



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

Date: 14 May 2019

Time: 1400-1700

Venue: Marina and Endeavour Room – CSH

Agenda

		Presented by
1.	Apologies For Absence	
2.	Declaration of conflict of interest/disclosable pecuniary interest	
3.	Notes of the previous meeting – 5 April 2019	
4.	Control Room Update	
5.	Abuse of Position – update from previous meeting	Cleveland Police
6.	Domestic Abuse – update from November	Cleveland Police
7.	HMICFRS – National Inspection – Fraud: Time to Choose	Cleveland Police
8.	Letter from Nick Hurd MP	Cleveland Police
9.	Issues arising from Appropriate Authorities Meetings	Cleveland Police
10.	PCC Scrutiny questions	Cleveland Police
11.	Any Other Business	
12.	Date of next meeting – 1 July 2019	



Scrutiny, Delivery & Performance Meeting

5 April 2019

1300-1600

Riverside Room, Community Safety Hub

Present

Liz Byrne - Assistant Chief Executive

Marty Clennett – Estates Manager (for the item on the Estates Strategy)

Barry Coppinger - Police and Crime Commissioner

Helen McMillan – Temporary Deputy Chief Constable, Cleveland Police

Elise Pout - Standards and Scrutiny Manager, OPCC

Brian Thomas – Assistant Chief Officer

Beth Tomys – Community Hub Administrator

Apologies for absence

1. Simon Dennis - Chief Executive and Monitoring Officer, OPCC

Declarations of Conflict of Interest/Disclosable Pecuniary Interest.

2. None declared.

Notes of the Previous Meeting

3. The notes of the following meeting were approved for publication.
 - i. 20 February 2019

Estates Strategy

4. In agreement with the Chair, this item was taken first on the agenda.
5. At the Scrutiny, Delivery and Performance meeting on 20 February under the item of Cleveland Police – Corporate Financial Monitoring Report to 31 December 2018 it was agreed that an update be provided at the next meeting on the position with the estates strategy, to include the programme of sale of buildings and land.
6. The PCC sought details on the following: Estates strategy/blueprint update to include partnership occupation, where Cleveland Police have people based in other agency premises, what are costs and any issues that the PCC should be aware of and vice versa, what organisations is the Force hosting, where, on what basis and what are costs and any issues?
7. The PCC was given a copy of the Estates Strategy which included a blueprint of the property disposal programme which outlined the premises that had been closed. A thorough presentation was given based on the Estates Strategy. The document detailed

the buildings that the force currently had and who they were occupied by including Loftus, Saltburn, Guisborough, Coulby Newham, North Ormesby, Stockton HQ, Thornaby Police Station, Road Policing Unit (RPU), Learning and Development Centre, Hartlepool, Billingham, South Bank and Eston. Discussion took place regarding the location of the Digital Forensics unit within the RPU. In respect of Cleveland Staff based elsewhere it was noted that staff were located in Holme House Prison, PD Ports and Thornaby Fire Station.

8. Details were given on the savings, from rents and utilities, repairs and maintenance.
9. Details were also provided on the Cleveland Staff based elsewhere which included
 - Thornaby Fire Station
 - PD Ports
 - Holme House Prison
10. Organisations within the Cleveland Estate included
 - Stockton Council
 - Hartlepool Council
 - Redcar Council
 - CFB – Stockton Annexe
 - Middlesbrough Council – Coroners in M8.
11. Within the Estates Strategy details were given about green energy and methods to be put in place in order to support the need for more power and safeguard against rising costs by, for example, moving towards electric vehicles and solar panels. The estate had been rationalised and the future work focussed on ensuring that the estate was efficient and fit for purpose, for example enhancing areas for staff wellbeing and ensuring clean and bright offices. It was noted that the cadets were keen to assist in the transformation of external parts of the estate by volunteering to assist with outside spaces, planting etc.
12. Future work and opportunities were discussed including accommodating the transfer of Sopra Steria staff, public access to the police and emerging opportunities for the sale and purchase of accommodation.

