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## **PCC Scrutiny, Delivery & Performance Meeting**

**Date:** 2 September 2019

**Time:** 1400-1700

**Venue:** Cleveland Room 1, Cleveland Community Safety Hub

### **Agenda**

|    |  | <b>Presented by</b> |
|----|--|---------------------|
| 1. | Apologies For Absence  |                     |
| 2. | Declaration of conflict of interest/disclosable pecuniary interest |                     |
| 3. | Notes of the previous meeting                                      | attached            |
| 4. | HMICFRS Update and Planning (questions attached)                   | Cleveland Police    |
| 5. | Any Other Business   |                     |
| 6. | Date of next meeting – 3 October 2019                              |                     |



## Scrutiny, Delivery & Performance Meeting

19th August 2019

15:00

Cleveland Room 1

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### Present

Barry Copping - Police and Crime Commissioner

Simon Dennis - Chief Executive and Monitoring Officer, OPCC

Richard Lewis – Chief Constable, Cleveland Police

Steven Graham – Assistant Chief Constable, Cleveland Police

Will Green – Head of Corporate Communications, Cleveland Police

Jo Gleeson – Chief Finance Officer, Cleveland Police

Brian Thomas – Assistant Chief 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

### 1. Apologies for absence

Liz Byrne – Assistant Chief Executive, OPCC

Michael Porter – Chief Finance 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. 1 July 2019

### Scrutiny Tracker

4. **Operation Phoenix Update** – ACC Graham provided an update in relation to Operation Phoenix. It was noted that overall, Op Phoenix had been received well both internally and externally. There had been a focus on proactive policing; the operation had seen a 15% reduction in the number of outstanding arrests. Six additional vehicles had also been put into place for busier periods, such as weekends, with a focus on vulnerability and domestic incidents; that had seen an increase in officer attendance to DA incidents. It was noted that performance information for Op Phoenix was now available on the force intranet.

### Objective – Investing in Our Police – PCC Scrutiny Questions

5. The PCC put the following questions to the Force in advance of the meeting

*i. The Response to the Strategic Direction requires submission as requested by Monday 12th August for presentation in the meeting:*

CC Lewis provided written response to the Strategic Direction document ahead of the meeting and noted that the initial response outlined the HMIC's causes for concern. The response provided acted

as an interim position until the first phase of HMICFRS Police Performance and Oversight Group (PPOG) had commenced and that in turn would feed into a strategic response.

SD queried whether CC Lewis was confident he had received an appropriate level of candour from Senior Leaders to forecast potential problems and it was noted that he was currently in consultation with the Vice Chancellor of Teesside University for the provision of an initial scoping exercise on the Force's requirements from a Senior Leadership course to iron out potential problems.

Discussions took place in relation to a refresh of the Transforming PSD programme and the complaints reform model. It was agreed that following an initial meeting between SD and Cristiana Emsley, the PCC and SD would meet with CC Lewis to discuss the approach.

Since the previous meeting, discussions had taken place in relation to an executive board for decision making, to include the PCC, Chief Executive and members of the Executive team. CC Lewis noted that this has not yet been progressed but that he was in agreement with the PCC that it would be a requirement going forward.

**Actions:** PCC, CC Lewis and SD to meet to discuss the complaints reform model and Transforming PSD.

Executive Board for decision making to be implemented.

**ii) Force Control Room** - *What is the Chief Constable's view on the numbers required in the control room following HMIC feedback on the overall efficiency of the processes within Cleveland Police and whether or not these are required.*

*How this has been considered and has the number changed?*

ACC Graham provided a response to the questions raised by the PCC as Force Control Room lead. ACC Graham noted that all variations of the appropriate models were being fully costed and analysed at each option to see how they would fit with the long term financial plan. The preferred model involved police officers and police staff, which would result in an overall reduction in numbers of police officers required to work within control room.

**iii) Neighbourhood Policing changes:**

*The PCC has not received a detailed plan of what is happening and when can this be provided for discussion prior to the meeting?*

ACC Graham provided response and it was noted that the short term intent was to have something in place, the model has not yet been built as a strategic approach with a strategy around the national picture. Longer term, DS and AJ had been tasked with building the strategy for what Neighbourhood Policing in Cleveland should look like.

Immediate changes had taken place for the short term, a total of 16 officers have been placed back into Neighbourhood Policing with 3 in Redcar, 4 in Hartlepool and Stockton and 5 in Middlesbrough. Discussions are also beginning to take place in relation to co-location with local authority representatives, with the Hartlepool model being considered as best practice.

BT confirmed that there were advanced plans in place in terms of bringing new officers in from both estates and training perspectives. The training team were currently mapping competencies to consider the prospects of where new officers would be best placed following initial training.

**iv) Performance:**

- i. *We have been provided with the draft governance regime, the PCC would like to discuss strategic corporate governance at tier 1 as many areas overlap with the proposed Executive Board set out within the Strategic Direction.*
- ii. *Currently the current performance regime does not consistently identify areas in which we know the force needs to improve e.g. setting of tolerance levels and what should and should not an exception.*
- iii. *What are the plans to develop this?*

CC Lewis noted that Lisa Theaker was working with Louise Solomon to develop a performance regime with consideration being made to the role of the Strategic Direction. It was expected that the performance regime will be produced by Monday 4<sup>th</sup> November.

