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PCC Scrutiny, Delivery & Performance Meeting

Date: 30 March 2017
Time: 10am – 12pm
Venue: PCC Conference Room

Agenda

		Presented by
1.	Apologies For Absence	
2.	Declaration of conflict of interest/disclosable pecuniary interest	
3.	Notes of the previous meeting 31 January 2017 27 February 2017	
4.	Force Performance Update	Cleveland Police
5.	Transforming PSD - Update	DCC/Chief Executive/Transforming Professional Standards Team
6.	Everyone Matters	Cleveland Police
7.	Updates from Inspection Reports – no items Response to HMIC PEEL Effectiveness Inspection (To note)	OPCC
8.	Community Safety Hub - Update	CSH Senior Special Project Manager
9.	PCC Scrutiny questions	Cleveland Police

10	Any Other Business	
11	Date of next meeting – 31 May 2017	



Scrutiny, Delivery & Performance Meeting
Tuesday 31 January 2017
11am – 12.30pm
PCC Office, Police Headquarters, Ladgate Lane

Present

B Coppinger, Police and Crime Commissioner for Cleveland
S Dennis, Chief Executive & Monitoring Officer, OPCC
J Hodgkinson, Assistant Chief Executive, OPCC
D Lamplough, Temporary Superintendent, Cleveland Police
J Nellist, Commissioner's Officer, Scrutiny and Policy, OPCC
S Nickless, Deputy Chief Constable, Cleveland Police
E Pout, Standards and Scrutiny Manager, OPCC

1. **Apologies for absence**

None.

2. **Declarations of interests**

None.

3. **PCC scrutiny questions**

CLOSED SESSION: Operational Matters

- 3.1 Aspects of the meeting involved the discussion of matters of operational sensitivity and therefore - it follows that aspects of the notes (published under Paragraph 5(c) of the Schedule to the Elected Local Policing Bodies (Specified Information) Order 2011) record consideration of items involving information fitting the description(s) set out in Regulation 2(2) of those Regulations.

“(2) Nothing in this Order applies to information if publication of that information—
(a) would, in the view of the chief officer of police, be against the interests of national security;
(b) might, in the view of the chief officer of police, jeopardise the safety of any person;
(c) might, in the view of the chief officer of police, prejudice the prevention or detection of crime, the apprehension or prosecution of offenders, or the administration of justice; or
(d) is prohibited by or under any enactment.”

- 3.2 Temporary Superintendent Lamplough addressed the meeting on the following: a full and detailed presentation on the systems and processes in place for dealing with authorisation, monitoring, review and assurance in respect of:
- i. Directed surveillance;
 - ii. Intrusive surveillance;
 - iii. Property interference;
 - iv. Covert human intelligence sources; and
 - v. Communications data.

- vi. The legislation and relevant case law governing the powers and duties of the Force;
- vii. The roles and identities of authorising officers;
- viii. How authorising officers are trained and continuously developed;
- ix. Where the Force obtains specialist advice when it is required; and
- x. How risks are managed throughout the lifespan of an authorisation
- xi. The roles of the Inspectorates such as OSC, IOCCO, HMIC – to include a summary of relevant inspections since 2012.

3.3 What is the current authorisation process, who oversees it, how do officers ensure that it complies with the procedures within the RIPA Act, are there, in the Force’s opinion, any improvements that can be made to the authorisation process?

It was noted that the Force uses workflow systems for the authorisation processes in the use of RIPA powers.

The Chief Executive and Monitoring Officer sought assurance as to the quality of decisions made. Temporary Superintendent assured the PCC that regular meetings are held with officers and that reviews on decisions are carried out. It was also noted that Cleveland Police was one of the first Forces to introduce the role of an Independent Authorising Officer. The Deputy Chief Constable added that the majority of decisions are considered by the Authorising Officer or the Deputy Authorising Officer.

Any applications not approved are cancelled. The Chief Executive and Monitoring Officer asked what the proportion of refusals is? *[Closed notes subject to regulation 2(2)]*.

The PCC asked if getting appropriate legal advice is needed when considering applications. It was noted that applications are reviewed on face value Applications are reviewed on face value, if advice had been obtained it to be detailed in the application. There is an expectation that a clear understanding of the law underpins the application.

3.4 What are the Force’s policies/rules/procedures – what monitoring systems are in place to ensure that they are being followed correctly?

The Force monitoring systems uses work flows which included deadlines and timescales.