Action – The PCC thanked the Estates Manager for this comprehensive presentation and the information was noted.

Future Budget Planning

13. At the last Scrutiny, Delivery and Performance meeting, budget information was presented to the PCC. In discussing the information contained within the item on the Long Term Financial Plan 2019/20-2022/23 and Capital Plans 2019/20 to 2022/23 it outlined the Force had been asked for plans to set out what the gap looked like from a resourcing perspective and to develop a plan of how it should be best spent, what it would deliver in terms of improved outcomes and how it could be delivered.
14. The PCC asked for details on the following: Detailed analysis of what the gap looks like from a resourcing perspective and then to develop a plan of how this could be best spent, what it would deliver in terms of improved outcomes and how it could be delivered over the next 2-3 years.

15. The PCC received a comprehensive update from the Force and a paper was prepared for the PCC which highlighted the funding challenge, the increased demand and vulnerability the resource gap and the proposed solution. The PCC's Chief Finance Officer was sighted on the report and it was noted that the new Chief Constable's plans would also need to be considered.
16. Action – a further update be provided in due course

Transforming Cleveland Police and Sopra Steria Transition

17. At the Scrutiny, Delivery and Performance meeting on 11 December the PCC was given information about the Terms of Reference for Transforming Cleveland Police, details of the project plan and what it will achieve and by when; and details of Fusion (the Sopra Steria transition), the terms of reference, the project plan and what it will achieve and by when.
18. The action in regard to Transforming Cleveland Police was as follows: That a full day of planning should be arranged; that the ACO would feed back a proposal which catered for the need for OPCC officers to be sighted on and involved in that planning day; and that the PCC should be updated immediately following the Executive Meeting on 15 January 2019.
19. The action in regard to the Sopra Steria Transition was as follows: That the ACO will keep the PCC and OPCC informed of developments in relation to dialogue with Fire. That the Force provides, via the PCC's scrutiny process, quarterly updates. The first one to take place in March which will also provide details of the previous three months' work.
20. The PCC sought an update on the above. It was noted that the Force were progressing the return on the force control room by 1 May 2019, which was being overseen by ACC Jason Harwin and for which an action plan had been prepared in order to enter in to the consultation process with staff with a view to implementing the model from 1 October.
21. The Force continued to undertake due diligence, work had concluded on stage one of the possibility of working more closely with Cleveland Fire Brigade in order for the Executive to make a decision for which it was hoped would be concluded over the next weeks with the broad proposals for discussion being prepared.
22. It was noted that regular 'touchpoint' meetings were taking place and consultation with trade unions had commenced. The PCC was assured that no 'red flags' at the moment, despite the amount of change.
23. The Assistant Chief Executive sought clarification on what this meant to the Police and Crime Plan and what the scrutiny of this should look like in terms of assessing the benefits and outcomes. Once clarity was received on the Force's internal mechanisms of governance the review of the programme would be embedded into the PCC's scrutiny programme.

Action – That the information was noted and that ACC Harwin provide a presentation on the Force Control Room model

Issues arising from the Appropriate Authorities Meetings

24. To update the PCC on the Appropriate Authorities Liaison Meeting. The Chief Executive of the OPCC has general delegation of respective Appropriate Authority matters and as such regular meetings take place with the Chief Executive, the Head of the Directorate of Standards and Ethics, the Head of Legal Services and the OPCC's Standards and Scrutiny Manager in order to discharge the Terms of Reference. The meetings take place to discuss matters of common interest and as a forum for the Force to notify the OPCC (and vice versa) of any conduct matters arising from litigation in accordance with the Schedule 3 of the Police Reform Act 2002 and the Police (Complaints and Misconduct) Regulations 2012. Since the last update to the PCC, meetings have continued to take place on a monthly basis and the minutes of the meetings were provided to the PCC for noting.
25. The PCC sought information on the following: A brief update on Operation Forbes to ensure that the PCC has an active oversight into the approach that is being taken by the Force.
26. It was agreed that this would be deferred until the next meeting.