**v) Projects:**

- i. *Following project documentation from the FCR project, Digital Transformation Programme, BWV and the information presented on transforming CP it is unclear how project benefits and business change are measured/controlled through the project lifecycle and beyond. It is unclear as to the return on investment and how the organisation has improved as a result. It is also unclear as to how overall programme management controls are used.*
- ii. *An example of this based on information that has been provided includes BWV as follows:*
  - *Project implemented in 2015*
  - *Upgrade in 2017*
  - *Clear benefits are confirmed within presentations/at the beginning of the project*
  - *Reviews have been completed to assess effectiveness e.g. Outcome 16 review*
  - *In 2019 issues are still evident in how the asset is managed (batteries running out) and inconsistency in its use for evidential purposes*
  - *The performance report also shows an increase in Outcome 16, lack of police based prosecutions and an increase of 41% in assaults against an officer**Further scrutiny will be required in this area.*
- ii. *What assurances can be provided that confirms that any project in progress will be able to demonstrate improvements?*

BT provided an initial response, it was noted that internal audit had looked at how projects were managed and noted that the benefits side was still being considered. The collation of benefits is also impacted by the National Structure as benefits information had not yet been received for national projects such as Single Online Home. Benefits plans were currently in draft form in other areas and an offer had been extended to the Assistant Chief Executive to review the documentation. The governance structure for benefits mapping was currently being considered and would be revisited within a future scrutiny meeting.

**vi) Corporate Risk:**

- i. *The PCC has been assured that there is a corporate risk plan and process in place.*  
*How does this the process take into account and make best use of information such as the performance data, workforce plans, horizon scanning, scrutiny to ensure the right risks are on the register?*  
*What assurances are in place to ensure activities are evidenced before a risk or action is closed?*  
*How does the risk process link to project risk? Following information received it would appear that the processes are different?*

JG provided a response, it was noted that the Risk and Governance (RAG) board reviewed risks every two months and they met to discuss new and emerging risks with a member of the OPCC in attendance. Strategic risks were reviewed annually by COG and risks are reviewed against areas of concern highlighted by HMIC. The Risk and Assurance Manager had links with other forces to benchmark

risk registers for national issues such as the Eurofins data breach. Horizon scanning documents are also reviewed to consider if there were any national risks which would affect Cleveland.

## **6. Finances – Summary of Financial Progress**

### **PCC CFO Budget Monitoring Outturn Report for 2018-19**

In the absence of the OPCC CFO, the Force CFO, Jo Gleeson, provided an overview of the highlights from the PCC CFO Budget Monitoring Report. SD noted a corporate risk relating to Legal Services and highlighted the importance of being mindful of the risk.

The PCC was asked to note the following

- a. That the Office of the PCC's budget for the year was originally £860k; which then reduced to £831k, spend against this revised budget totalled £764k resulting in an underspend of £68K
- b. The Corporate Services budget of £9,475k which was revised down to £9,324k, overspend by £30k in terms of core activities; however £708k was required to be added to the Insurance/Legal Provision to meet continuing increases in costs in this area. This resulted in a £738K overspend in this area.
- c. The £3,939k to support PCC initiatives and Victims and Witnesses Services, including £1,450 to invest in Neighbourhood Policing, underspent by £443k.
- d. The PCC received £3,577k of additional income during the year that resulted in increased expenditure over and above that which was envisaged when the budget was set.
- e. The PCC received a further £1,518k of income in 2018/19, which led to an under spend of the same amount, that was neither included within the original budget nor used for additional expenditure during the year.
- f. The Force had reported a breakeven position for the year.
- g. The Outturn before Reserves was an underspend of £1,282k

**Action** -The report was noted.

### **CC Budget Monitoring Reports – Report to the end of June 19**

The Force CFO, Jo Gleeson presented two reports relating to pre and post audit financial accounts and adjustments. An overview of the highlights from each of the two reports was provided. Both reports were noted.

It was noted that the capital program had a 24% underspend; the report details programmes which were completed and those which weren't. Underspends within the capital program included the CSH Project and the Agile Project.

### **PCC CFO Budget Progress Report**

The Force CFO, Jo Gleeson presented the report to the board, it was noted that the total forecast outturn at the end of June was an underspend of £550k before the impact of the 2019/20 Pay Awards.

The PCC was asked to note the following

- a. That the Office of the PCC's budget of £880k was expected to underspend by £35k during 2019/20.
- b. The Corporate Services budget of £9,920k was expected to underspend slightly, by £45k at this point of the financial year
- c. The £5,440k to support PCC Initiatives and Victims and Witness Services, including £1,430k to invest in Neighbourhood Policing and £1,000k to increase the Police Officer

- establishment is forecast to underspend by £250k at this stage of the financial year; which includes a projected cost of £250k for Operation Phoenix
- d. It is currently forecast that the income received by the PCC will be £1,075k more than the revised budget
  - e. The force is currently forecasting to overspend by £115k.
  - f. The total forecast outturn at the end of June is that there would be an overall underspend of £550k however this is before the impact of the 2019/20 Pay Awards.

**Action** - The report was noted.

### **Force Corporate Financial Monitoring Report – Quarter 1**

The Force CFO, Jo Gleeson presented the report to the board, highlights from the report were discussed. It was noted that the total forecast outturn at the end of June was that there would be an over spend of £115k before the impact of the 2019/20 Pay Awards. This report provided assurance that the revenue and capital plans for 2019/20 were being delivered, that financial risks to the plan were being monitored and managed, and that remedial action was been taken where necessary.

**Action** - The report was noted.

### **Forward Plan for Scrutiny**

The forward plan for scrutiny had been circulated prior to the meeting, attendees were asked to note the deadlines for the monthly meetings.

**Action** - The programme was noted.

### **Any Other Business**

None raised.

### **Date of Next Meeting**

The next Scrutiny, Delivery and Performance Meeting will be held on Monday 2<sup>nd</sup> September 2019.