3.5 How many CCTV cameras does the Force have?

Cleveland Police do not own any CCTV cameras although the Force is able to make use of local authority CCTV in the pursuit of investigating crimes. The question did not directly relate to Body Worn Video.

3.6 How many Covert Human Intelligence Sources (CHIS) does the Force use?

[Closed notes subject to regulation 2(2)].

3.7 How many requests are made under the RIPA Act and how many of those requests are refused?

[Closed notes subject to regulation 2(2)].

3.8 How often are the appropriate policies in this area reviewed?

It was noted that the RIPA is legislative and not part of the Force policy processes. Changes are made in operations to reflect legislative changes.

3.9 **What checks are being made to ensure compliance and how often do those checks take place?**

Compliance with Covert Human Intelligence Surveillance checks are completed in line with current legislation.

3.10 **How much does the Force spend and is it proportionate to the level of investigations needed? How does the Force ensure that it is not spending too much money or being more intrusive than it needs to be?**

Costings are provided with every application for data access and decisions are made on balance with necessity and benefits.

Undercover policing adheres to national processes. This naturally draws on resources and equipment in the delivery of operations. These are assessed regarding resource availability and capacity within budget provision.

Achieving efficiencies in the delivery of surveillance work is an area where opportunities for further collaboration may be explored.

At an individual case level, proportionality is a key consideration inherent in the authorisation process.

3.11 **Are the right people trained in the right things? If not, what learning needs have been identified and how will they be addressed?**

Changes introduced in the revised Investigatory Powers Act are pending. The Office of Surveillance Commissioners (OSC) produce a wealth of guidance available to surveillance officers; IOCCO guidance is less extensive Supt Lamplough outlined in his presentation, the professional development and current awareness work he undertakes.

The Chief Executive and Monitoring Officer as what risk management is in place to protect Covert Human Intelligence Surveillance operatives? It was noted that officers receive accredited training which includes robust risk assessment of the health and wellbeing of informants and officers. Officers carry out comprehensive and on-going risk assessments and the Senior Responsible Officer has oversight of the team.

3.12 **Where does the Superintendent go for advice? Do we have the sources of specialist advice available to officers?**

Advice can be drawn from peer groups, the three force region or the seven force region. Support is also included by Home Office and DCLG as appropriate. Recourse to in-house legal services is not currently extensive or frequent.

3.13 **What improvements could be made to the Force's processes in this area and if so what is the proposed timescales implementing those improvements?**

3.14 Surveillance officers continuously improve their skills and knowledge in line with legislation, guidance and recommendations from inspections. The Force surveillance service provision was rates as 'exceptional' and improvements are reflected in recent Inspections.

3.15 The Chief Executive and Monitoring Officer asked if the Force will make requests in relation to the design of future services and if there is anything the PCC can do to assist this?

- 3.16 It was **Agreed** that the Force must ensure that their Legal Team are able to officer expertise to Authorising Officers, over and above what those Authorising Officers have been training in. This should be built into the specification for collaborative working which is being considered by the Director of Evolve Legal Services.
- 3.17 It was **Agreed** that the PCC will contact the government to encourage the new inspectorate to issue guidance and answer support requests, to assist practitioners.
- 3.18 It was **Agreed** that the PCC would write to fellow PCCs to raise awareness of his scrutiny work on this topic and that he will henceforth be engaging with OSC and IOCCO (and successor body) in the same vein as he does HMIC.
- 3.19 The PCC offered his ongoing full support to working with the Force to deal rigorously with the issues which arose from the IPT. Therefore, as part of the robust scrutiny of this issue the PCC will (i) embed regular updates from the Force into the PCC's scrutiny programme and (ii) ask for further detail of the action taken to respond to the IOCCO recommendation of 2012.
- 3.20 The Chief Executive and Monitoring Officer asked if the retention of data and records in this areas of business, are consistent with MoPI. The Temporary Superintendent confirmed that they are compliant.
- 3.21 The PCC thanked the Deputy Chief Constable and Temporary Superintendent for their presentation.
4. **Forward plan** – None.
5. **Next meeting** – Monday 27 February 2017.



