



**Police & Crime Commissioner for Cleveland**  
**Cleveland Community Safety Hub**  
**1 Cliffland Way**  
**Middlesbrough**  
**TS8 9GL**

Email: [pcc@cleveland.pnn.police.uk](mailto:pcc@cleveland.pnn.police.uk)  
Website: <http://www.cleveland.pcc.police.uk>

Police and Crime Commissioner:  
Chief Executive & Monitoring Officer:

Barry Coppinger  
Simon Dennis BA, Solicitor

Tel: 01642 301861  
Tel: 01642 301861

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

**Date:** 6 April 2020  
**Time:** 1300  
**Venue:** Via Conference Call

Meeting Number: **994 562 866**

Password: **1234Aa**

Audio Connection **01642302670** (2670)

### **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.	Covid-19	Cleveland Police
5.	Briefing on Crime Assessment Framework	Superintendent John Bent, Cleveland Police
6.	Public Questions for the Force	Attached
7.	Any Other Business	
8.	Date of next meeting – tbc	



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

9 March 2020

15:00

Cleveland Room 1

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### **Present**

Barry Coppinger - Police and Crime Commissioner  
Richard Lewis – Chief Constable, Cleveland Police  
Ian Arundale – Deputy Chief Constable, Cleveland Police  
Lisa Orchard – Assistant Chief Constable, Cleveland Police  
Lisa Theaker – Chief of Staff, Cleveland Police  
Simon Dennis – Chief Executive & Monitoring Officer, OPCC  
Liz Byrne – Assistant Chief Executive, OPCC  
Michael Porter – Chief Finance Officer, OPCC  
John Wrintmore – Staff Officer to Chief Constable, Cleveland Police  
Emily Harrison – Superintendent, Force Control Room, Cleveland Police  
Elise Pout – Standards and Scrutiny Manager, OPCC  
Will Green – Head of Communications, Cleveland Police  
Steve Graham – Assistant Chief Constable, Cleveland Police  
Charlotte Rumins – Community Hub Advisor, OPCC

### **Apologies for absence**

Jeremy Collins – Service Improvement Team, Cleveland Police  
Louise Solomon – Head of Corporate Services, Cleveland Police

### **Declarations of Conflict of Interest/Disclosable Pecuniary Interest.**

1. None declared.

### **Notes of the Previous Meeting**

2. The notes of the following meeting were approved for publication.  
i. 10 February 2020

### **Police and Crime Plan – Investing in Our Police**

#### **Budget Monitoring**

3. Budget Monitoring Reports were provided by both the OPCC and the Force, Michael Porter discussed key points from each of the reports. It was noted that the OPCC is expected to underspend by £60k during 2019/20. It is currently forecast that the income received by the PCC will be £1,365k more than the revised budget. The total forecast outturn at the end of January is that there will be an overall underspend of £340k.

4. The Force year-end forecast position is for an overspend of £375k. It was noted that one of the main overspend areas has been in relation to Police Officer overtime. The delay in recruitment within the FCR had resulted in Police Officers supporting the FCR operations on overtime.
5. Attrition rates for Police Officer recruitment were discussed and it was noted that some officers had been lost during the training process. It was noted that around 300 applicants were received for the PCDA posts. It was noted that the recruitment process is being looked at by DCC Arundale to consider how attrition rates can be reduced during future phases of recruitment.
6. The forecast year-end position against the PCSO pay and allowances is for an underspend of £470k. It is anticipated that there will be no further recruitment of PCSO's in this financial year and the savings have been released to support the pressures across the Force.
7. The forecast year-end position against the police staff and allowances is for an underspend of £881k. Delays in the recruitment of additional staff into the Force Control Room have resulted in this saving. The recruitment for the other vacant posts identified in the 2019/20 budget are underway with 17 Force Control staff and 5 other staff planned before the financial year end. The impact of this recruitment is built into the current projections.
8. It was noted that an interim member of staff is being recruited into HR to manage the strategic element of upcoming work streams such as the return of Sopra-Steria staff to the Force and the police officer uplift.
9. The PCC queried how the Force are engaging with North Yorkshire in relation to the MIT arrangements following the increase in serious violence within Cleveland. LO noted that a Task and Finish Group has been established to look at the ToR for the current MIT. LO has held various meetings with her equivalent in North Yorkshire to consider potential options for the arrangements going forward. These options will be worked through and proposals will be drafted and presented to both PCC's for a decision. MP queried the risk management for if the collaboration were to cease and LO noted that this is being worked through within the consideration of each of the different proposals.
10. The PCC queried whether there is any indication as to why there has been a recent increase in serious violence. LO noted that it is an increase that has been observed nationally, the response to serious violence from the Force has been improved and there has been an increase in armed deployment in response.

