



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

Date: 21 September 2020
Time: 2pm
Venue: St Mark's House/Teams

Dial in: **0203 463 9741**
Simon - **81664260** then #
Chairperson
passcode:
Participant **67475520** then #
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Agenda

		Presented by
1.	Apologies For Absence	
2.	Declaration of conflict of interest/disclosable pecuniary interest	
3.	Notes of the previous meeting on 19 August 2020	
4.	Police and Crime Plan Objective – A better deal for Victims <ul style="list-style-type: none">• Focus on Vulnerability• Operation Phoenix 2• Operation Encompass	Cleveland Police
5.	Force Control Room - Update	Cleveland Police
6.	Covid Recovery Plans Update – FPNs	Cleveland Police

7.	Drone Update	Cleveland Police
8.	Sopra Steria Update – by exception	Cleveland Police
9.	Any Other Business	
10.	Date of next meeting – 2 November 2020	



Scrutiny, Delivery & Performance Meeting

Wednesday 19 August 2020

13:00

Microsoft Teams

Present

Barry Coppinger - Police and Crime Commissioner
Simon Dennis - Chief Executive and Monitoring Officer, OPCC
Lisa Oldroyd – Assistant Chief Executive, OPCC
Amanda Wilkinson – Strategic Contracts and Governance Manager
Elise Pout - Standards and Scrutiny Manager, OPCC
Michael Porter – Chief Finance Officer, OPCC
Ian Arundale – Deputy Chief Constable, Cleveland Police
Helen McMillan – Deputy Chief Constable, Cleveland Police
Steve Graham – Assistant Chief Constable, Cleveland Police
Lisa Theaker – Chief of Staff, Cleveland Police
John Bent – Service Improvement Team, Cleveland Police
Will Green – Head of Corporate Communications, Cleveland Police
Jo Gleeson – Chief Finance Officer, Cleveland Police
Ciaron Irvine – Chief Superintendent, Cleveland Police
Louise Solomon – Head of Corporate Services, Cleveland Police
Lynne Swift – Human Resources Director, Cleveland Police
Charlotte Rumins – Community Hub Advisor, Cleveland Police

Apologies for absence

Richard Lewis – Chief Constable, Cleveland Police
Hannah Smith – Commissioner’s Officer for Communication and Information, OPCC
Lisa Orchard – Assistant Chief Constable, 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. 22 June 2020

Monthly Sopra Steria Update

3. CI attended to provide an update on the Sopra Steria transfer and it was noted that due diligence activities are taking place. Briefings have taken place with staff and staff unions, Steria are to provide full details in relation to staff and their salaries by 3 September 2020. Information has been shared with HR staff to assist with building the staffing structures prior to transfer.
4. A number of staff have left the organisation in the last four to six weeks so measures are being put into place to recruit staff back into those roles, any new recruits will be employed by Cleveland Police

and the initial months of salary payments will be recharged to Sopra Steria prior to the contract transfer.

5. A specific piece of work is to be conducted in respect of ICT, additional resource is required within ICT following the transfer date of 1 October. Specific marketing and recruitment activity is planned to recruit the right people into those roles.
6. BC noted that a cohort of people will be coming into St Marks House from different disciplines and queried whether the Force have put any thought into how these services will be further developed as a unified support service. CI confirmed that thought is being given to an additional support service, this is being considered under the wider Service Improvement Programme. Improvements to ICT are to be conducted within the initial phase of the improvement planning. The further development of HR and Criminal Justice departments has been paused slightly and will be carried forward following the transfer in October. It is recognised that improvements in one area are likely to link and lead to the need for improvements in others.
7. It was noted that the St Marks House project has been running since January. The buildings certificate has now been received and it was noted it is expected to be occupied as of the 7 September. The building now has the required level of security for occupation, estates are to begin working from the building to ensure the facilities are operating as expected. The project is expected to be completed ahead of time and slightly under budget, CI intends to request that the savings from the project be utilised to further progress agile across the Force.
8. BC queried whether it would be possible to hold the next Scrutiny, Delivery and Performance meeting from the building, CI confirmed that this could be accommodated.
9. It was noted that the Oracle Enterprise platform has also been implemented under the Fusion project as an enabling tool to underpin the activities which will take place to progress improvements within the force.