Scrutiny, Delivery & Performance Meeting

Monday 27 February 2017

1 pm

PCC Office, Police Headquarters, Ladgate Lane

Present

Barry Coppinger, Police and Crime Commissioner
Iain Spittal, Chief Constable, Cleveland Police
Simon Dennis, Chief Executive and Monitoring Officer, OPCC
Graeme Slaughter, Chief Finance Officer, Cleveland Police
Michael Porter, Chief Finance Officer, OPCC
Simon Nickless, Deputy Chief Constable, Cleveland Police
Joanne Gleeson, Head of Strategic Finance, Cleveland Police
Kate Rowntree, Executive Officer, Cleveland Police
Dave Lamplough, Detective Superintendent, Cleveland Police
Andy Knayton, HMIC
Hazel Thompson, Note Taker, OPCC

1. Apologies for absence

These were received from Elise Pout, Standards and Scrutiny Manager, OPCC and Judith Nellist, Scrutiny and Policy Officer, OPCC.

2. Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

None declared.

3. Notes of the Previous Meeting

These were approved for publication.

4. Management and Performance Updates

- 4.1 **PCC's Q3 Budget Monitoring Report** – The OPCC Chief Finance Officer presented his report which provided the financial position to the end of January 2017 and requested that the recommendations be noted by the PCC. Underspends and overspends were highlighted with reference made to the Victims and Witness Services which was forecasted to underspend by £850k. This was predominately due to the impact of the recruitment timescales which had prevented the additional resources being employed during 2016/17.

The overall forecast for the remainder of the financial year is a predicted underspend of £470k, this equated to 0.4% of the overall OPCC budget for 2016/17. It was highlighted that there were a number of pressures which could reduce this position before the year end.

There were no questions and the report was noted.

- 4.2 **Cleveland Police Budget Monitoring Report** – The Force’s Chief Finance Officer presented his report which provided assurances that the Force’s revenue and capital plans for 2016/17 were being delivered effectively.

It was noted there was a change from Period 8 where a caveated forecast of a break even position was reported. Owing to ICT remedies and other unexpected revenue expenditure this forecast now indicated a possible £400k overspend.

Reference was made to the investment made in the Everyone Matters Strategy and the Professional Standards Review. This was considered essential investment for tackling root causes thus preventing unnecessary revenue costs in future years.

The key risks for capital expenditure were outlined, with reference made to ICT capital schemes. Assurances were provided that lessons had been learnt from the delivery of ICT capital schemes during 2016/17 and more robust processes have been implemented to ensure problems were not replicated during 2017/18.

There were no questions and the report was noted.

- 4.3 **PCC’s Report of Robustness of Estimates and Adequacy of Reserves** – The PCC’s Chief Finance Officer presented his report which informed of the robustness of estimates and the adequacy of the level of reserves which the PCC is required to take account of when determining the budget.

Reference was made to 4.1.1 of the report which detailed the funding available. The disparity of funding across the country was discussion and the long term impact this will have on the organisation. Also the reduction of specific grant funding which was also a factor impacting on the long term budget setting process. Assurances were provided that funding levels were robust however any changes to funding formulas could change this position.

Assurances were also provided in relation to sufficient levels of reserves and balances which provided for known, anticipated and unforeseen costs and liabilities.

It was noted that a submission had been made to the Home Affairs Select Committee to request that income generated from proceeds of crime and court fees could be retained by the Force.

There were no questions and the report was noted.

- 4.4 **PCC’s Report of Overall LTFP and Capital** – The PCC’s Chief Finance Officer presented his report which outlined the Long Term Financial Plan (LTFP) for 2017/18 to 2020/21 in line with legal requirements. The recommendations of the report were outlined. This included an overview of expenditure as detailed in Appendix A and B. The projections detailed around risks and reserves were also discussed.

The PCC asked whether options and costs associated with the expiry of the Sopra-Steria were being considered by the Force. It was reported that the Force had a couple of years to consider options and develop a business case to address this.

The recommendations of the report were agreed.

- 4.5 **Cleveland Police LTFP** – The Force’s Chief Finance Officer presented his report which outlined the Force’s Long Term Financial Plan 2017/18 to 2020/21 and Capital Plans 2017/18 to 2020/21. The

PCC was requested to agree the budget proposals for 2017/18 and the Long Term Plan for 2018/19 to 2020/21.

It was reported the Force would be required to continue to make savings in order to provide resilience going forward, increasingly there was less resilience within the budget and the pressures would require the organisation to flex its savings targets.

Assurance was provided around the impact of pension costs and the growth around ICT capital expenditure during 2018/19.