Action – that the update on Operation Forbes be provided at the next meeting.

Drones

27. At the last Scrutiny, Delivery and Performance meeting on 20 February it was agreed that the Temp Deputy Chief Constable (DCC) would begin a piece of work to establish a working group to research the use of drone technology. The PCC therefore sought information on the progress with that piece of work.
28. The DCC highlighted that NPAS were refreshing their offer to include the use of drones and that other forces were continuing to develop their own drone capability. The use of drones on a collaborative basis has been agreed as part of the 3 force collaboration, NERSOU.
29. The Force has also agreed to purchase a drone for Cleveland's use, as a pilot scheme. The National Police Chiefs Council were to produce APP guidance around the use of drones which would assist and the Force were going to use the pilot scheme to assess the frequency and benefit of its use.
30. The view of the force was that following the drone pilot, that for the longer term they would look towards advancing capability and discussion with the Fire and Rescue service.
31. The PCC was keen to make use of the drone at Eston Hills and consideration should be given to the benefit of publicity around this.

Action – that the information was noted

National Child Protection Inspection – Post inspection review

32. At the last Scrutiny, Delivery and Performance meeting on 20 February the PCC received an update on the following:

- a. An update on progress with the original action plan to include details of the new initiatives implemented by the Force and an analysis of their impact.
 - b. Details of the effect of the NICHE upgrade on PPNs and the OEL.
 - c. An outline of the areas for improvement as detailed in the re-inspection, to include details of the Force's plans to address those areas.
33. It was agreed at the meeting than an update be provided in advance of the re- inspection in May.
34. The PCC sought information on the following:
 - An update on information given at the February meeting.
 - A brief outline of the actions being taken by the Force in relation to the possible links to those Missing From Home and the risk of exploitation by criminal gangs and how this links to tackling County Lines within the Serious Violence Strategy.
35. It was noted that the actions contained within the inspection would be addressed as part of the forthcoming PEEL inspection.
36. In respect of County Lines it was noted that the Force had a delivery plan, which had identified owners in relation to County Lines and Child Sexual Exploitation. However overall the North East hadn't seen the problems that had been experienced in other parts of the country. A regional coordinator, based at NERSOU, was developing the picture within the North East. The Tees Wide VEMT strategy had a multi-agency approach to County Lines and CSE. Plans were in place, especially in relation to the port, around modern day slavery and trafficking.
37. The North Children's hub was well established and the South Hub was due to go live on 28 May, practices were being reviewed in the North Hub to ensure support to the south hub in terms of best practice.
38. The PCC confirmed his commitment to e-cins work and how agencies could use this to share intelligence and information.

Action – That an update on the Children's HUBS would be provided to the PCC in July.

Everyone Matters

39. The PCC received an update on the Everyone Matters programme at the Scrutiny, Delivery and Performance Meeting on 20 February 2019. The Standards and Scrutiny Manager from the OPCC gave a verbal update on the programme on behalf of the Chief Executive.
40. It was noted that the Chief Executive was now going to Chair the Everyone Matters Strategic Board for the interim period until the new Chief Constable starts with the Force and the first meeting was due to take place on 10 April.
41. The new Everyone Matters Strategy would be presented to the Staff Network Day on 8 May.

Forensics update

42. On the 8 March, West Yorkshire Police contacted the PCCs within the 7 Force Region to provide a further update in respect of the current negotiations with the forensic services supplier.
43. PCCs had been provided with an in-depth Forensics Briefing on 27 November which outlined the key threats to the forensics market which included
 - Accreditation
 - Governance
 - Finance and Funding
 - Staff Shortages
 - The Impact of Brexit
44. It is therefore timely that the PCC received a briefing on the implications of the forensics market and their effect on the North East and Cleveland specifically.
45. The PCC sought details on the following:
 - Update and implications of impact on the North East region of the current market instability.
 - Update on the position in Cleveland.
46. It was noted that the Forensic Market was still fragile and was being supported by a national gold group. The PCC was assured that the market has stabilised for our area and had been further supported by a cash injection from other OPCCs.