### **Workforce Modernisation and Transformation**

11. Lindsay Wrigglesworth provided a note for the meeting and it was noted that the Resourcing Team have been delivering against the enhanced recruitment plan in order to facilitate the additional numbers required for Police Officers. This initiative has been in addition to the BAU delivery plan and to date, the resource hasn't been increased formally (with the exception of a PCSO who has been placed on adjusted duties within the team to offer additional administrative support). Although this has presented an unprecedented volume of work the team have delivered against the Operation Uplift Plan.

12. Additional resource for HR has now been approved by the Force and they are advertising to recruit a Full Time Resourcing Specialist and two additional FTC Resourcing Assistants to alleviate the pressure within the team to deliver against the Op Uplift plan as well as being prepared for the upcoming recruitment activity, uplift to enabling services, Fusion and the larger promotion processes being presented.
13. LW will continue to monitor the demand against the resource within the team.

### **National Policing Digital Strategy 2020-2030**

14. CC Lewis noted that a meeting has been scheduled for Wednesday 11 March in relation to the National Policing Digital Strategy. The release of the National Policing Digital Strategy is currently being assessed against the local Cleveland Police Digital Policing strategy and a gap analysis exercise will be conducted by the end of April 2020. This will further inform the ICT work programme is going forward and the work to transition the ICT service from Sopra Steria to Cleveland Police at the end of the Sopra Steria contract in October 2020.

### **Estates Strategy**

15. The PCC noted that he has received the update and notes the response, he queried whether the Chief Constable currently feels the estate is sufficient. CC Lewis noted that it is likely the force does have sufficient estate and that further consideration is to be made in relation to re-populating former Police Station buildings.

### **Risk Register**

16. A written update was provided to attendees prior to the meeting. It was noted that quarterly meetings are held with the Force nominated risk champions, one from each Force business area, to promote the discussion of risk with attendees and the wider departments. Scrutiny features throughout the risk process, within the quarterly risk meetings in each business area, at the bi-monthly Risk and Governance Board and the twice yearly Joint Audit Committee. Additionally risk has also been subject to internal audit.
17. A risk can only be closed if all actions are either closed or implemented. For a risk action to be marked as closed or implemented, this would ordinarily come from the risk owner/ champion/ SME from the line of business. A secondary form of assurance would be sought.
18. MP highlighted the importance of effective risk registers for key areas of business across the force. He noted that when updated and monitored correctly, they can be used as a tool to forecast and mitigate risks to reduce their potential impact on the organisation.

### **Force Control Room**

19. Emily Harrison attended the meeting to deliver an update in relation to Force Control Room. It was noted that the increase in precept for 2018/19 has been utilised by the Control Room but the full establishment of additional 41 staff have not yet been recruited.
20. Cohort one are due to complete their training and will soon go live within the Control Room. Cohort two are in their initial 8 week training and are midway through their on the

job training, cohort three are in their initial 8 week training and cohort 4 are due to start their initial training imminently.

