



**POLICE AND CRIME  
COMMISSIONER  
FOR CLEVELAND**

# Police and Crime Plan 2015/17

*"...this is your force and your  
voice deserves to be heard."*

*Barry Coppinger, Police and Crime Commissioner for Cleveland*

[www.cleveland.pcc.police.uk](http://www.cleveland.pcc.police.uk)



Violence Against Women & Girls Strategy - one year on



Community consultation in Redcar



Meeting service providers



Youth diversion



Rural crime prevention



Thank you to Street Angels



Cadet exercising



Stalking and harassment awareness



Supporting community activities



Celebrating diversity



Town centre partnership



Saying no to racism



Primary school engagement



Consultation at Christmas



Protecting domestic violence victims

# Introduction



*Meeting an elderly residents' group at North Ormesby*

The Police & Crime Plan is a concise working document, reviewed and revised annually, that sets out the overall work plan for me and my office. It is based on the five priorities I was elected on in November 2012. Overall, there are 30 areas of work I have completed during the last year, plus more than 50 for the period to come. The Plan is supported by the Chief Constable and thus gives strategic direction to Cleveland Police.

This latest version for 2015/17 provides an overarching direction for all partners working in the criminal justice system and has been subject to extensive consultation. It reflects comments from the public, including some from more than 240 meetings I've attended across Hartlepool, Stockton, Middlesbrough and Redcar & Cleveland since being elected. It also contains the views and support of a wide range of partner agencies and organisations at various events we've organised during the year. Finally, it is endorsed by the Cleveland Police and Crime Panel drawn from the four local authorities plus independent members, to whom I report.

You will see from the Plan some of the challenges we face and respond to in keeping Cleveland a safer place. Austerity has reduced the government resources committed to all public bodies in Cleveland in total over recent years by hundreds of millions of pounds - impacting on the local economy, and inevitably, the scale and scope of some activities. We now all have to balance ever-increasing public demands with ever-declining public resources.

Despite this, our officers and staff are dedicated and committed people, working harder and smarter than ever - and they have considerable support within the communities we serve.

The commitment to partnership working in Cleveland is second to none. All the agencies and organisations we work with have shown considerable commitment to sharing ideas, approaches and good practice, which will be even more essential as we move forward. Collaboration across Cleveland, the region and beyond, is a growing area of activity and I'm absolutely committed to doing all we can to participate in and benefit from that, in the best interests of the area and of local residents.

I hope you find this plan of interest and will let me know your priorities for policing and beyond. This is your police service and your voice deserves to be heard.

Barry Coppinger  
Police and Crime Commissioner for Cleveland

# Retaining and developing neighbourhood policing

Neighbourhood policing aims to provide communities with access to policing services through a named point of contact, influence over local policing priorities and feedback on local issues and solutions. It is clear from the meetings I attend that antisocial behaviour is a key concern and also that people want the police to be part of their community. I firmly believe that police officers and front-line staff should be close to their neighbourhoods and communities where possible. Only this will help them to understand the issues, conflicts and opportunities that arise. Neighbourhood policing has been the core operating model for Cleveland Police since its introduction in 2007 and I am committed to ensuring that this remains as long as possible.



*Patrolling in Hartlepool*

## **I have:**

- supported partners by championing initiatives which tackle crime and antisocial behaviour and improve quality of life;
- attended over 240 community meetings to hear first-hand your experiences, views and opinions about your police service and the issues that matter to you most;
- received considerable feedback from communities on the issue of inconsiderate parking, particularly around schools. I played a key role in establishing a multi-agency group to coordinate and deliver awareness raising activities across Cleveland. This has involved coordination between my office, Police, Local Authorities, Guide Dogs and Royal National Institute of Blind People, to highlight the impact inconsiderate parking can have on the disabled community and parents with young children;
- encouraged everyone to get involved in the new Cleveland Connected community messaging system which provides information on local crime and antisocial behaviour issues, together with crime prevention tips. Over 12,000 residents and 1,000 businesses have registered;
- supported Cleveland Police with further development of the local policing model which introduced Integrated Neighbourhood Teams where plain clothes detectives work alongside neighbourhood officers;
- supported Cleveland Police to provide greater freedom and flexibility in the deployment of other police resources, within Cleveland, based on daily assessments of demand and needs;
- worked with other PCCs, police forces and across the public sector to collaborate on wider policing responsibilities, preserving and protecting local policing for Cleveland.