Super Complaints – Liberty

47. The police super-complaints system became operational on 1 November 2018. Designated bodies can submit super-complaints for consideration by HMICFRS, the College of Policing and the IOPC. Her Majesty's Chief Inspector of Constabulary received a police super-complaint on 18 December 2018 from Liberty and Southall Black Sisters, about police data sharing for immigration purposes.
48. Her Majesty's Chief Inspector of Constabulary and senior representatives from the IOPC and, at the time of writing, the College of Policing were in the process of assessing the super-complaint to determine its eligibility for consideration.
49. The APCC for EDHR (Equality, Diversity and Human Rights) responded to state that whilst technology played a central part and presented opportunities for policing and to keep our communities safe. The Code of Ethics stated that police officers should take responsibility for their decisions and be aware of the influence that unconscious biases could have. Police and Crime Commissioners play an important role in providing scrutiny over the way that our communities are policed – including the use of digital technology in policing and holding the Chief Constable to account for their duties under the Equality Act. The APCC lead said that they would continue to work with colleagues across policing on the national level to ensure that equality, diversity and human rights were central to discussions on their use of digital technology in policing.

50. The PCC would welcome the review and saw the issue as an important part of his community engagement. In advance of the HMICFRS' decision, the PCC welcomed a discussion at this stage and should the review be taken further by HMICFRS how the Force would intend to cooperate.
51. It was noted that should the super-complaint progress and if Force's were asked to contribute that the Force would appoint an appropriate authority, agree a terms of reference and a point of contact within the DSE. It was agreed that at this stage, the OPCC and the Force wait to see if the issue emerges and review as necessary. It was also suggested that the topic may be appropriate for discussion at the Ethics Committee.

Action – noted

PCC Questions

52. **Cleveland Connected** - At the last Scrutiny, Delivery and Performance meeting, under any other business, the PCC raised the issue of the future of Cleveland Connected and asked for the following information to be provided at this meeting
 - The PCC asked for an update on current arrangements
 - Plans for the contract
 - Future arrangements.
53. It was noted that the contract had been renewed for another year and that the service would be reviewed in December.
54. **Emergency Services Mobile Communication Programme** - Nationally Chief Constables have major concerns about the deliverability of ESMCP to time, to budget and to specification such that they are unable to operationally assure a new business case or the direction of travel for the Programme at this time. The PCC sought a brief update on the arrangements and implications for Cleveland in relation to this programme.
55. It was noted that the programme had been pushed back again with the new timeline being outlined as December 2022. There were national concerns about the programme's deliverability and benefit. A full costed business case was expected shortly from the Home Office.

Date of Next Meeting – 14 May 2019



Scrutiny, Delivery & Performance Meeting

14 May 2019

Update on Control Room

Purpose of the Report

1. At the Scrutiny, Delivery and Performance Meeting on 5 April it was agreed that ACC Harwin provide a presentation on the Force Control Room model.

Information Required

2. The PCC would like information on what changes have been made this year and what benefits have been seen as a result of the extra investment and resources?
3. How has the feedback from victims been used to make improvements?



Scrutiny, Delivery & Performance Meeting

14 May 2019

Abuse of Position for a Sexual Purpose – NPCC Action Plan

Purpose of the Report

1. At the Scrutiny, Delivery and Performance meeting on 30 November 2018, the PCC received information on the UNISON intervention with regard to sexual harassment, the PCC sought information about the action plan that was suggested and the Force's plans to embed that action plan within its current policies and procedures. The Force noted that it had an understanding of the concerns raised in relation to the UNISON intervention and allegations of inappropriate behaviour within the workplace. At the time of writing the Force had not had sight of a finalised NPCC national action plan. However, when the national action plan was disseminated and shared the Force would take it into account and adopt and develop any further work which arose from the publication. The PCC noted that the work was under development and asked for an update in 6 months' time.