The Chief Constable commended the work done by the PCC Chief Finance Officer and the Force Chief Finance Officer on the capital replacement programme which places the organisation in a much stronger position. This level of knowledge and expertise together with the quality of work was much appreciated.

The recommendations of the report were agreed.

- 4.6 **PCC's Report of Prudential Indicators and Annual Investment Strategy** – In compliance with the CIPFA Prudential Code of Practice the PCC's Chief Finance Officer presented his report which detailed the Prudential Indicators for the financial year 2017/18. The PCC was requested to approve the recommendations outlined in the report.

The report was noted and the PCC approved the recommendations.

- 4.7 **PCC's Report on Minimum Revenue Provision (MRP) Strategy** – The PCC's Chief Finance Officer presented his report relating to the minimum revenue provision 2017/18. The PCC was requested to approve the recommendations.

The report was noted and the PCC approved the recommendations.

5 PCC Scrutiny Questions

- 5.1 ***Neighbourhood Policing – Further to information provided at the last meeting, could the Force provide additional update to include information on the progress of the recruitment to the fifteen posts that were advertised recently.***

It was reported that this recruitment programme was progressing well with successful applications now at the vetting stage. Feedback from the hiring panel indicated that the standard of applicants had been very high and during interview outstanding qualities had been demonstrated.

- 5.2 ***Football duties impacting on staffing and Police morale – TV companies have considerable influence over the clubs scheduling of games because they want to broadcast the matches on the dates/times that accommodate their business interests. Could the Force outline the plans for staffing the up and coming fixtures with Middlesbrough and Hartlepool in both the Premier League and the FA Cup and clarify whether the increase in the number of matches and their timings has had detrimental impact on welfare/morale within the Force?***

It was reported that the Force adopted an intelligence-led approach to planning resources for all football matches. This involved matches being risk assessed and resources allocated accordingly. The threat and risk assessments had been reviewed this year owing to the change in league for Middlesbrough Football Club. This approach had resulted in 150 less staff required for high risk games. Reference was made to the agreed 'footprint' in terms of when the Force can re-charge the Clubs for policing of matches. Re-charges were based on national agreed rates.

The process for the selection of staff for matches was explained in light of the 4 on 4 off shift pattern and the need to use off duty staff. It was acknowledged that there were issues around the short notice of televised matches for the Premier League, particularly Cup games. The Force confirmed that it continually reviewed the impact matchday policing had on staff to ensure the right balance of wellbeing against its ability to execute its public safety responsibility.

5.3 *What succession plans are in place to ensure that E-CINS project continues to be managed and driven forward following the retirement of the current lead? What actions will be undertaken to ensure that partnership commitment is achieved at the relevant level, particularly in the areas of adult and children's safeguarding, to ensure that frontline staff utilise the system effectively for case management?*

The Force recognised the requirement to identify a successor to take ownership and continue to develop the project. It was reported that consideration was given to where the role sits within the wider partnership and what the requirements of the role needed to be. The benefits of the project to date were discussed and it was noted that E-CINS is a key system for the future particularly in terms of working with multi agency partners.

5.4 *IOCCO/PSD – Following the IOCCO inspection in 2012 recommendations were made to the Force, whilst it is noted that the recommendations have been implemented and this was acknowledged by IOCCO, could the Force provide a detailed account of the actions that were taken specifically in reference to the recommendations 2 and 3 of the action plan that was produced. OSC also made adverse comment about CHIS management in strong terms in their 2015 inspection. Can the Force provide reasonably detailed assurance of the work done to respond to those comments?*

The Force provided a detailed account of the approach it had taken to address the recommendations of this inspection. In relation to recommendation 2 it was noted that a new process had been adopted which required the Authorising Officer to be given a briefing prior to submission, at which less intrusive tactics can be discussed. Other changes involved the submission now having to go before a Judge.

In relation to Recommendation 3 it was reported that Head of Professional Standards had been briefed to ensure compliance and process implemented to ensure SPOC's had clear purpose.

With regards to CHIS management it was reported that all CHIS handlers had now received accredited tradecraft training. Additionally, improvements to the communication systems utilised by CHIS staff now enabled covert management that does not compromise CHIS telephones. This improved line management and controller responsibility and provided more robust scrutiny.

