

### **This appendix outlines**

- Commissioning
- Collaboration
- Partnerships

The PCC has oversight, influence and involvement in the wider criminal justice and community safety landscape and is required to take account of the priorities of these agencies. This includes a responsibility to ensure the PCC provides value for money by either commissioning services, working in partnership or collaboration for the best use of our resources.

### **Commissioning**

A significant challenge for the coming years is to develop a workforce that is skilled and flexible to meet increasing expectations, demand and financial pressures. Some of the work being introduced on a national level will impact on policing in the Cleveland Police area and includes

- Supporting the work of the National Crime Agency.
- The introduction of the College of Policing.  
This sets the standards and practices for police officers with the overall aim of professionalising the service.
- The development of the national police focused ICT company which is owned and run nationally by PCCs. This is responsible for procurement, implementation and management of ICT solutions and associated business change.

Cleveland has a number of existing contracts, these are set out in the following pages.

Name	Company	Start date	Duration	Value	Notes
<b>Programme I</b> (previously Project I)	Steria	1 <sup>st</sup> October 2010	10 years	£18 million	<p>To provide services including</p> <ul style="list-style-type: none"> <li>• ICT</li> <li>• Control Room</li> <li>• Criminal Justice</li> <li>• Business Services</li> <li>• District Administration</li> <li>• District Enquiry Desks</li> <li>• Crime Management Unit</li> <li>• Risk, Resilience and Emergency Planning Unit</li> </ul> <p>The contract involved the TUPE transfer of 472 FTE police staff and the civilianisation of 117 FTE Police Officer roles. The contract price for the delivery of these same, or improved services, back to Cleveland Police is £18 million per annum. Therefore an annual saving of £7.9 million per annum (a 30.7% reduction on the original cost) was to be delivered after a period of transition was complete.</p> <p>The benefits of the civilianisation of the police officer roles has meant that despite reductions in the overall police officer numbers within Cleveland it has been possible to prioritise keeping Police Officers in front-line roles.</p>

Name	Company	Start date	Duration	Value	Notes
<p><b>Custody and Medical Services</b></p>	<p>Tascor (previously Reliance)</p>	<p>July 2007</p>	<p>10 years</p>	<p>The contract price for 2013/14 is expected to be £3.5m.</p>	<p>To provide an integrated custody and medical service across the Force area. The contract covers</p> <ul style="list-style-type: none"> <li>• Custody Support</li> <li>• Bail Management</li> <li>• Identification Unit</li> <li>• Medical Services</li> </ul> <p>The contract involved the TUPE transfer of 41 police staff and the release of 35 FTE police officers who returned to front-line duties. It delivered savings of around £500,000 per annum in comparison to previous running costs.</p> <p>The most visible and critical performance indicator is the percentage of detainees that are available for authorised detention within 30 minutes. Achieving this target ensures that police officers are released back for operational patrol as soon as possible.</p>

## **Collaboration**

Cleveland Police will collaborate with any other force, public or private sector organisation in any area of business if this delivers better services to the public and/or better value for money.

Collaboration is the key to securing efficiencies and reducing costs by aligning and converging processes and entering into arrangements with public and private sector suppliers to deliver services more cost-effectively.

We have a proven track record of engaging in effective and groundbreaking partnerships with both public and private sector organisations that deliver, or will deliver, better operational outcomes and significant cashable and efficiency savings. These are summarised as

- Firearms Training - Private Finance Initiative (PFI)
- District and Custody Accommodation (PFI)
- Special Operations Unit Collaboration
- National Police Air Support Collaboration.

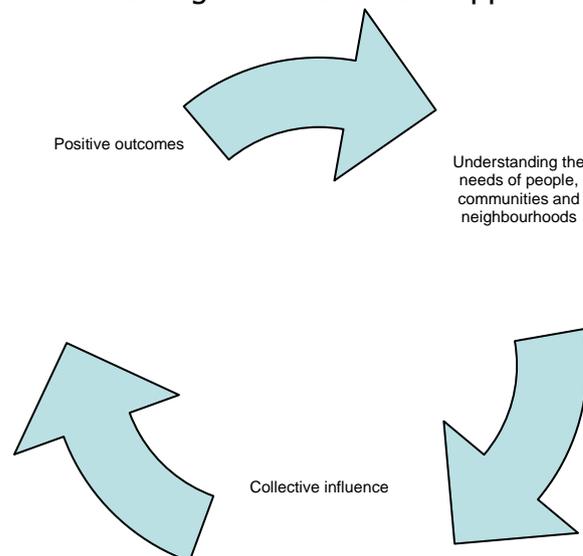
The PCC will monitor the business benefits and delivery of the remaining years of contracts whilst ensuring the delivery of services in future contracts.