Information Required

2. The PCC would like an update on the Department's progress on the action plan.

Actions Arising

3. That the action plan is noted.



Scrutiny, Delivery & Performance Meeting

14 May 2019

Domestic Abuse

Purpose of the Report

1. At the Scrutiny, Delivery and Performance meeting on 30 November the PCC sought information on Domestic Abuse in light of the increasing trend of incidents of domestic abuse had occurred across the force area. The positive outcome rate was declining and the outcome 16 rate (closure code – victim does not support the prosecution) remained high with 70% of offences recorded in the past 12 months. There had also been a number of domestic abuse related homicides in recent months. The PCC would like further information in relation to this area and sought information and assurances on the following:
 - b) Up to date details on victim withdrawal rates and details of work that is being undertaken to improve those rates;
 - c) Is the THRIVE model appropriate for dealing with incidents of Domestic Abuse?
 - d) Anecdotal evidence from complainants suggests that initial response from the Force can be hurried, people don't get good information and the options available to them are not discussed, what work the force is undertaking to improve victim satisfaction in this area?
 - e) What lessons have been learnt from the recent domestic abuse related homicides?
 - f) Given the level of investment into Protecting Vulnerable People what innovative ideas and new ways of thinking are being developed in this area? and
 - g) With regard to the issue of coercive control, are officers given enough time to be able to spend it with victims of coercive control in an effective way?

2. Information was provided on the following
 - A 'Domestic Abuse Car', paid for through the transformation fund had been initiated however that was hard to evaluate as it was in its infancy.
 - A family court liaison officer and a criminal justice liaison officer were now in post to deal with outside specialist areas, who worked with the Prisoner Handling Team in supporting and reviewing work and evidence to be given to the CPS and consider evidence based prosecution.
 - Vulnerability training, supported by transformation money, to provide coercive controlling behaviour training. For which 75% of the appropriate staff had completed

with an additional push to get 90% and the impact of this training was being seen already.

- Body Worn Camera has been rolled out across the force and was now being used for attendances with victim and perpetrator.
- A focus group had been set up work through why people feel they don't want to work through the process to prosecution.
- Consideration has taken place of the language that was being used with victims as it was recognised that it made a substantial difference to how victims engaged with the Force.
- Looking at real different ways of making it everyone's business, from first contact engagement to right throughout the process, to ensure a whole system approach.
- A Victims charter had been produced and launched.
- A Domestic Abuse scrutiny panel had been established with partners.
- The use of E-cins had developed and its use by partners had improved.
- Children's safeguarding boards were established with north and south models which gave the opportunity to test what worked within each model with a view of establishing a Tees Wide model.

3. The PCC received a comprehensive update however it was agreed that an update be provided in 6 months' time to allow time for the results of the initiatives into the quality of the process to be seen.

Information Required

4. The PCC would like an update as detailed above.
5. What specific provision exists to support male victims of Domestic Abuse?