To provide further assurance the Force provided a quote from the OSC Inspection 2016 – *All recommendations from previous inspection discharged. "The public whom Cleveland Police serve can be reassured it is a public authority that respects the protection of Human Rights under RIPA and a positive culture to maintain high standards was a thread that ran throughout all those spoken to in the organisation" – Alex Drummond (OSC Inspector)*

5.5 *It would assist the PCC's understanding on behalf of the public if the Force would also comment on whether the specific issues identified by IOCCO in 2012 and the actions taken to remedy them, were considered in the course of determining the litigation strategy in the IPT case of Dias and Matthews v The Chief Constable.*

Information was requested by the IOCCA Commissioner for the IOCCO inquiry into the use of Chapter 1 of Part 2 of the RIPA to identify journalistic sources (Report issued 4 Feb 2015). The PCC would like to consider the Force's response.

The Force reported that those acting for Cleveland Police in the litigation before the Investigatory Powers Tribunal had specifically considered the 2012 IOCCO inspection report when considering the approach to be taken before the IPT.

5.6 Proposed move to a 'two-ACC' structure – The cost to the public purse of this additional Chief Officer post is c£140k. Could the Force please provide information on the following:

- 1) An outline of the key aspects of the 'return on investment' which the public can expect. In other words, what positive improvements will be seen, by when and why do they represent good value for money?**
- 2) Did the Chief Constable consider other ways of achieving the benefits identified – such as a further non warranted ACO role, or a superintending rank 'chief of staff' role? If so, why were these options discounted in favour of a further ACC position?**
- 3) Will the Chief Constable be considering adjustments to the numbers or responsibilities of other Police senior management roles under a 'two-ACC' strategic leadership model?**

The Chief Constable outlined the significant challenges impacting on the communities served by Cleveland Police which provided context to this proposal. Reference was made to the HMIC grouping where Cleveland was compared with larger metropolitan forces highlighting the complexity of leading both the operational policing activity and the organisational development required to meet the challenges this presented.

It was reported the pace and demand of business transformation will continue to increase over the coming years and this would require strong strategic oversight and direction.

Reference to comments made by the HMIC in 2015 and in the 2016 Efficiency Inspection report supported the Force's Towards 2020 programme as a solid business approach. This programme set out the strategic intent in relation to planning service provision and reshaping services along with partner organisations. This was supported by a long term financial plan for 2016-20. Further, the latest HMIC inspection graded the organisation's operational effectiveness as 'good' and identified a number of areas that could be improved upon.

In response to Question 1:

'The additional cost includes the re-structure of the Executive team, not just the addition of the ACC post.

The addition of the ACC role is to enable sustained organisational development and improvement at the same level of intensity that HMIC has recognised in their PEEL inspections through 2016/2017. This would not be possible, whilst maintaining the health and wellbeing of the current post holders, without additional capacity being added. The additional role is also essential if we are to maximise the opportunities currently being developed for collaboration locally, regionally and nationally within policing, along with growing the appetite for local collaboration outside policing, including with Cleveland Fire Brigade.

As I outlined above, our communities face complex and determined criminal groups the addition of additional, experienced Executive level leadership will ensure we are better able to have impact on these groups, work with partners and make our communities safer and stronger in to the future.

The impact of the additional role will be grown through 2017 with the full effect being visible through HMIC PEEL inspections, progressing Cleveland Police to 'Good' on all core measures and being seen as a leading organisation in the growing world of collaboration and prevention.

Moving policing to sustainable 'Good' or better ensures that the communities we are responsible for protecting from harm receive the best possible local policing service.

I am firmly of the view that this will represent and will be seen to represent good value for money over the coming years.'

In response to Question 2

'In short, yes I have reflected on the wide make up of the Executive team. The pace of change and complexity of operational delivery required here at Cleveland requires, in my professional opinion, additional chief police officer capacity and experience. The scale of the challenges our communities face are such that I need to subdivide operational responsibilities if we are going to provide the best possible service and maximise our effectiveness and the effort applied locally through collaborated units of operational policing. This is not something that could be achieved by an ACO and my experience of working in this arena, like it or not, shows that rank is important when working across forces and partners in collaboration. Hence my decision to appoint an ACC in preference to an experienced Chief Superintendent or an additional police staff chief officer.'

In response to Question 3

'The development of resource distribution across the force will be undertaken in the same considered manner that I have developed and led over the last 3.5 yrs. If, when considering all that we have to achieve, I am convinced that there is a need to re-shape our senior leadership model, either up, down this will be done with a clear rationale.'