### Partnerships

Reducing crime and antisocial behaviour cannot be achieved by a single organisation. Many solutions can be found in better health, housing, education, employment and environmental design. The PCC has a strong commitment to working with partners and has strong links with many organisations to help develop long-term solutions to local problems. The PCC has a broad framework of partners, these are grouped as

- Statutory partners
- Local authority/voluntary partners
- Private sector.

The PCC recognises that working collectively with partners achieves positive community outcomes. The diagram sets out our approach.



#### **Understanding people, communities and neighbourhoods**

The PCC aims to represent all sectors of the community and to ensure that the views of local people and businesses are heard and resources are directed to tackle neighbourhood and community priorities and to improve the quality of life.

#### **Collective Influence**

The PCC will strive to reduce crime and antisocial behaviour by drawing together resources within the partnership framework to maximise the benefits to local communities, neighbourhoods and businesses.

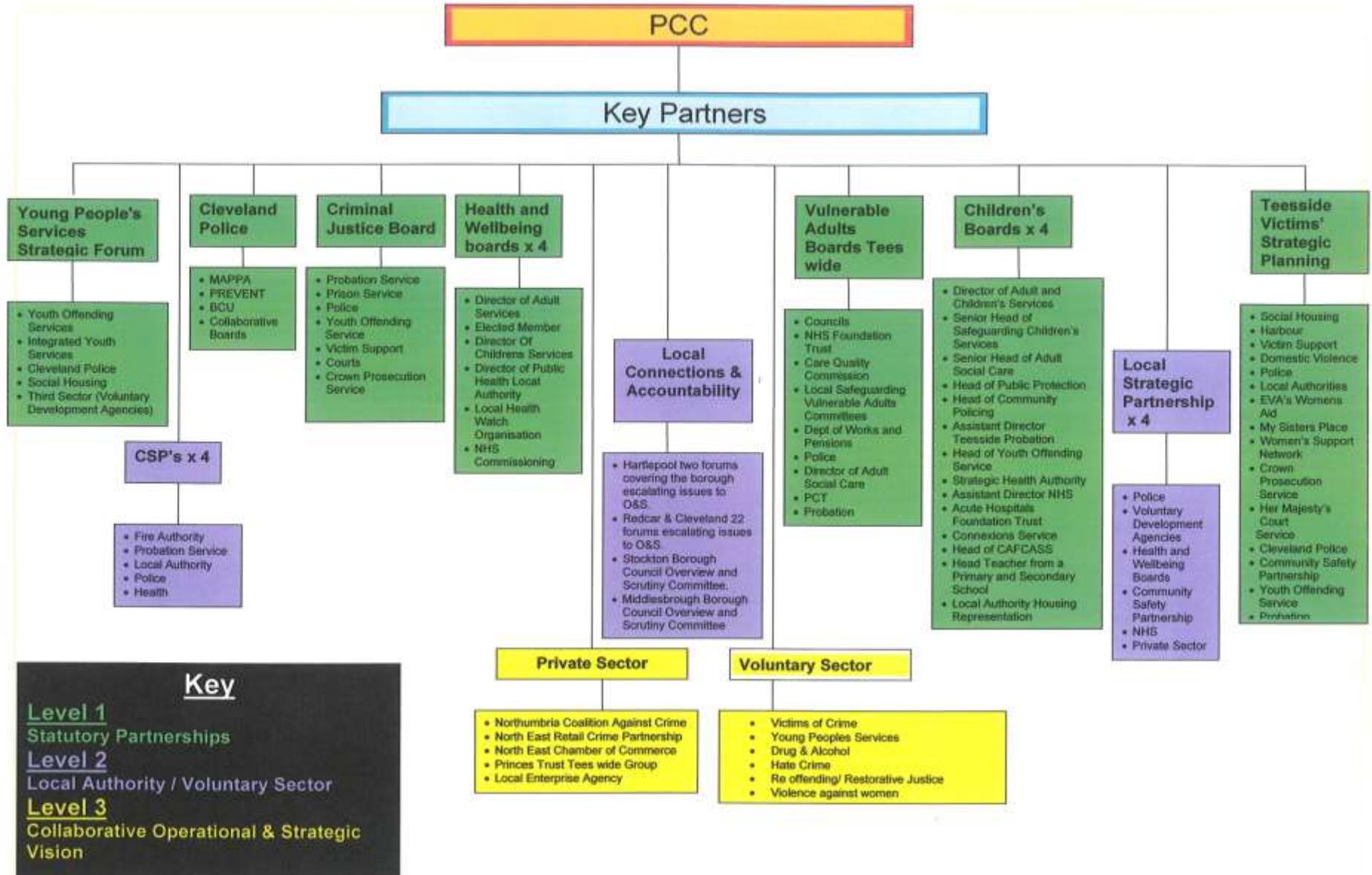
#### **Positive outcomes**

The PCC will build on the respect and value of those who deliver policing and community safety services so that we can focus on preventing crime.

# APPENDIX - Commissioning, Collaboration and Partnerships

Police and Crime Plan  
2013 - 2017

Our partners and how we work with them.



### **Young People Services Strategic Planning Group**

This group has been set up by the Office of the PCC. It enables a cohesive, coordinated approach to the planning and commissioning of services that prevent, divert and protect young people from becoming involved in crime and disorder activities. The group is instrumental in helping to develop, advise on, consortium and collaborative approaches to service delivery for young people.

#### **Priorities**

The priorities are informed by contributions from across young people's services sector and from information captured in a priorities pro-forma document completed by a variety of organisations

- Partnership working
- Consultation and engagement
- Promote safety of children and young people to prevent them becoming victims or perpetrators of crime
- Early intervention and prevention
- Reduce re-offending.

### **Cleveland and Durham Criminal Justice Board**

The Cleveland and Durham Criminal Justice Board works to prevent and deal with crime and offenders. The three main strategic themes of the group are reducing re-offending, communications and engagement and, effectiveness and efficiency.