21. There will be four Chief Inspector led teams with two FIMs. A new FCR trainer has been recruited and the THRIVE training package has been given to shifts. An e-learning package has been compiled for delivery to the others, the package concludes with a knowledge check to consolidate understanding. It was noted that since implementation, the Vulnerability Desk have reviewed 1429 incidents in January and 1392 incidents in February.
22. On the 17 February 2020 the 101 function went live with improved overnight coverage. 999 answer rates have improved and the abandonment rate is now down by 1.6%. There has been a reduction in crime administration to improve CDI in disposal and validation queue. It was noted that the event queues are also reducing ensuring members of the public obtain a quicker service.
23. LB queried the attrition rate in relation to losing within training, EH confirmed that so far no staff have been lost during training. LB queried what the green sections meant within the FCR Project Plan which had been circulated prior to the meeting, it was noted that the PQR team have reviewed and signed off those elements but feedback hasn't been received yet.
24. LB noted that within the Fusion meeting the project would be due to close at the end of June, EH confirmed that this would no longer be the case due to the attrition rate from move of previous staff members into police officer roles. LB asked what project closure looks like, EH noted that the project shouldn't be closed up until full recruitment is established and 999 has gone live and a post implementation review has been conducted, LB added that reviews of the FCR should be pro-active. LO noted that longer term, the Force Management Statement should inform the FCR model appropriately based on demand as the Force matures.
25. The PCC queried the overall timescale for FCR as a project, EH noted that it is likely to be the end of 2020, followed by a period of post implementation review. The PCC also queried whether EH is happy with the quality of the training the staff receive, EH confirmed that the FCR are and it has also been a great opportunity to deliver training to existing FCR staff.
26. MP queried the plan for future recruitment training processes, EH noted that there is another cohort required for recruitment following the April 2020 cohort but the training school are unavailable during the summer. Discussions are currently ongoing to factor in another programme of training prior to the summer training department closures.

## **Public Communication**

27. Will Green delivered a presentation on public communications and a copy of the communications strategic service plan was provided to attendees. The strategic service plan consists of three teams, namely; media and communications, internal communications and engagement and digital engagement and design.
28. It was noted that the Communications and Engagement Strategy for 2020-25 will consist of five pillars and each of the strands were discussed. A copy of the draft Digital Engagement Strategy 2020-25 was shared with attendees and it was noted that it has been produced to

incorporate best practice from other digital engagement strategies across the country. It was noted that the strategy is a living document which is subject to change, further consultation will take place with the Everyone Matters team to increase the engagement element of the strategy. It was noted that the strategy does not yet include the delivery element, this will be adapted going forward once the Digital Engagement Officer is in post.

29. LB noted that HS has been developing the communications strategy for the OPCC in draft format. LB, HS and SW have met to consider how SW can assist the Service Improvement Team in relation to community engagement. It was noted that complementary media strategies should be in place for the Force and OPCC.
30. The PCC noted that the key to the success will be building up proactive relationships with local press and media. In relation to community engagement, the PCC attends a number of community meetings and is not always accompanied by members of the Force (PCSOs, Police Officers etc.), consideration is to be made as to how improvements can be made in this area.

Action – As the overall plan was not presented to the PCC at the meeting, it was agreed, post meeting, that the PCC and the Chief Executive be given a copy as soon as it becomes available.

### **HMICFRS Inspection Update**

31. LO provided an update in relation to Crime Data Integrity. In January 2020, a Gold Group meeting structure has been established under the direction of ACC Orchard. Meeting on a fortnightly basis, the Gold Group have reviewed the previous action plan and a new programme of improvement activity has commenced.
32. Progress that has been identified to date was discussed. It was noted that new processes have been introduced within the Control Room aimed at increasing compliance and ensuring all crimes are recorded within 24 hours. Additional training is to be provided to operational staff with a focus on the identification and recording of stalking, serious sexual offences and domestic incidents. Improved performance products have been procured which allow the Force to monitor and manager performance more effectively.
33. A revised communications strategy with a clear and visible Chief Officer lead has been produced, with a video message from ACC Orchard titled 'Understanding the Victim' due to be rolled out in March 2020. Compulsory CDI assessments have also been implemented within the Control Room to test staff knowledge and understanding.
34. A new THRIVE assessment matrix has been introduced for use by Control Room staff and an associated quality assurance audit will be conducted. There are also daily performance accountability measures within the Control Room in relation to the accurate and timely validation and disposal of crime.