Actions Arising

6. That the information is noted and further information sought if necessary.



Scrutiny, Delivery & Performance Meeting

14 May 2019

HMICFRS – National Inspection – Fraud: Time to Choose

Purpose of the Report

1. HMICFRS published a report entitled Fraud: Time to Choose. The report assessed all forces response to fraud, including online fraud. Whether law enforcement had a well-designed strategy for tackling fraud, the operational structures to provide the necessary capacity, capabilities and partnerships and that victims of fraud receive a high-quality response.
2. The report made 16 recommendations to a number of bodies including Police Forces which included
 - a) Recommendation 2 - By 31 March 2020, the National Police Chiefs' Council Coordinator for Economic Crime and chief constables should ensure that forces have processes in place to accurately and efficiently report fraud outcomes to the National Fraud Intelligence Bureau.
 - b) Recommendation 9 - By 30 September 2019, chief constables should publish their force's policy for responding to and investigating allegations of fraud (in relation to both calls for service and National Fraud Intelligence Bureau disseminations for enforcement).
3. There were also a number of areas for improvement suggested for Chief Constables to make.
 - a) improve the way their force uses the National Fraud Intelligence Bureau monthly victim lists to identify and support vulnerable victims and others who require additional support;
 - b) ensure their forces improve the identification and mapping of organised crime groups in which the principal criminality is fraud;
 - c) ensure that fraudsters are included among those considered for serious organised crime 'prevent' tactics, including by local strategic partnership boards and through integrated offender management processes;
 - d) increase their force's use of ancillary orders against fraudsters; and
 - e) ensure that their force complies with the Code of Practice for Victims of Crime when investigating fraud.

Information Required

4. The PCC would like details on the Force's response to the report and the position of the force in relation to HMICFRS's request for the force to publish its policy on fraud.
5. Did the force receive a debrief to confirm the strengths and weaknesses for this area?

7. Where does this fit with the operational assessment and priorities that are being dealt with operationally?
1. Is this coming up as an issue from other internal mechanisms e.g. complaints, resource levels/sickness, disciplinary, change initiatives

Actions Arising

2. That the information is noted.



Scrutiny, Delivery & Performance Meeting

14 May 2019

Letter from Nick Hurd MP re Police Funding Settlement

Purpose of the Report

1. The Rt Hon Nick Hurd MP, Minister of State for Policing and the Fire Service wrote to PCCs and Chief Constables in March 2019 outlining the police funding settlement and details of the £175m investment from the Police Transformation Fund to support the four major national police-led programmes, including the National Enabling Programme. It also outlined how progress was expected against four priority areas: commercial savings; productivity; workforce reform; and Serious and Organised Crime. The Home Office sought information from Forces on evidence for the next Spending Review.

Information Required

2. The PCC would like assurance on the delivery of the items contained within the letter.

Actions Arising

3. That the information is noted and further updates sought if and when appropriate.



Scrutiny, Delivery & Performance Meeting

14 May 2019

Issues arising from Appropriate Authorities Meetings

Purpose of the Report

1. This item was deferred from the last Scrutiny, Delivery and Performance Meeting on 5 April.
2. To update the PCC on the Appropriate Authorities Liaison Meeting. The Chief Executive of the OPCC has general delegation of respective Appropriate Authority matters and as such regular meetings take place with the Chief Executive, the Head of the Directorate of Standards and Ethics, the Head of Legal Services and the OPCC's Standards and Scrutiny Manager in order to discharge the Terms of Reference. The meetings take place to discuss matters of common interest and as a forum for the Force to notify the OPCC (and vice versa) of any conduct matters arising from litigation in accordance with the Schedule 3 of the Police Reform Act 2002 and the Police (Complaints and Misconduct) Regulations 2012
3. Since the last update to the PCC, meetings have continued to take place on a monthly basis.
4. The minutes of the meetings will be provided to the PCC for noting.

Information Required

5. The PCC would like details on the following:
 - a. A brief update on Operation Forbes to ensure that the PCC has an active oversight into the approach that is being taken by the Force.



Scrutiny, Delivery & Performance Meeting

14 May 2019

PCC Scrutiny Questions

1. **Performance** - Could the Force provide an outline of the current Performance Framework and in particular how accountability is exercised for the individual crime categories.
2. **Volunteers** – Could the Force provide details of the areas of activity where volunteers are being utilised currently and are there any other areas the Force plan to use volunteers in the future.
3. **Community Speed watch (CSW)** – Could the Force provide an update as what arrangements are in hand to deliver Community Speed Watch in particular what training and development work is being provided for staff to undertake CSW with members of the public.