In conclusion, the Chief Constable confirmed that he had engaged locally with all three staff associations and the Union. Additionally, this proposal had been discussed with HMIC Mike Cunningham and his team. All parties had supported this proposal and it was confirmed that in financial terms the increase to the overall Executive Team budget would be 0.12%.

5.7 PEEL: Legitimacy – December 2016 – Update on Progress with Recommendations

The Deputy Chief Constable provided an update on the progress the Force had made on the three key areas identified for improvement. This was supported by the attached presentation.

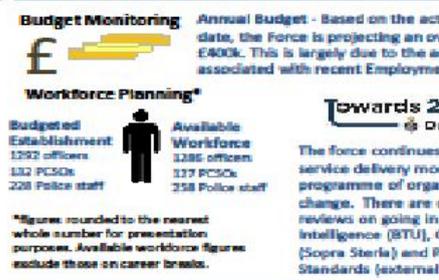
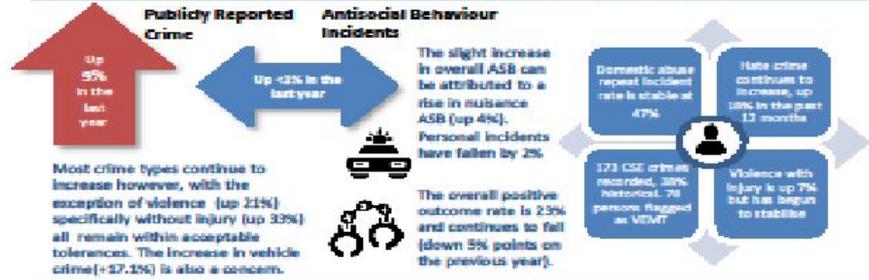
PCC Legitimacy AFI
Update FEB 2017.ppt

Making our communities safer, helping them to be stronger



Operational Effectiveness
Placing victims at the centre of all that we do

Organisation
Right people, right place, right time



Leadership and People
Collectively striving to be the best that we can be, every day

Legitimacy and Accountability
Ensuring our actions and intentions



All figures are correct at the time of publication but remain subject to further change



Scrutiny, Delivery & Performance Meeting

30 March 2017

Transforming PSD – Update

Purpose of the Report

1. To ask for an updated position regarding the Transformation of PSD.

Information Required

2. In order to gain a greater depth of understanding and assurance, information is required on the following:
 - a) A general overview of the PSD review to date.
 - b) During the course of the review of PSD, what specific problems have been identified and what actions have been taken to remedy those issues?
 - c) What training has been provided for existing staff?
 - d) Linked to the review of PSD – in December 2016 the IPCC wrote to all constabularies following the HMIC PEEL legitimacy inspection reports regarding the abuse of authority for sexual gain, where some of the findings had caused concern. (There were 2 cases over the past 5 years in Cleveland). Therefore, in the light of recent national concerns about referrals of serious cases to the IPCC in respect of abuse of authority, can the Force provide reassurance that there are robust procedures in place that ensure that the mandatory and discretionary referral criteria are applied rigorously?
 - e) An update to assist the PCC to understand themes and trends and details of the quarter 3 complaints statistics (IPCC Quarterly Complaints Statistics – Quarter 3).

Actions Arising

3. That regular updates on the Transformation of PSD will be programmed in to the Scrutiny, Delivery and Performance work programme.



Scrutiny, Delivery & Performance Meeting

30 March 2017

Everyone Matters

Purpose of the Report

1. To outline the information required by the PCC regarding the Force's progress with the implementation and delivery of the Everyone Matters programme.

Information Required

2. In order to gain a greater depth of understanding and assurance a full and detailed presentation is required on the following:
 - a. Progress on the implementation and delivery of the programme.
 - b. Details of how well the programme addresses the need for Cleveland Police to treat the public with the utmost of fairness, as well as focussing on how it becomes an inclusive employer?
 - c. Details of the sessions that have been provided and what proportion of officers have attended?
 - d. Details of any feedback from workshops?
 - e. Details of the impact of Everyone Matters mentoring and coaching to date?

Actions Arising

3. That quarterly updates from the force will be programmed in to the Scrutiny, Delivery and Performance work programme.



RESPONSE BY THE PCC TO HMIC INSPECTIONS OF CLEVELAND POLICE

INSPECTION DETAILS

Title of Inspection

PEEL: Effectiveness 2016

Date Inspection Published

2 March 2017

Type of Inspection:

- Cleveland Specific National
 Follow Up Thematic
 Partner Inspection

Is Cleveland Police quoted in the Report? Yes No

EXECUTIVE SUMMARY OF REPORT

On 2 March 2017, Her Majesty's Inspectorate of Constabulary (HMIC) published the conclusion of the effectiveness strand of the 2016 Police Effectiveness, Efficiency and Legitimacy (PEEL) annual assessment.