### **Coronavirus Update**

35. SG provided background in relation to the spread of Coronavirus, there are currently 319 confirmed cases within the UK. There is no immunisation for the virus and national guidance has been sent out in relation to a reasonable worse case planning scenario. The Cobra group

have met a number of times and a COVID-19 task force has been established. England have applied for military planning for each LRF, the frequency of LRF reporting is expected to increase to daily reports.

36. Locally, Cleveland Police has a duty to risk asses and prepare for emergencies, this includes novel virus' such as Coronavirus. This preparation includes a role as an emergency responder and as part of day to day policing in the community. Business Continuity Plans are being reviewed in line with the reasonable worst case scenario planning. Occupational Health are also looking to procure hand sanitizer for staff to increase wellbeing.

### **Any Other Business**

37. No items were raised for discussion under any other business.

#### **Agenda Item 4 – Covid 19**

1. Could the Force explain the new incoming powers under The Health Protection (Coronavirus, Business Closure) (England) Regulations 2020 and the existing Anti-social Behaviour, Crime and Policing Act 2014. To include
  - a. How do officers feel they have been briefed and prepared for blending those powers into the Cleveland Police 'policing style'?
2. Could the force provide a Covid-19 policing update on the current Covid-19 situation to include the following:
  - a. Does the Force have a Covid-19 public Communications Strategy and if so, please can a copy be provided? What is the Force's approach to public communications, for example, how is the force engaging, advising and encouraging members of the public in respect of the new powers?
  - b. What is the Force doing to minimise the risk to the public?
  - c. How is the Force ensuring the safety of staff?
  - d. What measures is the Force taking to understand areas of community concern and monitoring community tension, to include a borough by borough update for the PCC of Fixed Penalty Notices, details of any hotspots, disturbances at supermarkets, unrest, etc?
  - e. Does the Force have adequate supplies of Personal Protective Equipment (PPE)?
  - f. With regard to the impact on the control room, please provide an update report for call volume (999 and 101) in the control room, are there any abstractions and if so how are these being managed, where have the 'pressure points' been identified and what are the plans to deal with those.
  - g. Could the Force provide a brief snapshot of the complaints and thanks that are currently being received, and in particular how messages of thanks to particular staff are being conveyed.
  - h. Could the Force provide an update on the current position with recruitment/training, in the light of current circumstances. Will the planned recruitment drive still continue and how will staff undertake mandatory training?
  - i. Given the current climate and the news regarding the threat to small and medium size businesses can the Force assure the PCC on the actions taken to ensure that all suppliers are paid as quickly as possible?

#### **Agenda Item 5 – Crime Assessment Framework**

1. Please could the Force present a full briefing on the implementation of the Crime Assessment Framework?



## Agenda Item 6- Public Questions

Question	Topic
1. It appears on the face of it, that my local community have taken the directions from the government very seriously; so much so that the only traffic I observe outside my building, is that of drugs in the form of vehicles dropping off supplies to local pushers, who then take an unnecessary walk or bike ride round the locality to distribute.	Comment - drug dealing still going on
2. I am extremely concerned for shop workers working behind tills. To avoid the spread of Covid 19 between the shop workers and the public the government should be asked either to supply PPE for their faces which is only just being brought in for staff nursing COVID patients but better still all cashiers should have screens as in petrol stations. Also they need protection against people who are aggressive.	Concern for shop workers
3. If MOT garages close how can cars be tested? In rural areas this could become a major problem as cars have to be taken off the road.	MOT
4. Totality? I thought operational stuff was the role of the CC and you did strategic? Isn't that what you said before? Surely the CC needs to be able to get on with the job without such distractions.	PCC role
5. What monitoring of Cleveland Police will take place during this period? How do we ensure improvements continue to be made?	Police Improvement
6. Can you tell me how you intend to enforce these newly acquired powers in respect of this illegal trafficking. I would like to see how you could use these new initiatives to make an example of these law breakers. They stick out like a sore thumb! I remain grateful to our wonderful officers and much appreciate all neighbourhood alerts.	Police Powers
7. I agree that these sweeping new powers must be used by the police with common sense and sensitivity and hope you will ensure no heavy handedness is allowed to sour public support for the police	Police Powers
8. Could you please advise how these new powers will be enforced, bearing in mind the lack of staff on the ground.	Police Powers
9. Are police chiefs and inspectors and yourself going on the front line , like our local police if not shouldn't you all lead by example	Police Powers
10. Let's hope these powers are completely gone when all this is over and not abused.	Police Powers
11. Given than Cleveland Police said they were following an 'educate and persuade' approach to coronavirus restrictions why have they issued nearly a grands worth of fines in two days? Is this policing by consent?	Police Powers
12. Recent reports on Teesside live have recently highlighted that non essential shops are open. The Range in portrack sells a tiny bit of snacks 95 % is non food. Staff reporting this said people are buying non foods such as paint and this encourages people to drive here surely This is the very thing that the government are saying not to do? A lot of criticism about how busy Stockton high street is but no police or community offices around. We must have a present otherwise it will get worse. If police stop people who are out driving and I am thinking of someone in particular they will simply say they are out shopping for essentials. This person shops	Police Powers