## **I will:**

- continue to listen to community and neighbourhood concerns and follow up issues where possible;
- strengthen links with communities to improve awareness and understanding of neighbourhood policing;
- champion the development of Neighbourhood Watch via Cleveland Connected, working alongside Cleveland Police and other partners to raise community awareness;
- work with Community Safety Partnerships to develop joint approaches to address crime and antisocial behaviour;
- encourage a consistent approach to tackling antisocial behaviour across all agencies and geographical areas.
- commission and develop local community safety crime prevention initiatives;
- further strengthen liaison with local businesses;
- host a further antisocial behaviour summit to monitor the development of the use of the legislation to ensure that good practice is shared and to maximise the effectiveness of the available sanctions;
- work to develop a range of interventions for use through the Community Remedy process implemented through new antisocial behaviour legislation;
- monitor and support Cleveland Police activity in tackling serious and organised crime;
- champion community activities in tackling hate crime.
- influence improvements in partner responses to hate crime to help increase public confidence and satisfaction.
- identify demand for services from victims of hate crimes;
- develop a programme of hate crime education in various schools across Cleveland to increase awareness and encourage community cohesion and understanding;
- develop a single information sharing system for agencies, to better tackle antisocial behaviour.

# Ensuring a better deal for victims and witnesses

Victims are important to everything we do in Cleveland. Crime and antisocial behaviour have a big impact on lives and communities. I am actively consulting regarding victim and witness needs to help improve local services so individuals can cope and recover from crime and be supported through the investigation and trial processes. In October 2014, I took on new responsibilities to commission further services for victims and witnesses of crime. From April 2015 I will commission victim referral services and specialist support based on local need.



*Supporting International Day Against Homophobia*

## **I have:**

- through my commissioning framework, begun to identify gaps, needs and demand for victim and witness services;
- worked to reduce the incidence and impact of domestic abuse in all its forms, regardless of gender, age, race or faith, religion, disability or sexuality;
- hosted an event in 2014, focusing on improving agencies responses to reports of homophobic and transphobic hate crime. This was coordinated by the Safer Future Communities network and has led to creation of a multi-agency steering group. Work is focusing on improving confidence within the LGB&T community to report hate crime and on improving prosecutions for hate crime through the Criminal Justice System;
- hosted a regional Human Trafficking and Modern Day Slavery awareness raising event during 2014 to highlight the issue from an international, national and local perspective, attended by over 60 partners. We identified a need to further improve first responder awareness through training and to design and schedule future thematic events;
- hosted a Disability Hate Crime Seminar during 2013, attended by more than 50 representatives from organisations responsible for dealing with disability issues. The event led to increased understanding within our communities and launch of a 'Safe Places' scheme. This helps people lead independent lives, providing recognised venues where vulnerable people can go. It has attracted corporate sign-up by all Marks & Spencer shops and other organisations across Cleveland.

## **I will:**

- commission services for victims to improve support which meets individual needs;
- encourage victims and witnesses to report hate incidents;
- implement and further refine the 20 point regional PCC strategy to tackle Violence against Women and Girls which also includes support for male victims;
- promote an employers' "Domestic Abuse and the Workplace" policy to ensure anyone affected can find confidential support at work and be helped to safety;
- work with partners to provide support for children and young people who are victims of sexual abuse.
- promote the Cleveland Sexual Assault Referral Centre (SARC) as a hub for victims of sexual violence;
- work to understand and improve reporting of child sexual exploitation and human trafficking;
- further develop the Victims and Witnesses Strategic Planning Group to improve services;
- ensure there is consultation when developing further victim and witness services;
- commission services that support victims of honour based violence, forced marriage and female genital mutilation;
- work to raise confidence within the LGB&T community to report hate incidents;
- encourage early intervention and support for victims and witnesses through the criminal justice process to achieve positive outcomes;
- work with agencies to improve the experience of victims of hate crime through the criminal justice process.

