



POLICE AND CRIME
COMMISSIONER
FOR CLEVELAND

"...this is your force and your voice deserves to be heard."

Barry Coppinger, Police and Crime Commissioner for Cleveland

Police and
Crime Plan
2014/17

Contents

Page

2. Introduction by the Police and Crime Commissioner.
3. Retaining and developing Neighbourhood Policing.
4. Ensuring a better deal for victims and witnesses.
5. Diverting people from offending, with a focus on rehabilitation and the prevention of reoffending.
6. Develop better coordination, communication and partnership between agencies to make the best use of resources.
7. Working for better industrial and community relations.
8. Resources.

If you require a printed version of this document please email:

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In this document where items in a list are numbered it is for ease of reference rather than hierarchical significance unless otherwise stated.

This document provides details of the PCC objectives and how they will be delivered. The full Police and Crime Plan, appendices and further information are available at www.cleveland.pcc.police.uk

Introduction

Following my election in November 2012, and publication in 2013 of the statutory Police and Crime Plan, this update revisits and reviews activity, sets out 34 actions planned for next year and also highlights some of the areas of activity during 2013.

These are challenging times, with severe budget cuts resulting in the loss of posts in policing and in partner agencies. To have continued to reduce crime is a real achievement by the officers and staff of Cleveland Police, our partners and our local communities.

I have attended over 140 local meetings across Cleveland as part of my "Your Force, Your Voice" programme and have listened to views about all aspects of policing and wider community safety issues. This has shaped my Plan and gives strategic direction to the Force.

After consulting widely, I have concluded that my 5 priorities - protecting Neighbourhood Policing; support to Victims; diverting people from offending; better co-ordination with local agencies and good community and industrial relations - should remain unchanged. In pursuit of this, my priorities for 2014/17 will be:

- to ensure that neighbourhood policing remains at the core of policing. I see this as the cornerstone of much of service delivery and where partnership activity is essential;
- to prepare a commissioning strategy for victims' services, I will ensure that it accurately reflects local needs;
- to monitor the transition of probation services to the private sector I will develop criteria to hold any new provider to account;
- to explore and encourage collaboration across our emergency services and wider public sector in order to improve resilience, reduce costs and support service provision;
- further development of Restorative Justice arrangements across Cleveland, including creation of a 'Restorative Justice Champion' post, funded via the Ministry of Justice;
- the undertaking of an external and wholly independent 'organisational health check' of Cleveland Police, to ensure that the leadership style is appropriate, ethical and sustainable.

The Home Office and Her Majesty's Inspectorate of Constabulary (HMIC) have confirmed Cleveland Police is making ongoing progress, which is welcome and complements the solid support expressed by the public across Cleveland over the last year.

I hope you find this plan of interest and will help me implement it in the best interests of all residents and businesses in the Cleveland area.



Barry Coppinger,
Police and Crime
Commissioner for Cleveland

March 2014

Retaining and developing Neighbourhood Policing

In 2013 I have:

- through my 'Your Force,YourVoice' programme of consultation and engagement, visited all 82 wards across Cleveland to hear directly the concerns of local residents;
- endorsed the Force restructure. This includes the transfer of detectives to neighbourhood teams, mapping of resources to match demand and bringing together tasking and co-ordinating resources with the intelligence function. This has resulted in improved action on information received and better targeting of hot-spots;
- launched the first annual Cleveland Community Safety Awards to recognise and reward the actions of agencies and volunteers within the local community. The awards were sponsored by local housing providers and the awards' ceremony was hosted by Teesside University;
- hosted Cleveland's first Criminal Justice Volunteers' Fair; to promote volunteering opportunities within the Criminal Justice System (CJS). Over 900 expressions of interest were received including custody visiting, the Special Constabulary, mediation services, helping tackle domestic violence;
- launched the Property Act Fund to support community projects which contribute to meeting PCC objectives. This has distributed £39,000 to 46 community-led projects;
- hosted the first regional Rural Crime Conference in Cleveland, to bring together agencies and communities to better tackle issues within rural neighbourhoods.

In 2014/15 I will:

- continue and develop the 'Your Force,YourVoice' programme of consultation and engagement making sure there is a focus on minority communities;
- increase the number of Special Constables to 200;
- support implementation of a Force neighbourhood policing communication plan (involving partners) to strengthen links with communities and improve understanding of the work of our policing teams;
- work with communities, neighbourhoods and partners, to develop responses to new legal requirements for tackling antisocial behaviour, such as the introduction of community remedy interventions and the community trigger;
- host a 'stage 2' antisocial behaviour summit, with partners, to build on the recommendations and proposals made at the first summit, and to ensure appropriate responses to legislative changes;
- restructure Neighbourhood Watch to a single standard, involving partners in messaging arrangements and encouraging more residents to become involved.



