



Police & Crime Commissioner for Cleveland
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PCC Scrutiny, Delivery & Performance Meeting

Date: Monday 7 October 2019

Time: 1300-1600

Venue: Cleveland Room 2

Agenda

		Presented by
1.	Apologies For Absence	
2.	Declaration of conflict of interest/disclosable pecuniary interest	
3.	Notes of the previous meeting held on 2 September 2019	
4.	PPOG Update	Cleveland Police
5.	Scrutiny Tracker	OPCC
6.	Questions – see attached	Cleveland Police
7.	PCC Scrutiny questions – i) Match Day Policing ii) Brexit - Police Contingency Planning iii) Proceeds of Crime	Cleveland Police
8.	Any Other Business	
9.	Date of next meeting – 11 November 2019	



Scrutiny, Delivery & Performance Meeting

2nd September 2019

14:00

Cleveland Room 1

Present

Barry Coppinger - Police and Crime Commissioner
Simon Dennis - Chief Executive and Monitoring Officer, OPCC
Liz Byrne – Assistant Chief Executive, OPCC
Michael Porter – Chief Finance Officer, OPCC
Steven Graham – Assistant Chief Constable, Cleveland Police
Lisa Theaker – Chief of Staff, Cleveland Police
Will Green – Head of Corporate Communications, Cleveland Police
Jo Gleeson – Chief Finance Officer, Cleveland Police
Hannah Smith – Commissioners Officer for Communication and Information, OPCC
Elise Pout – Standards and Scrutiny Manager, OPCC
Charlotte Rumins – Community Hub Advisor, OPCC

Apologies for absence

1. Richard Lewis – Chief Constable, Cleveland Police
Lisa Orchard – Assistant Chief Constable, Cleveland Police
Brian Thomas – Assistant Chief Officer, Cleveland Police

Declarations of Conflict of Interest/Disclosable Pecuniary Interest

2. None declared.

Notes of the Previous Meeting

3. Subject to additional detail, the notes of the following meeting were approved for publication.
 - i. 19th August 2019

HMICFRS Update and Planning – PCC Scrutiny Questions

4. The PCC put the following questions and discussion points to the Force ahead of the meeting:
 - i. *An outline of the plan to address the strategic and operational risks as outlined in the Chief Constable's response to the PCC's Strategic Direction.*

ACC Graham noted that CC Lewis had tabled an initial response within the previous meeting which outlined the Force's challenges; the fundamental issues the Force were facing were structural, cultural and operational. To address these issues, a single master improvement plan is to be devised which will encompass action plans from various work streams across the Force; the plan will be accountable through the monthly Service Improvement Board which will be chaired by CC Lewis.

To assist with the development of the plan, a consultation event has taken place internally, led by Lisa Theaker, with attendance from senior leaders to consider what the future force structure should look like. Feedback from the event suggests that the structure should be evidence based and below Chief Inspector level is required to be demand led with a focus on vulnerability. Dave Sutherland has also been tasked with developing a Neighbourhood Policing Strategy which works locally and complements national recommendations.

The PCC noted that the Force are in a time critical situation and the most pressing and urgent priority is the production of the Chief Constable's plan and diagnosis of what improvement is needed. The PCC set a deadline of Friday 6th September for an initial draft product and requested that with immediate effect, officers from the Force and OPCC have a clear line of communication.

Action: Draft plan to be shared with the PCC by Friday 6th September.

ii. *To discuss the arrangements for the forthcoming PPOG meeting*

ACC Graham noted that the PPOG arrangements in October are a new process and HMICFRS have not yet specified the agenda and process for the meeting. The Force's plans are to outline their current approach with a focus on the challenges the Force are facing, the plans to respond to the problems and improvements which have already been made since the inspection. It was noted that the draft HMICFRS report is expected on 2nd September which will be the first insight into the narrative around the causes of concern.

LB queried whether ACC Graham had had sight of the presentation which had been delivered following the inspection and agreed to share a copy with him to assist. ACC Graham added that the Force's plans will go beyond the HMICFRS inspection points with a focus on future transformational work to improve the Force to outstanding.

MP requested that the timelines for PPOG preparations be considered to allow ample time for the PCC to be sighted on the Force's plans ahead of the meeting. ACC Graham agreed and noted that scrutiny and liaison between the Force and OPCC should increase between the main scrutiny meetings.

iii. *Initial indications of the Force's strategy to deal with the causes of concern as provided by the HMICFRS.*

LT noted that an analysis of the AFIs has been conducted and some former AFIs (prior to 2015) have been historically discounted in line with recommendations from HMIFRS. The remaining AFIs and causes for concern are then to be included within the Force Improvement Plan.