These are supported by a number of ongoing action groups that the board has prioritised as essential. This includes looking at the effectiveness of the Magistrate and Crown Courts and establishing a group to look at the multi-agency responses to domestic abuse through the domestic violence court.

#### **Priorities**

- Criminal Justice System Efficiency
- Reducing Re offending
- Victims and Witnesses
- Specialist Domestic Violence Courts.

The PCC is committed to reducing re-offending and ensuring a better deal for victims and witnesses as detailed in the Police and Crime Plan.

### **Health and Wellbeing Boards**

Health and wellbeing boards are a forum where key leaders from the health and care services work together to improve the health and wellbeing of their local population and reduce health inequalities. The following table highlights the priorities for each local authority area.

<b>Priorities - Health and Wellbeing Boards</b>			
<b>Hartlepool</b>	<b>Middlesbrough</b>	<b>Redcar &amp; Cleveland</b>	<b>Stockton</b>
Give every child the best start in life.	Invest in robust early help with a focus on the family.	Development of a sustainable system of care that promotes independence.	Give every child the best start in life.
Ensure a healthy standard of living for all.	Multi-agency approach to improve lifestyle choices. Increasing uptake on preventative and early intervention programs.	Delivery of "Healthier and longer lives for all" outcomes.	Enable all children, young people and adults to maximize their capabilities and have control over their lives.
Create fair employment.	Support emotional health and well being of young people and their families.	Development of integrated services for children that promote aspiration and resilience.	Create fair employment and good work for all.
	Improve maternal health and early years health and wellbeing outcomes.		Ensure a healthy standard of living for all.
	Improving emotional health and wellbeing across the life course.		Create and develop healthy and sustainable places and communities.
	Integrate healthcare and social care services for people with long term conditions.		Strengthen the role and impact of ill-health prevention.
	Supporting independence, re-ablement and designing care around the patient.		

The PCC is committed to working with partners through the PCC objectives in the Police and Crime Plan to support the work in effectively tackling crime and the causes of crime.