Ensuring a better deal for victims and witnesses

In 2013 I have:

- developed a regional strategy with the Police and Crime Commissioners in Durham and Northumbria to tackle violence against women and girls;
- held fraud prevention road-shows in shopping centres across Cleveland, talking directly with the public and giving out crime prevention advice in the run up to Christmas;
- hosted a Disability Hate Crime seminar; which has led to multi-agency work to establish Cleveland wide standards for hate crime reporting centres and several media campaigns to raise awareness of the issue;
- launched a Cleveland wide 'Safe Places' scheme to support vulnerable people which is supported by a number of agencies and retailers, including Marks and Spencer;
- worked with the north-east Police and Crime Commissioners to produce a 'Myth-buster' leaflet to dispel commonly reported myths and set out the facts about asylum seeking.

In 2014/15 I will:

- develop a Commissioning Strategy to focus on services for victims and prevent reoffending;
- improve feedback from the police to victims as part of the drive for better victim and witness satisfaction and confidence;
- undertake a programme of consultation with victims to inform the commissioning of services and the implementation of new antisocial behaviour legislation;
- implement a Cleveland delivery plan, to support the regional Violence Against Women and Girls' Strategy;
- drive the implementation of the new Victims' Code of Practice;
- launch a training DVD to frontline officers focused on tackling disability hate crimes;
- encourage victims and witnesses to report hate incidents;
- improve services and access to the Cleveland Sexual Assault Referral Centre (SARC);
- improve support for children and young people who are victims of sexual assault.



Diverting people from offending, with a focus on rehabilitation and the prevention of reoffending



In 2013 I have:

- implemented Restorative Justice in Cleveland Police and secured Ministry of Justice funding for a 'RJ Champion' post. More than 700 young offenders have been diverted from the criminal justice process during the first year;
- promoted Community Payback schemes encouraging people to put forward ideas for projects to be undertaken by offenders;
- rolled out a Cleveland wide screening model to engage with young people entering custody and divert them from reoffending;
- established a Young Peoples' Strategic Planning Group, to advise on commissioning services that diverts and protects young people from crime and disorder. The group meets bi-monthly and has been instrumental in the roll-out of street triage services for youth offenders. It has also carried out a consultation exercise to enable young victims of sexual exploitation to better understand the court process;
- monitored the Troubled Families Programme within the Force area and encouraged the most successful to be emulated across Cleveland. Established the work as 'mainstream' rather than as a time-limited project.

In 2014/15 I will:

- work with partners to improve Restorative Justice arrangements;
- support the expansion of Restorative Justice to adult offenders;
- support the creation of a single Integrated Offender Management (IOM) team for Cleveland;
- monitor and hold to account any new probation providers;
- promote 'best practice and successful' restorative projects and the Community Payback scheme and work with any new provider to improve schemes;
- develop further the pre-custody mental health project (street triage) to include custody based care pathways.

Develop better coordination, communication and partnership between agencies to make the best use of resources

In 2013 I have:

- introduced a collaborative assessment process in police custody, to support people with issues which have contributed to their offending such as addictive behaviour;
- supported Safer Future Communities for the voluntary and community sector; to influence future collaboration, reduce crime and increase community safety;
- become an executive member of the Cleveland & Durham Criminal Justice Board. To promote greater effectiveness and partnership working, the Local Criminal Justice Board Project Manager has relocated to my office.
- supported the Local Criminal Justice Board improving the use of Victims' Personal Statements in the criminal justice process through a collaborative approach. As a result, the Crown Prosecution Service now presents a victim's personal statement at court hearings for domestic and sexual violence cases to inform sentencing;
- introduced a comprehensive performance management process to oversee the Force's performance and also the work of PCC sponsored community safety projects;
- developed a comprehensive website - www.cleveland.pcc.police.uk - which highlights all aspects of my work as PCC; communicates with the public via social media and web-chats and links to the work of many local and national agencies.

In 2014/15 I will:

- review my office activities and further reduce operating costs, where possible;
- conclude development of an Estate Strategy and decisions on a new police headquarters;
- encourage and support collaboration across emergency services and broader public sector;
- lobby on key crime and disorder issues affecting the Cleveland area, with a continued focus on minimum alcohol pricing and firearms' licensing;
- develop and support business cases, with partners, to bid for Police Innovation Funds with a focus on promoting partnership and collaboration;
- improve the use of digital working and technology to make sustainable improvements and efficiencies.