# Diverting people from offending, with a focus on rehabilitation and the prevention of re-offending

I encourage and support activities that divert people away from offending, including a continued focus on young people, to ensure positive outcomes for all. Through my commissioning framework I have clear, effective and transparent processes for assessing community safety needs. I am committed to encourage and fund community safety initiatives. This will include working to understand and address the misuse of drugs and alcohol and their influence on individuals committing unlawful activities.



*Community payback and rehabilitation*

## **I have:**

- changed the structure of the Arrest Referral and Drug Intervention Scheme to an in-house multi-disciplinary team provision. Workers offer people, at the point of arrest, early intervention pathways into harm reduction treatment and rehabilitation services. Impact included savings of £450k and the development of a single integrated service in police custody;
- contributed towards the delivery of Integrated Offender Management (IOM) schemes provided by Local Authorities and also to the provision of local youth diversionary schemes to deter antisocial behaviour;
- championed the development of Restorative Justice across Cleveland. This helps victims recover and have a say over reparation. It has also reduced the number of first-time offenders entering the Criminal Justice System;
- been involved in consultation processes around development by government of new probation arrangements. I have pressed for policies that will benefit Cleveland such as IOM, restorative justice, community payback and local accountability mechanisms. I am pleased a unique employee led consortium was successful in their bid to run services alongside the National Probation Service;
- become Chair of the Cleveland and Durham Criminal Justice Board and continue to influence criminal justice partners to have a more effective and efficient Criminal Justice System. I am committed to a joined up approach involving all partners in achieving our objectives.

## **I will:**

- further develop the Young People's Strategic Planning Group to promote good practice across Cleveland;
- continue working with partners towards establishing a consistent approach to restorative justice;
- create a single Integrated Offender Management (IOM) scheme for Cleveland;
- develop a programme of engagement with young people in contact with the Criminal Justice System;
- support activities and initiatives that divert young people away from offending;
- continue to monitor work of the Troubled Families programme to help support reductions in reoffending;
- support and monitor performance of mental health projects, including street triage and custody based care;
- understand the impact of austerity and welfare reforms on individuals, communities and neighbourhoods and link our activities to others tackling crime and antisocial behaviour;
- encourage and develop working relationships with the National Probation Service and the Community Rehabilitation Company (CRC), monitoring progress of new arrangements and performance;
- monitor supervision by probation services of offenders sentenced to custody for 12 months or less and released on licence under the national Transforming Rehabilitation agenda.

# Develop better coordination, communication and partnership between agencies to make best use of resources

We all have a shared interest in community safety and improving quality of services. Reductions in crime and antisocial behaviour cannot be delivered by a single organisation and future services are likely to be provided through pooling of resources, collaboration agreements and shared buildings. We have strong partnerships with local communities, agencies and the voluntary sector, successfully developing services and initiatives to tackle local crime. Opportunities for collaboration and shared working arrangements are being fully explored with colleagues from 'blue light' and other services, neighbouring police forces and through regional cooperation between PCCs.



*Collaboration agreed with the Fire Service*

## I have:

- created a PCC Community Safety Initiatives fund, to target resources to those groups, agencies and individuals who work to improve community safety across Cleveland;
- provided over £2.5m to fund a number of projects and initiatives including work with the Community Safety Partnerships and Youth Offending Services. In addition to this I have provided over £0.5m towards supporting victim and witnesses services within Cleveland;
- organised annual Criminal Justice Volunteer fairs. Over 2,000 people attended and expressed an interest in getting involved in the work of agencies;
- established quarterly PCC Partnership and Commissioning Scrutiny Meetings with Community Safety Partnerships (CSPs) who attend to report progress on projects I have funded;
- developed a PCC's Estate Strategy, setting out long-term plans to assist Cleveland Police to continue delivering effective and efficient services. This includes decommissioning old 'end of life' assets as well as development of fit for purpose accommodation;
- relaunched the Property Act Fund, which uses proceeds of recovered property. I supported over 90 projects that contribute to meeting my objectives. These range from diversionary activities, development opportunities and awareness raising events and include:
  - awareness raising event for Female Genital Mutilation with local refugees, asylum seekers and BME communities,
  - Street Angels groups across the Cleveland area to protect vulnerable people,
  - local youth football clubs across the Cleveland area to divert young people away from antisocial behaviour,
  - honour Based Violence group to raise awareness of and provide support to victims,
  - local community groups to host events to maintain and improve community relations.