Key actions to address each of the causes for concern were discussed and it was noted that:

- There will be an evidence based demand profile
- Public engagement will be linked into the broader Neighbourhood Policing agenda
- The internal and external communications strategies will be further developed
- There has been a shift away from reactive policing with a stronger focus on prevention
- Further work will take place with DSE and Counter Corruption to boost improvements to ethical behaviours

MP queried what assurances the PCC would receive in relation to the decision to historically discount the AFIs and LT provided assurances that the decision had been made following advice from HMICFRS and that the decision has been adopted nationally by other force areas. The discounted AFIs will be revisited by the Force to ensure there will be no negative impact.

- iv. *To outline and discuss the communications strategy around the release of the forthcoming HMICFRS Peel Inspection report.*

WG noted that comms are in the midst of developing the internal and external communications strategies. Work on the strategy will speed up following receipt of the draft report as the expected content of the final report will be better understood and analysis of the report can take place to consider how the report will be openly discussed within the public domain. Meetings have already taken place with the OPCC to ensure a joint understanding of the approach being taken the HMICFRS communications and engagement.

LB noted that it is vital for engagement to take place between the Force and OPCC Comms representatives as soon as practicable to ensure the right messages are being conveyed by both bodies and that each body has an awareness of the others' message whether they mirror or contrast each other.

- v. *To outline and discuss the position with previous AFIs. How many have been completed, how many are still outstanding and what are the plans to deal with those?*

It was confirmed that this approach had been discussed within previous questions, pre-2015 AFIs would be discounted and assurances will be provided to the PCC that this decision is appropriate.

- vi. *To outline and discuss the arrangements in place for future inspections.*

The PCC asked attendees what the arrangements would be for future inspections and what has been learnt from where the Force has travelled since the previous inspection.

ACC Graham highlighted the importance of the Force being open and honest going into future inspections by acknowledging any problems they have identified but also providing an outline of the plans which are in place to resolve them. The inspection should give an honest overview of the Force's position whilst displaying the governance structures and accountability measures which are in place. He added that the improvement plans which are currently in development need to be seen through but also added to in future to ensure continuous development takes place.

Any Other Business

5. The PCC noted that he added his support to a national campaign asking the government to make more funding available nationally to forces for Tasers. JG noted that the only problem it may highlight is with regards to training, if more funding is available nationally however it may mean that additional training venues are available. SG noted that Northants and Durham have rolled Tasers out to all who want them.

However, nationally there is a sense that Tasers are within the firearms remit and there is a plea that we aren't nationally changing the model of British policing style by the increased use of Tasers. Cost is also to be considered as during training, 15 cartridges are required to be fired at a cost of £25 per cartridge.

Discussions took place about the implications of rolling out Tasers within the force and it was considered whether it would be beneficial for a survey to be conducted to gather the views of the public on Taser usage. SG noted that it may be beneficial to gather the public's views on wider areas e.g. what do the public want from Neighbourhood Policing.

Action: Potential consultation topics and questions to be drafted for consideration

SG queried whether it would be beneficial for BC, SG and LO to meet on a monthly basis. LB noted that it would be beneficial but that it would also be of benefit for SD, LB, SG, LO and LT to engage further on current matters outside of the main scrutiny meetings.

Key Questions to be discussed as part of the scrutiny meeting

We acknowledge that that Force have been intensively working up plans for HMICFRS as there has been no response provided to the information previously requested. The topic of Reducing Re-offending therefore cannot be scrutinised in any further detail at this time and will need to be programmed. The meeting will now focus on the following:

PPOG Update – update from the PPOG meeting on 3 October

Scrutiny Tracker - Update on items within the tracker and update on where the force are with the Plan to be prepared following the issuing of the Strategic Direction

Questions

1. Please could the Chief Constable present the outcomes of Operation Phoenix including:
 - What were the start and end key measures and what has this demonstrated to the public?
 - Has the service to victims improved and how can this be demonstrated?
 - Has the previous issues for identifying and responding to risk been resolved?
 - What are the initial proposals/thoughts for the exit plan and when will these be formally presented?
 - Reporting on the Victims Code of Practice was confirmed as being required to commence from the end of September 2019. Has this been delivered?

2. Priorities have recently been set by the Local Criminal Justice Board across the areas of Victims, Reducing Re-offending and Efficiency/Effectiveness. Could the Chief Constable confirm how these will be integrated and reported through the new corporate governance framework and into the OPCC?

3. It is recognised that Prevention is a key area of development. Within the context of Reducing Reoffending how will Cleveland Police ensure that frontline officers and staff have a working knowledge of youth triage, Divert, Restorative Justice?

PCC Scrutiny Questions

1. **Match Day Policing** i.e. what are the charging rules?; are they being applied by Cleveland?; are we maximising our income under these current arrangements?; how long does it take to recover costs?
2. **Brexit – Police Contingency Planning** - The PCC would like a full briefing on operational readiness to include current risk and resourcing impacts bearing in mind the threshold for central funding.
3. **Proceeds of Crime** - How much has the Force received from Proceeds of Crime – to include gross and net income.