Service Improvement Programme Update

10. JB provided an update on the Service Improvement Programme. The programme is currently standing at red as a result of the understanding demand work stream. As a result of Covid-19 delays have been experienced to the face to face workshops which Process Evolution had hoped to conduct. Three of the workshops have now taken place and this element of the programme is to be progressed. Process Evolution will be conducting work in relation to demand, neighbourhoods, the CHUB and the MASH. It is expected that these delays will lead put the programme back for a couple of months and the end of stage 0 review is unlikely to be conducted until late November, early December.
11. An additional risk with the programme was highlighted within the last meeting of the Service Improvement Board. There is a stage plan in place which has previously been provided to the PCC, the Integrated Offender Management work stream has now been captured within the overall Service Improvement plan. Work is ongoing with the business analysts to conduct a piece of work to identify improvements in relation to IOM to ensure the Force is dealing with offenders more efficiently.
12. The Service Improvement Team had provided an update on improvements to dealing with vulnerability to the recent PPOG meeting. Gradual improvements are being identified and tangible evidence is being received, particularly from the Stockton area, following the additional investment into Neighbourhood Policing.

13. Work is ongoing in relation to Ethics and Equality to drive forward improvements within the Force, both the internal and external Ethics Committees are in place and are meeting regularly with key questions being raised during the Covid period.
14. Improvements are required to develop the evidence gathering approach of the Service Improvement Team to ensure the developments which are taking place are demonstrated appropriately. Idea Drop is now in place in the Force to encourage members of staff to share their ideas on how improvements can be made to areas of the Force. The Service Improvement Team are also issuing a monthly 'Towards 2025' magazine outlining the progress they are making.
15. Two Business Analysts have been recruited on a temporary basis in to the Service Improvement Team. Gaps have been identified in the enabling services following members of staff leaving the Force, this is being monitored as part of the programme in consultation with LS and the HR team to ensure that the services are sustainable.
16. IA queried whether the delays with Process Evolution impacts upon the improvements to FCR. JB noted that the improvements to the FCR are conducted on a rolling basis, the consultancy services provided by Process Evolution will be utilised alongside the continuous FCR improvement work stream.
17. AW noted that she would be keen to discuss the work streams in relation to investigative standards outside of the meeting with JB to understand how this work is likely to impact areas such as custody.

PCC Scrutiny question

Ginger Hire – e-scooters

18. The PCC raised the following question to the Force prior to the meeting:
'What engagement took place with the Force prior to the launch of the Ginger Hire E-Scooters and was the force assured about the safety of the public with regards to the operation of the scheme?'
19. JW noted that the Tees Valley Mayor had written to the Chief Constable in July 2020 following the announcement to the changes in legislation to allow e-scooters to be allowed on roads up to a speed limit of 15 miles per hour, it was noted that these have been set locally at 11.5 miles per hour. The Chief Constable responded in support of the pilot.
20. The pilot has begun in Middlesbrough, it was noted that the roll out has been paused in areas such as Hartlepool as there have been instances where they have been misused. Graham Milne from CDSOU has been engaged with the pilot since the issues which had been identified. The legislation requires for users to be 17 or over and hold a provisional licence.

2020/21 Budget Monitoring – Report to the end of June 2020

21. MP provided an overview of the report, it was noted that the report covers most of the areas of expected expenditure. Some small underspends have been identified within the OPCC following the reduction in travel to conferences etc. as a result of Covid-19. As a result of a number of vacancies in the neighbourhood policing budgets which are funded by the PCC, there has been an opportunity to fund additional projects.
22. A number of incomes have been impacted as a result of the current Covid-19 restrictions, these impacts are being monitored and consideration is taking place as to how this is likely to impact the budgets for the remainder of the year.

23. MP noted that he has incorporated a number of recommendations into the report in relation to recruitment of staff into the organisation, particularly into roles in the FCR and roles which the Force had indicated they required for sustainability following the HMICFRS report. A significant level of underspend has been identified within the Police Staff Pay budget as a result of this lack of recruitment, the implications of not having these staff in post is to be considered and reported on. JG noted that a report is to be delivered at the next Scrutiny, Delivery and Performance Meeting in response to these queries.

