud to fund Cleveland Police Cadets, who continue to make an outstanding contribution to communities across Cleveland – from assisting officers on large-scale projects to donating their time to renovate community gardens. The scheme is fantastic for instilling good citizenship values and policing knowledge, via friendship, fun and adventure.

We are now able to educate and inspire children at an even younger age. This year saw the pilot of Cleveland Police's Mini Police scheme, a programme designed to introduce children aged 9-11 to the basics of policing and good citizenship. I attended the first Mini Police graduation at Frederick Nattrass Primary School in Norton and it was a delight to see the children so enthralled by policing. All credit is due to the three new School Liaison Officers who did such a fantastic job of bringing policing to life.

Scrutiny and Governance

Scrutiny

An important part of my role as Police and Crime Commissioner is to scrutinise the work of the Chief Constable and to ensure he is fulfilling his duty to provide an effective and efficient police service. I do this through regular scrutiny meetings, in which I put questions to Cleveland Police's chief officers about the performance of the force. I also monitor the Control Room and Daily Incident Logs on a daily basis and attend weekly meetings with the Chief Constable.

Issues raised in scrutiny meetings between the Police and Crime Commissioner and Cleveland Police during 2017-2018:



Governance

As your Police and Crime Commissioner you have the right to know what I do, what money I spend and how I make decisions on your behalf. My staff work hard to ensure extensive information is available on my website about all areas of my work – including decisions, expenses and expenditure, staffing, minutes and dates of public meetings, spending, contract information and vacancies.

Our excellence in this area resulted in my office being awarded CoPaCC's 'Open and Transparency Quality Mark' for the third year running. We are one of the few offices to receive this accolade for the third time and we are recognised as one of the top five OPCCs for transparency in the entire country.



Finance



As Police and Crime Commissioner, I am responsible for making decisions about how money allocated to my office will be spent on policing, reducing re-offending and victim services. These funds are now expected to go further than ever, as the costs of policing increases and government grants remain at a reduced level, resulting in real term cuts of £39m to our budget – and 500 police officers - since 2010.

The impact for the coming financial year is the equivalent to a £1.6m cut, due to inflation and other rising costs. If the precept (the amount paid towards policing in your council tax) remained at usual levels, this would have resulted in the loss of 50-60 full-time police officer posts. I therefore made the decision to increase the precept by £1 per month for Band D properties, although 80% of residents in Cleveland will pay less than this. I am pleased to report that public consultation and the Police and Crime Panel supported the increase.

I am confident that Cleveland Police has robust financial plans in place to support the first-class policing the public expect. I will continue to develop and provide service that complement the needs and demands of a modern police force and will work with the Chief Constable to identify areas where further efficiencies can be made.

Budget Results 2017/18



	Original 2017/18 Budget	Revised 2017/18 Budget	Actual Spend in 2017/18	2017/18 Final (Under)/Overspend
Funding	£000s	£000s	£000s	£000s
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
Funding for Net Budget Requirement	(123,824)	(123,824)	(123,824)	0
Specific Grants	(5,217)	(5,976)	(7,275)	(1,299)
Partnership Income/Fees and Charges	(2,664)	(3,996)	(4,314)	(318)
Total Funding	(131,705)	(133,796)	(135,412)	(1,616)
Office of the PCC Planned Expenditure	£000s	£000s	£000s	£000s
Staff Pay	645	645	661	16
Non Pay Expenditure	205	122	109	(13)
Total Planned Expenditure	850	767	770	3
PCC Initiatives/Victims and Witnesses	£000s	£000s	£000s	£000s
PCC Initiatives	2,406	1,491	1,008	(483)
Victims and Witnesses Services	839	834	760	(74)
Total Planned Expenditure	3,245	2,325	1,768	(557)
Corporate Costs	£000s	£000s	£000s	£000s
Staff Pay	330	361	363	2
Non Pay Expenditure	100	100	100	0
PFI's	6,915	2,178	2,167	(11)
Asset Management	1,605	5,838	5,740	(98)
Total Corporate Costs	8,950	8,476	8,371	(106)
Police Force Planned Expenditure	£000s	£000s	£000s	£000s
Police Pay	66,740	66,910	67,106	196
Police Overtime	1,375	1,876	2,178	301
Staff Pay	9,755	10,387	10,263	(124)
Police Community Support Officer Pay	4,255	4,364	4,284	(80)
Pay Total	82,125	83,538	83,830	292
Major Contracts Total	20,077	19,685	19,910	225
Non-Pay Budgets				
Other Pay and Training	380	859	883	24
Injury and Medical Police Pensions	2,435	2,508	2,691	183
Premises	3,620	3,531	3,394	(136)
Supplies and Services	7,035	6,402	6,364	(39)
Transport	1,576	1,518	1,380	(138)
External Support	2,587	2,294	2,232	(62)
Non-Pay	17,633	17,112	16,944	(167)
Total Planned Force Expenditure	119,835	120,335	120,685	350
(Surplus)/Deficit	£000s	£000s	£000s	£000s
Transfers to/(from) General Fund	(2,000)	(2,000)	(2,000)	0
Transfers to Capital	750	1,206	1,806	500
Transfers to/(from) Earmarked Reserves	75	2,586	3,954	1,368
Net (Surplus)/Deficit After Reserves	0	0	(58)	(58)