Availability of funds is promoted through PCC newsletters, web page and during **Your Force, Your Voice** consultation activities.

## I will:

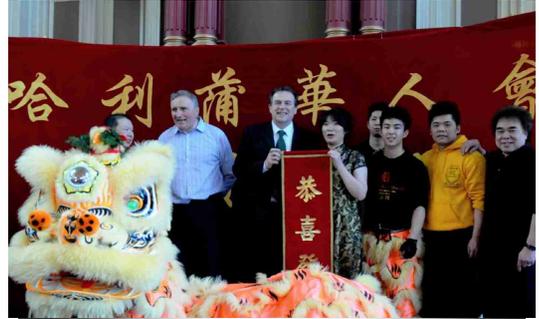
- continue to fund community safety grants for local medium term projects;
- promote innovation, partnership and collaborative working including development of robust bids for external funding;
- champion partnership working across criminal justice agencies;
- bring together all partners to discuss and agree shared priorities and develop good practice;
- continue to work with the voluntary and community sector to develop solutions to local crime and antisocial behaviour;
- encourage and drive collaboration across emergency services and the broader public sector;
- lobby on key crime and disorder issues affecting the Cleveland area including, minimum alcohol pricing and firearms licensing;
- use studies, consultation and surveys to inform and help develop local policies and services;
- manage commissioned services to ensure they remain fit for purpose;
- ensure the Office of the PCC (OPCC) is equipped to assist me in delivering my wide ranging responsibilities and where possible further reduce operating costs;
- support Cleveland Police and partners to understand and address national and regional issues such as fraud, cybercrime, exploitation and extremism;
- make sustainable improvements and efficiencies through digital working and technology.

# Working for better industrial and community relations

I want Cleveland to be a safe and tolerant place and to work with communities in the pursuit of this. Cleveland has a greatly improving police service and I am determined to keep it that way. We have sound medium term financial plans, as endorsed by Her Majesty's Inspectorate of Constabulary and, as part of that, we are recruiting police officers and specials, and extending the police cadet services. People are our greatest asset and I will seek to achieve fairness for all our staff.



*Supporting local community groups*



*Celebrating diversity*

## **I have:**

- engaged with groups which may be perceived as 'hard to reach', to help develop good community relations. I regularly visit a whole range of organisations and institutions serving Cleveland;
- introduced a wide ranging Community Safety Awards scheme;
- commissioned an assessment of the leadership and culture within Cleveland Police;
- become one of the first PCCs to achieve accreditation as a 'Living Wage' employer;
- developed a medium term financial plan and achieved balanced budgets without drawing monies from reserves;
- appointed the Chief Constable, who continues to lead nationally on integrity issues;
- supported the Chief Constable to introduce the national Code of Ethics and ensured that my Chief of Staff works closely with senior officers on Cleveland Police values, ethics and integrity;
- supported Cleveland Police in the introduction and development of Ethics Committees and a Transparency, Integrity, Values and Ethics Board.
- publicised my strategic and daily activities to a wider audience through use of social media;
- developed a comprehensive website ([www.cleveland.pcc.police.uk](http://www.cleveland.pcc.police.uk)) ensuring access to a wide range of data, which underpins my role and responsibilities.