An effective police force is one which keeps people safe and reduces crime. These are the most important responsibilities for a police force, and the principal measures by which the public judge the performance of their force and policing as a whole.

The HMIC assess police effectiveness by exploring five 'core questions' which are as follows:

- 1) How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?
- 2) How effective is the force at investigating crime and reducing re-offending?
- 3) How effective is the force at protecting those who are vulnerable from harm, and supporting victims?
- 4) How effective is the force at tackling serious and organised crime?
- 5) How effective are the force's specialist capabilities?

Overall Judgement

The inspection concluded the overall judgement for Cleveland Police was – '**Good**'. The overall judgement was an improvement on last year when the force was judged as 'requires improvement' in respect of its overall effectiveness.

Overall Summary

The report highlighted that Cleveland Police now has an effective approach to preventing crime and anti-social behaviour, investigating crime and supporting victims. It also is effective in tackling serious and organised crime, although the force needs to improve further the service it provides to vulnerable people.

The report also highlights that the force has made considerable progress in the way it provides neighbourhood policing and the public can have confidence that local policing is effective. A culture of crime prevention is being promoted through neighbourhood policing, training, dedicated staff and early intervention.

The force is good at tackling serious and organised crime, having a good understanding of the risks and threats it poses. It also has effective arrangements in place to ensure that it can fulfil its national policing responsibilities.

Findings

In inspecting the force, HMIC asked 5 questions. HMIC did not identify any causes of concern when answering those questions, and therefore has made no specific recommendations, however, HMIC did raise a number of Areas for Improvement which are as follows

1) *How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?*

No areas for improvement

2) *How effective is the force at investigating crime and reducing re-offending?*

- The force should consider widening its approach to integrated offender management to maximise its impact on reducing threat, harm and risk. There should be clear measures of success which enable the force to evaluate how effectively it is protecting the public from prolific and harmful offenders.

- The force should ensure that the risks posed by registered sex offenders are managed effectively.

3) *How effective is the force at protecting those who are vulnerable from harm, and supporting victims?*

-The force should ensure that officers and staff use the missing and absent categories appropriately in cases involving children.

- The force should ensure that referral of standard-risk domestic abuse victims for continuing safeguarding is made at the appropriate time.

- The force should ensure that where crimes are allocated to specialist investigators, they have the appropriate skills and accreditation to investigate them to a good standard.

- The force should continue to improve its strategic understanding of repeat victims.

- The force should take immediate steps to understand the reasons why such a high proportion of crimes related to domestic abuse fall into the outcome category 'Evidential difficulties; victim does not support police action', and rectify this to ensure that it is pursuing justice on behalf of victims. Cleveland Police is one of several forces that have been asked to review its use of this

outcome category. It is recommended that by 1 May 2017 the force should produce and submit to HMIC an action plan that sets out how it will:

- undertake a comprehensive analysis of the use of this outcome across the force area to fully understand why the force is an outlier and produce an accompanying report for scrutiny by HMIC by 1 June 2017;
- review the extent to which the force's use of this outcome category is appropriate; and
- take steps to reduce the force's reliance on this outcome category and improve outcomes for victims.

This action plan and subsequent report will be reviewed by HMIC and may prompt additional inspection revisits during 2017 in order to assess the force's progress in adopting a more effective response in pursuing justice on behalf of victims.

4) *How effective is the force at tackling serious and organised crime?*

- The force should develop its plans, with partner organisations, to reflect activity across the 4Ps - prevent, pursue, protect and prepare and assess the effect this activity has on organised crime, and whether this is having a positive effect on its communities.
- The force should take steps to identify those who are at risk of being drawn into serious and organised crime, and ensure that preventative projects are put in place with partner organisations to deter offending.

5) *How effective are the force's specialist capabilities?*

Not graded, therefore no areas for improvement.

FORCE RESPONSE TO RECOMMENDATIONS

Chief Constable Iain Spittal has praised the efforts of dedicated police officers and staff who deal with the thousands of calls for service every year.