Working for better industrial and community relations

In 2013 I have:

- appointed a new Chief Constable who now leads nationally on ethics and professional standards;
- become a Living Wage accredited employer;
- established a joint, independent Audit Committee, to oversee the work of the Force and the Office of the Police and Crime Commissioner (OPCC);
- received an external audit report regarding the 2012/13 accounts, concluding I have made proper arrangements to secure economy, efficiency and effectiveness in the use of resources;
- reduced the budget of the OPCC by 23% (£270k) when compared to Cleveland Police Authority enabling more money to be focused on frontline services. Over 99% of the overall budget is currently spent on supporting policing;
- received Home Office endorsement of my plans for the 'stage 2' transfer of staff to the Chief Constable, along with clear division of responsibility and accountability for the two 'corporations sole';
- commissioned an external and wholly independent health check to ensure that the leadership style of Cleveland Police is appropriate, ethical and sustainable.

In 2014/15 I will:

- support the Living Wage campaign, by ensuring Cleveland Police and our strategic partners adhere to Living Wage requirements as contracts are renewed;
- develop further a programme of staff engagement and consolidate the 'stage 2 transfer' arrangements and organisational changes;
- support the independent, joint Audit Committee in monitoring performance on key business issues;
- continue to support and assist the strategic Independent Advisory Group drawn from across the community;
- monitor the impact of the Cleveland Police Staff Transfer Scheme, early retirement and voluntary redundancies, to ensure that frontline services continue to deliver quality services;
- receive and consider the 'organisational health check' report and draw up an action plan as appropriate.
- promote tolerance, equality, fairness and transparency.



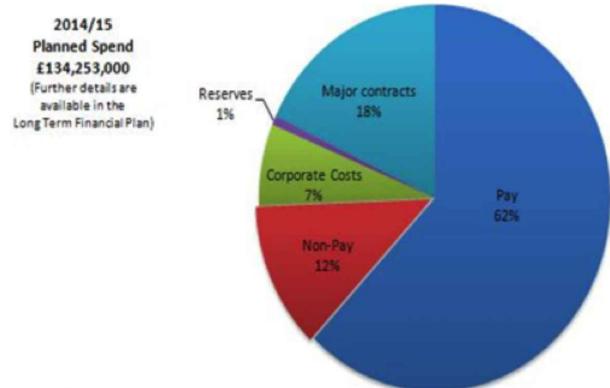
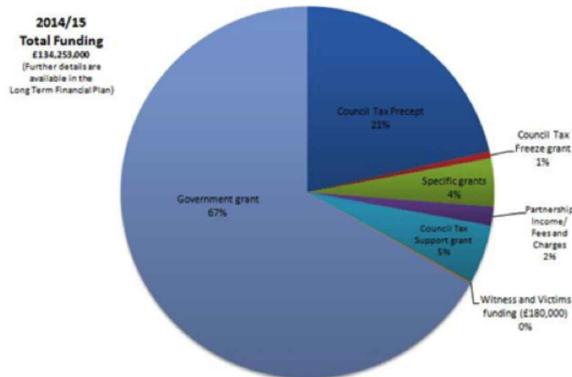
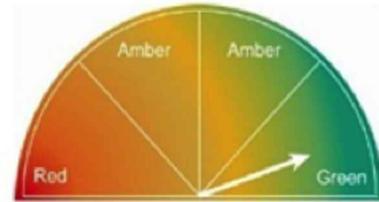
Resources

I have financial planning arrangements which have been audited and recognised as robust by auditors and HMIC. My Long Term Financial Plan (LTFP) sets out in detail the funds available and how these are spent. A brief summary is shown on this page. If you require more information, please go to the Financial Information section on my web site.

"HMIC considers that Cleveland Police is on track to meet its savings requirements as set out in its Policing in Austerity: Rising to their Challenge report."

Police Crime Commissioner for Cleveland Governance - Post PCC Election Review: Good Governance and Financial Management

Overall Opinion



The impact of continued austerity and the financial challenges it presents will result in a reduction of staff and budgets as shown below:

Employee Numbers (average per year)	2013/14	2014/15	2015/16	2016/17
	FTE	FTE	FTE	FTE
Police Officers	1,441	1,378	1,349	1,349
PCSOs	158	145	132	132
Funding forecast (£)	137,458k	134,253k	130,397	127,937



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