Corporate Financial Monitoring Report to 30th June 2020

24. JG noted that the force are currently forecasting a £750k underspend. A £300k underspend has been identified in relation to Police Officer pay at this stage. An underspend has also been identified in respect of Police Staff pay as noted within MP's report, queries in respect of these underspends are to be responded to formally within the next meeting. The current projection for PCSO pay is an underspend of £65k.
25. A vast amount of major incidents are still being experienced by the force and this has been highlighted as a potential financial risk which requires monitoring. Operation Phoenix has also been funded by the Force for the summer months.
26. In relation to the Capital Budget, a breakeven position is currently being forecasted. A significant number of projects are forecasted, particularly in respect of ICT. In terms of vehicles, there is not currently a national contract in place for vehicle purchase as it is yet to be signed off. Other routes have been identified for the purchase of vehicles which procurement have begun progressing.
27. SD noted that he couldn't see the risk in relation to the recruitment of police staff clearly highlighted within the reports. JG agreed to ensure this is picked up appropriately within the documentation.

Force Control Room

28. It was noted that queries had been raised by the PCC to the Force prior to the meeting, BC asked that FCR be included as a standing agenda item for the PCC Scrutiny Meetings.
29. SG noted that the issues with the FCR are acknowledged by all attendees and provided an overview of the journey so far. It was noted that there is a national issue with FCRs, SG noted that GMP's DCC has recently issued a statement in respect of their difficulties with FCR demand. HMICFRS have recently released the Call for Help report which flags up that Police are not transferring matters to other agencies, there is not always the best response to vulnerability, resolving without deployment is not utilised effectively or consistently and the requirement for better contact management. It was noted that the College of Policing are refreshing the contact management training programme.
30. There is an expectation that during 2020 the service will agree a standard for how quickly 999 calls are expected to be answered. There is currently a challenge around skills, supervision and performance management.
31. Vulnerability desks and the introduction of mental health specialists within the FCR were identified as good practice within the HMICFRS report. The recommendations from within the report have been reviewed by SG and SK and the suggested improvements have been collated as part of the recruitment plans for Cleveland going forward.

32. SG had brought SK into FCR in a consultancy role towards the end of 2019, this made clear some of the issues which required resolution within the department. Following this, SK was appointed as a temporary Head of FCR in early April as a business area expert to drive forward the change.
33. BC queried what an abandoned call consists of. SG noted that the route into the Force is to call 999 or 101, the abandoned calls include the members of the public who put the phone down after the call has not been answered within a certain amount of time. When calling 101, the automated message process takes approximately 3 and a half minutes to get through, following this music is played and every 30 seconds the caller is informed that the FCR is experiencing a high volume of calls, as a result the public are putting the phone down. The abandonment rates also include the yellow phones situated outside of police stations and internal demand where staff are calling 0. It is not currently possible to identify the difference between calls from the public and those which are internal from members of staff. Work is ongoing to attempt to develop a way to distinguish between the types of abandoned calls. At present, the average waiting time for 999 and 101 calls to be answered is reducing in comparison to last year.
34. SK provided an overview of her experience and career history which had led to her being appointed as subject matter expert to drive forward improvements to the FCR. Prior to recruitment into her current role, SK had worked as a HMICFRS Review Officer and had conducted the review into Cleveland Police's FCR during the last HMICFRS review. Once recruited into the role, SK provided initial training to around 45% of the FCR in relation to THRIVE assessments and SPOCs were then identified to further deliver the training.
35. SK reviewed the demand work which had previously taken place within the FCR, her findings were then presented to SG and the demand work was paused and re-conducted in March 2020. The updated demand work was used to feed into the production of refreshed shift patterns, the patterns were linked to those of IRT.
36. Gaps had been identified within the initial project in respect of information which was required to be sent to the Home Office and the handling of areas of work which would require a higher level of vetting than was held by FCR call handlers. Gaps were also identified in relation to training needs for call takers. A training needs analysis has been conducted of the whole department and all members of staff have now been trained in call handling and are working through the tutoring process.
37. It had been identified that FCR staff had not been trained in Operation Plato or child rescue alerts since 2015. This has now been picked up and staff have been trained accordingly. As a minimum, all staff are now required to be trained in call handling when recruited into the role, from there staff are consulted with to ensure the right people are placed in dispatch and crime recording.
38. Abandoned calls are now being analysed on a monthly basis to assess frequent numbers which are being identified. The fire and ambulance service have now been provided with a direct line to call through on, as have the crisis team from Stockton Borough Council. An internal extension number for the FCR has been requested from ICT to reduce the number of calls via 101 by members of staff.
39. The shift patterns of FCR require further consideration, it was noted that following the previous TUPE transfer around 75% of the FCR staff are currently on an inherited flexible working pattern, this is to be reviewed alongside the review of the shift pattern. The FCR do not currently use the Oracle duties management system, staffing levels are currently contained on a spreadsheet which can often be inaccurate. It is being requested that FCR be included within the next phase of Oracle duties management implementation to reduce this risk.
40. A number of systems have been procured in attempt to resolve some of these issues. Queue Jump has been procured which allows members of the public to request a call back at busy times, this has