<p>about 5 days a week going to at least 2 supermarkets stockpiling food how can this be stopped.</p>	
<p>13. Having read the article on Cleveland Connected, I must say that the tone of the article was somewhat imbalanced, seeming to request opposition and criticism rather than objective views. I would like to say that I am disappointed with the extent to which the legislation has gone. In view of the seriousness of the situation that was developing, the legislation should have gone further with curfew and direct instruction from the start, not mere requests. In view of the current situation, there should have been guidance for Courts, Police Forces and the general public of what is and is not allowed, with exercise prohibited, together with dog walking limited to 100 metres from the home address. This current situation leaves the Public uncertain and the Police likely to face insurmountable situation where, with current policing levels, a great difficulty will be faced to establish sufficient evidence to prosecute and similarly courts unable to convict. This in turn leads to complaints of harassment and compensation claims. The Police needs to be 'forceful' in these circumstances and it appears that they are being expected to do a job they are not being equipped to perform.</p>	<p>Police Powers</p>
<p>14. How come when we are on lock down next door can have family coming and going rules for some but not others</p>	<p>Police Powers</p>
<p>15. For How Long</p>	<p>Police Powers</p>
<p>16. the new police powers to issue fines to people deemed not to be undertaking essential travel has potential to be used to fundamentally undermine civil liberties. What right to appeal do people have if issued with a fine from the police? What is the current number of fines issued and will Cleveland police release daily figures on the number of fines and/or other prosecutions undertaken with relation to Covid19?</p>	<p>Police Powers</p>
<p>17. While I am in full agreement with the current restrictions I really think some shops should be educated as to the 2 metre ruling, I was in Heron in Norton yesterday and the assistant was telling everybody to stay at 2 metres apart, however when I pointed out that the aisles were not 2 metres wide she said 'really' I added that they should have a 'one way system in use' as I do believe Sainsburys is using, Aldi, also in Norton are also not very well educated in the ruling, it would be good if the police could enforce the ruling and fine the stores responsible as they are doing with individuals then maybe the public would realise how serious the situation is.</p>	<p>Social Distancing concerns</p>
<p>18. I am concerned that the government legislation restricting movement to combat Covid19 breaches my human rights, with no reduction in the risk of transmission to justify that breach. My personal circumstances are somewhat unusual but there will be others in the same position:I have been with my partner for [REDACTED] [REDACTED] and we live separately (by ourselves) in our own homes for most of the week, spending alternate weekends at one another's homes, travelling alone by private car. My partner is an [REDACTED] [REDACTED] worker and lives in [REDACTED], I live in [REDACTED]. Our current arrangements put nobody else at higher risk of contracting the disease and do not put us at any more risk of</p>	<p>Social Distancing concerns</p>