He said: "I welcome this report which shows the immense progress we have made since 2015. We're good at keeping people safe and reducing crime, good at preventing crime and antisocial behaviour and good at assessing calls for service.

We have a solid plan to take us to 2020 to ensure we make our communities safer and help them to be stronger and I'm confident that our plan will help us to achieve great work. It's built upon the foundations of prevention, intervention and protection.

This rating is testament to the hard work of our hundreds of employees who often risk their own lives to save others. I'm sure they will be proud of the work they continue to do to protect our communities."

Areas for Improvement are submitted to the Management Board where Strategic Owners are delegated. Actions and development activity are identified and timely updates are provided.

PCC RESPONSE TO INSPECTION

Comment by the PCC:

Police and Crime Commissioner Barry Coppinger said: "This is absolutely a step in the right direction for Cleveland Police and is extremely positive in areas that matter to the public, such as neighbourhood policing.

"HMIC has highlighted strong partnership working and how well officers understand the areas that they police. That is really important for me, as they are priorities within my Police and Crime Plan. I have visited hundreds of community groups and will continue to keep my ear to the ground to ensure the force is delivering a good service to local people.

"Cleveland Police is one of the Forces which has shown the most improvement and I will continue to make sure we do all we can to build upon that success."

Issues highlighted in the Areas for Improvement have been embedded into the PCC's Scrutiny Work Programme to enable the PCC to monitor progress in those areas.

Based on areas highlighted within the report there are several opportunities for improving partnership working, prevention and public engagement which will be explored by the PCC.

For Office Use Only

Response forwarded to Home Office

Response published on PCC website



Scrutiny, Delivery & Performance Meeting

30 March 2017

Community Safety Hub – Update

Purpose of the Report

1. To ask for details on the latest position regarding the Community Safety Hub Project.

Information Required

2. At this meeting the PCC would like detailed information on the following areas:
 - a. How the OPCC accommodation and working practices will cater for the developing requirements of the OPCC to ensure collaborative and partnership working?
 - b. The flexibility that the Hub will have for planned and 'ad hoc' partnership and 'blue light' collaborative working, including the availability of technology to allow seamless agile working.
 - c. Esh was chosen for its value for money and its commitment to investing in the local area. Can you provide further details of where Esh has already (or will) provide added value?

Actions Arising

3. In addition to information given at this meeting, regular updates about the on-going work on the Community Safety Hub project will be programmed in to the Scrutiny, Delivery and Performance work programme throughout the project, to include updates on the following:
 - i. Financial Update
 - ii. Progress against targets
 - iii. Programme Control/Quality Management
 - iv. Risk Update and actions
 - v. Partnership working and added value update
 - vi. Community Engagement



Scrutiny, Delivery & Performance Meeting

30 March 2017

PCC Scrutiny Questions

The PCC has requested a response be provided on issues arising as set out below.

Body Worn Cameras

- To provide an update on the use of Body Worn Cameras – To include information on how many cameras the force have, their impact and the future plans for replacement of body worn cameras?

Use of Taser in Mental Health Settings

During the passage of the Policing and Crime Bill concerns were raised about the deployment of police officers, and their use of Tasers, in mental health settings. This was brought to the PCC's attention in November in a letter from Brandon Lewis MP (Minister for Policing and the Fire Service) and Nicola Blackwood MP (Minister for Public Health and Innovation). Forces were requested to publish more data around this, including ethnicity, age, location and outcome of all serious use of force by police officers, including physical restraint and the use of Tasers. A framework was to be published to guide local health and policing partners in drawing up local protocols.

- In the light of this the PCC would like to know answers to the following
 - What data does the force hold on the frequency or scale of any Taser use in mental health settings? How many incidents of Tasers being used in mental health settings, have occurred in Cleveland in the last year and how does this compare nationally?
 - What work has been carried out between the force and the South Tees Clinical Commissioning Group in order to draw up local protocols?
 - What review processes have been drawn up, do they take account of the full context of the incident: why officers were requested to attend a health setting, what information is made available to the public and what mechanisms have been put in place by police and health organisations to learn any lessons from such incidents.

Radox - Update

It has been reported that a number of drug tests undertaken by the company Radox may have been manipulated by members of staff. Initial indications show that 28 cases from Cleveland may have been affected. What is the current position on the number and implications of any cases which may have been affected by this quality issue?

Can we also seek confirmation as to whether Cleveland Police are aware of and supporting the lead legal advice being sought by Dorset and Devon and Cornwall Legal Teams?