not yet been implemented. Net Call has also been procured but this links to the Outlook address book, issues with the availability of numbers for members of staff has been identified and if a number is unavailable the call is routed back to FCR.

41. To resolve the issues which have been identified, SK has a project plan in relation to the shift pattern, a documented continuous improvement plan linked to the AFIs from the HMICFRS report and the Service Improvement Programme and a journey of recovery work which has prevented the implementation of the shift pattern which includes details of training needs etc. which has been identified. SG noted that a weekly recovery meeting has also been arranged to consider some of the troubleshooting which can be conducted on an immediate basis.
42. SK noted that HMICFRS have requested that the performance dashboards identify how many seconds the calls have been answered in in various time brackets, this will be considered within the next phase of HMICFRS reviews.
43. BC noted that he appreciates that it is a very challenging situation. LO noted that FCR are expected to be at full establishment by October and asked what the plans are between now and then in terms of contingency planning and risk mitigation. SK noted that this is picked up within the weekly meetings and the Force resourcing picture is being considered for two weeks in advance, consideration is already taking place in relation to resourcing for the August bank holiday weekend. Any members of staff who have been newly recruited and are not yet call handler trained are dealing with the crime work as that is where there background is, this frees up some call handler resource as they are not dealing with the crime work. SK noted that a diary system has also been introduced and 45 minute slots are being allocated to members of the public for a call back or visit for crime reports to be taken for areas which the call handler is not yet able to handle.
44. LO noted that it is alarming to hear that the FCR are not part of the Oracle system, SK noted that there had previously been duty books used which were inaccurate. SK had introduced a summary page with a red, amber and green section for demand. LS noted that everybody in the Force is on the Oracle system but not the duty management system. The previous duty management system could only deal with one set of terms and conditions for staffing, a review of the new system is being conducted to assess whether both police officer terms and conditions and police staff terms and conditions can be housed within the same system.
45. LO requested that SK's monitoring documents be shared with the OPCC to provide assurances of what work is expected to be completed and when.
46. AW noted that assurances are also being sought from members of the public and the press when issues are identified. SK noted that the HMICFRS Call for Help document refers to Forces use of social media and encourages the sharing of positive news stories from the FCR in addition to raising awareness of when the FCR are receiving a high volume of calls.
47. EP queried whether there is a strategy in place to communicate to the public where is best to contact in what situation. SK noted that engagement has taken place with both children and adults nationally in relation to calling 999 or 101 and the use of live chat. SK is currently engaging with Kim Walker in relation to the most appropriate use of social media locally to educate the public in relation to FCR.
48. EP noted that FCR is currently a really pressurised situation and queried what support is offered to members of staff in the situation. SK noted that she is a TRIM practitioner and it has been canvassed for two members of staff per shift to be TRIM trained, each supervisor will also receive this training, there are also BlueLight Champions within the FCR.