<p>catching it from one another than if we moved in together for the duration of the restrictions. Doing so would entail me leaving my home in [REDACTED] unoccupied and unsupervised for the duration of restrictions, with the result my home insurance would lapse. As our personal family arrangements do not increase the risk of transmission of Covid 19 in my view the restrictions on them are an unjustifiable breach of our human right to respect for our private family life. It is galling that the legislation has a specific exception for moving children between separated parents but no such respect for adults living in similar family arrangements. I begrudge being turned into a criminal for merely spending time with my long term partner in private and at no increased risk of spreading the disease. Given Cleveland Police are conducting checks on roads around Cleveland please can you seek assurance from the Chief Constable that travel arrangements such as ours will not be restricted. If that is not the case I will feel obliged to enforce my human rights by legal action.</p>	
<p>19. What are the police doing about the scenes below (queues outside Nat West in Middlesbrough) . I work in one of the banks and believe me they aren't coming in to do essential transactions. Most of them can pick up a phone and pay their bill or ask if their benefits are in. I think that there needs to be a crackdown as it's not just themselves that they are putting at risk but society as a whole</p>	<p>Social Distancing concerns</p>
<p>20. Many of us have vehicles which require a reasonable trip to stop them ceasing up etc. as garages are closed or limiting the people who can work in them the danger of being unable to use a vehicle or have it sending spurious error messages is a problem . How do we deal with this? A 30 mile drive was suggested by a garage to check error messages which may or may not be due to a vehicle standing for too long as they are during lock down . The majority of people are taking this seriously , I realise that the police do not wish to target the decent majority.</p>	<p>travel in car</p>
<p>21. I am [REDACTED] living in [REDACTED] but active and since my retirement help on my brother in laws farm which is near [REDACTED]. You will doubtless be aware that with the disastrous back end farmers have been unable to work on the land and now are actively trying to work the land (which would normally have been done last autumn). As a "vulnerable person" I am supposed to stay at home until further notice. However I wonder if you could seek clarification if somebody like myself could leave the home by car not stopping until I reach the farm where I am quite able to work at a safe distance. Clearly farming is essential work and I cannot help other than at the farm. An early reply would be appreciated as my brother in law would really like my assistance but concerned at any repercussions for either him or myself.</p>	<p>travel in car</p>
<p>22. In an attempt to help mental health - Why can't we leave the house to jump in the car have a drive around with doors and windows shut, perhaps pull up and enjoy a view then drive back home.? I completely agree with self isolation even enforced isolation but if those who are not I'll could at least see something other than the 4 walls they live in and provided they belong to the same household and as far, as they are aware do not have the virus</p>	<p>travel in car</p>

<p>23. I'm struggling to contact the police through the website, it says my browsers need updating but I've done this several times over several days but to no avail, so I hope you'll be able to help me. I've posted on Twitter, Facebook and written to my mp but as yet haven't had a reply, I realise these are difficult times, so have no problem with this. I just want an answer. Under new rules, we are expected to walk from home to take daily exercise. This has created a dangerous situation in Redcar. I can no longer drive the 2 miles to walk the dog safely keeping safe distances from others on the beach, instead I have to walk to the small local field packed with people with, in parts narrow pathways less than 2m wide. I was so stressed yesterday I had to come home after 15 minutes. I'm asking if I leave a utility bill on the dashboard to show I am local if I can take my daily exercise at the beach, this in my opinion is the common sense approach, the government are sensibly trying to stop people driving miles and miles, saying people may need to stop for a meal or for petrol etc etc. In this area, this law is increasing residents chances of catching Covid 19 by forcing them all into one small area or not going out at all</p>	<p>Travel to exercise</p>
<p>24. Could you advise whether it is in fact illegal, as opposed to ill-advised, to travel a short while to exercise, e.g. drive to nearby isolated woodland to walk the dog? This seems to be possible in some areas of the country, but not others.</p>	<p>Travel to exercise</p>
<p>25. in concern that numbers of confirmed Covid cases continue to rise in Stockton – where according to the author – people are flouting the law.· maybe you could also check the reports people are making on sites like #FixMyStreet the inaction could be the reason #Coronavirus cases jump more in #StocktonOnTees - who is ignoring the lockdown? WHY</p>	