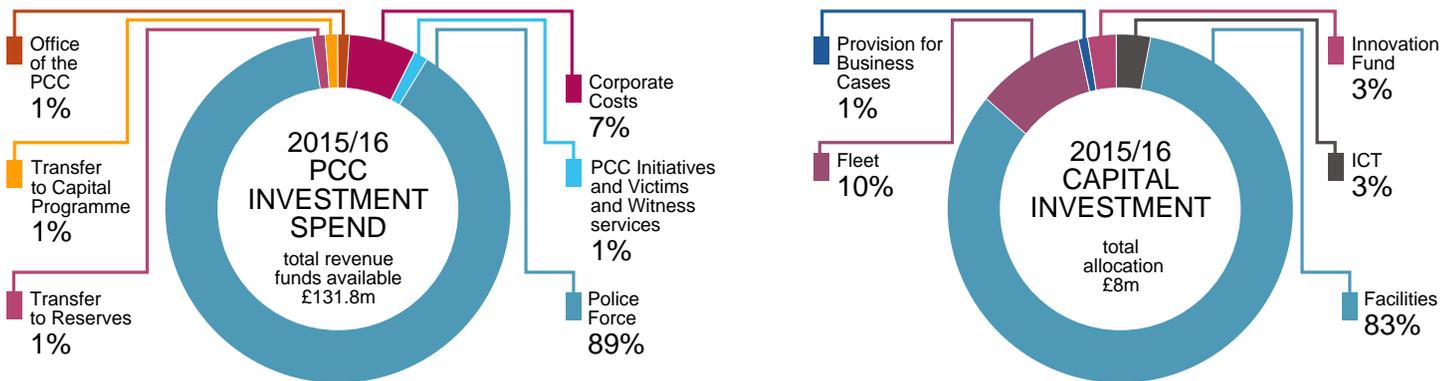
## **I will:**

- be a champion for those who work to keep Cleveland safe and promote excellence in community safety practices, through the PCC awards scheme for Neighbourhood Policing and other community heroes;
- continue to promote tolerance, equality, fairness and transparency;
- fight for the interests of policing in Cleveland at national level and locally;
- champion the involvement of volunteers as part of a longer-term approach to service delivery across the Criminal Justice System;
- continue to support and assist a Cleveland Police Strategic Independent Advisory Group representative of the community;
- emphasise the importance of integrity and further embed the Code of Ethics;
- work with Cleveland Police in continuing to develop leadership and culture, enabling effective and sustainable organisational change;
- monitor the impact of change to maintain quality in front-line services;
- protect the police from political interference and respect operational independence of the Chief Constable;
- support recruitment and development of police officers, police staff, police community support officers and special constables;
- ensure we engage staff associations when shaping the future of our organisation;
- promote local employment and investment through initiatives such as the new Community Safety Hub.

# Resources

## Finance

My budget proposals for 2015/16, Long Term Financial Plan (LTFP) 2015/16 to 2018/19 and Capital Programme for 2015/16 are set out in detail in the Financial Information section of my website. A brief summary is shown below.



## Staffing

Full Time Equivalents (FTEs)	2014/15 FTEs	2015/16 FTEs	2016/17 FTEs	2017/18 FTEs	2018/19 FTEs
Total Police Officers	1,378	1,327	1,339	1,337	1,328
Total PCSOs	145	125	131	132	132
Total Police Staff	184	208	195	185	183
PCC/Corporate staff	15	14	14	14	14
<b>Total FTEs</b>	<b>1,722</b>	<b>1,674</b>	<b>1,679</b>	<b>1,668</b>	<b>1,657</b>

Note. This includes 18 police officer and 10 police staff posts funded by national bodies.



Proposed Community Safety Hub at Hemlington, funded by the sale of the current Police Headquarters at Ladgate Lane

# Partners and partnerships

As Police & Crime Commissioner, I am proud to work in partnership with crime reduction, criminal justice, victim-focused and community-supporting organisations, including the following





Community Safety Awards



Tackling disability hate crime



Sexual assault referral centre promotion



Youth diversion in Hartlepool



Helping out with the Boro Angels



LGB&T consultation



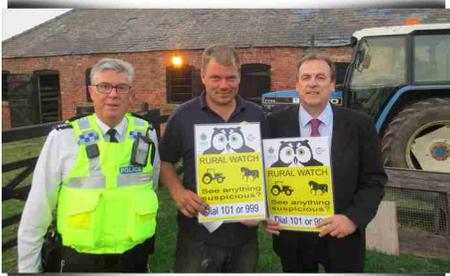
Asylum seekers engagement



Cadets' beach clean



Engagement and education



Rural visits and support



Launch of White Ribbon Campaign



Street engagement in Eston



Joining Police Credit Union



Youth engagement



Community youth project in Hardwick



**YOUR FORCE, YOUR VOICE.**

**POLICE AND CRIME  
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If you require a printed version of this document please email:  
[pcc@cleveland.pnn.police.uk](mailto:pcc@cleveland.pnn.police.uk)

The full Police and Crime Plan, appendices and further information  
are available at [www.cleveland.pcc.police.uk](http://www.cleveland.pcc.police.uk)

*Front cover photo courtesy of The Gazette:  
Police Commissioner Barry Coppinger accompanied officers on a series  
of raids targetting crime gangs across Cleveland.*

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