49. SD thanked SG and SK for the thorough and candid contribution that has been provided in response to the scrutiny lines of inquiry that had been raised by the PCC, it was noted that the candid expressions are essential in confidence building.
50. SD noted that some alarming statistics have been provided within the data and queried whether the Force has an understanding of any particular failings in respect of the figures for immediates and vulnerabilities particularly in relation to domestic abuse. SG provided an overview of figures which have been collated from 6 August which provides further understanding of the figures for immediates and vulnerabilities. It was noted that driver training for the new cohorts of officers had been impacted by Covid-19, this is now being re-introduced and worked through.
51. SD queried whether it had been a mistake removing the switchboard and whether there is any point retaining the yellow phones. SG noted that North Yorkshire had removed the yellow phones following consultation with members of the public, SG noted that prior to the removal of the phones some form of consultation on the value the phones add to members of the public will need to be conducted. SK noted that as a starting point it has been asked that the phones be routed to its own line to gain an understanding of how often it is used. SG noted that the volume of calls has increased since switchboard had been removed but the FCR have now been able to identify the true demand as a result of the removal of the switchboard, this will lead to improvements for the public longer term.
52. MP queried whether the initial introduction message is incorporated in the call waiting times for 101. SK noted that she has requested this information from ICT and will feedback once an answer has been received.
53. It was agreed that Force Control Room would remain on future agendas as a substantive item.

Any Other Business

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

Date and Time of Next Meeting

55. The next Scrutiny, Delivery and Performance Meeting is scheduled for Monday 21 September – 14:00.

Agenda Item 4 - Police and Crime Plan – A better deal for victims

Focus on vulnerability

Vulnerable People – Could the PCC have a performance overview on the following, to include what is working well and what needs to improve and how that improvement work is taking place

1. How well are you identifying vulnerable people?
2. How well are you protecting vulnerable people?

VCOP – In November 2019 we were told that this was an area where improvements were still required although it had been recognised that the force had put in place the means by which they would understand compliance as well as raising investigative standards. This was to be reviewed again at the end of the financial year 2020 by the Force.

Could the Force provide the PCC with an update on VCOP compliance rates, how the force is ensuring the quality of the work in this area and confirmation that victims are receiving a better service?

Safeguarding Review – could the Force provide an update on the review within the PVP Support Team?

Vulnerability desk – have the Force received any feedback (either formally or informally) from frontline officers who have experience of working with the desk. Does the Force think that Domestic Abuse Victims are getting a better response as a result of the desk's input?

Operation Phoenix 2 – To provide a brief overview on what is working well and what learning has been implemented as a result of Operation Phoenix 1

Operation Encompass – the force confirmed in February 2020 that the resource issues around Op Encompass had been resolved, there were no backlogs and children were consistently being flagged on niche, there were two FTE Op Encompass officers based at the North CHUB and South MACH. PPN compliance was at 99%.

Can the force confirm that this improvement been maintained and it is now business as usual?

Agenda Item 5 - Force Control Room Update

Following the update at the last meeting the PCC would like assurance about the work taking place in the following areas, to include what will be different and by when

- 1- Staffing and shift patterns
- 2- 999 and 101 Abandonment Rates
- 3- Staff training

4-

5- Performance Management

Agenda Item 6 - Covid Recovery

In 22 June we were told that there was a recovery plan in place to return the Force to a new normal, which fed into the Force Gold structure and the Tactical Coordinating Group meeting structure. At that time it was noted that criminal justice backlogs and training delays were currently having the biggest impact locally and the impact on vulnerability, domestic abuse and child abuse was not known at that time.

Point 10 in the recovery plan highlighted excessive overtime and workforce planning was questioned in respect of operation Phoenix and quarantine after periods of annual leave. It was noted that the Force were trying to gather a strategic overview of annual leave to ensure the Force are able to operate as business as usual.

Are there any issues of concern which need to be brought to the PCCs attention in this area with regards to the impact of Covid and the return to the new normal?

Fixed Penalty Notices

Are FPNs still being issued and has the Force done any analysis of the FPNs that have been given out, in terms of proportionality?

Agenda Item 7 - Drone Update

Can the PCC have a brief update on the introduction of the Drone Service, for example what incidents has it been deployed to and has it been successful.

Agenda Item 8 - Sopra Steria

Report by exception, is there anything that the PCC needs to be made aware of at this stage?