### **Safeguarding Vulnerable Adults Boards Tees-wide**

The Tees-wide Safeguarding Vulnerable Adults Board brings together representatives of each of the main agencies responsible for protecting vulnerable adults from abuse or neglect. It is responsible for developing, monitoring and reviewing Adult Protection Policies, Procedures and Practice.

### **Safeguarding Children and Young People**

Local Safeguarding Children Boards (LSCBs) bring together the organisations responsible for service for young people, children and families in a shared commitment to safeguard and promote the welfare of children. The scope of their role is to

- Safeguard all children and aim to identify and prevent maltreatment, or impairment of health or development, and to ensure that children are growing up in circumstances consistent with safe and effective care.
- Lead and coordinate proactive work that aims to target particular groups.
- Lead and coordinate arrangement for responsive work to protect children who are suffering, or likely to suffer, significant harm.

### **Victims Strategic Planning Group**

This group has been set up by the Office of the PCC. The group provides a cohesive, coordinated approach to supporting victims. This will include the identification of needs and solutions, as well as advising on minimum service standards, monitoring and evaluation.

#### **Priorities**

- Introduction of harm/impact based model of assessment and delivery of support
- Clear, jointly agreed, monitored and evaluated pathways for referral, assessment and delivery of support
- Communication and information
- Robust models of victim engagement
- Partnership working.

### **Community Safety Partnerships**

Every year Cleveland Police and the Community Safety Partnerships complete detailed strategic assessments on their area. Analysts use surveys, questionnaires, performance trends and demographic information in setting out their three year strategies/plans. Their priorities are summarised in the table below and are used by the PCC when considering future objectives.

Safer Hartlepool Partnership	Safer Middlesbrough Partnership	Redcar & Cleveland CSP	Safer Stockton Partnership
Reduce Crime & Repeat Victimisation	Diverting young people under the age of 25 away from crime and ASB and reducing their vulnerability to prevent them becoming victims of crime	Acquisitive Crime: Dwelling Burglary; Other Burglary; & Other Theft	Anti Social Behaviour
Reduce the harm caused by drug & alcohol misuse	Reducing repeat victimisation	Antisocial Behaviour & Associated Incidents	Alcohol related crime/ASB
Create confident, cohesive and safe communities	Reducing re-offending	Drugs & Alcohol	Violent crime
Reduce offending and re-offending	Town centre safety	Reducing Offending & Re-offending	Drug related offending
	Neighbourhood safety	Violence: Domestic; Sexual; & Alcohol-Related	Criminal damage
			Domestic violence

Although not a responsible body on CSPs, the PCC will work with the leaders from responsible authorities to tackle crime and antisocial behaviour.

## Local Strategic Partnerships

This is a non-statutory body that brings together the different parts of the public, private, voluntary and community sectors, working at a local level. Their aim is to ensure that the different agencies work together to deliver services more effectively. LSPs operate at a strategic level but remain close enough to local people to allow them to be involved in decisions that affect their communities. Local authorities coordinate the work of LSPs in partnership with the police, primary care trusts (PCT) and other agencies.

## Safer Future Communities

Cleveland's diverse voluntary and community sector (VCS) plays a key role in reducing crime and increasing community safety through a wide range of service provision and grass roots community activity. Cleveland Safer Future Communities Network has been established with Home Office funding to draw together voluntary and community sector agencies for the purpose of engaging with the crime and disorder agenda across the Cleveland Police area. It is co-ordinated by Middlesbrough Voluntary Development Agency.

The following priorities are informed by contributions from across the voluntary sector and from information captured in a priorities pro-forma document completed by the organisations.

- Alcohol and drug related crime
- Antisocial behaviour
- Reducing re-offending/prisoner resettlement
- Breaking cycles of crime in families
- Supporting victims of crime
- Youth crime.

The PCC is committed to working with the voluntary and community sector in the delivery of the objectives set out in the Police and Crime Plan.

Working with the private sector is vital to help design out and tackle crime across the force area. To support the delivery of the Police and Crime Plan objectives, the PCC is a member of Tees Valley Unlimited which is the sub-regions local enterprise partnership which acts as a key stimulus for economic growth in the area.

The Tees-wide partnership, hosted by Prince's Trust, is a collection of public and private sector agencies working to promote positive opportunities for young people and reduce the number not in employment, education or training.