



# Annual Report 2012-2013

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# Introduction

I am required by s.12 and Sch.1, s.16(1) of the Police Reform and Social Responsibility Act 2011 to produce an annual report, send it to the Police and Crime Panel for scrutiny, and publish it. If the panel make any recommendations or comment on the report, I will publish my response to that too.

The reporting requirement is from the date of the election 15 November 2012 to 31 March 2013. As expected therefore, much of the work reported has been in planning and preparing for future years. The backdrop to this report is the enormous financial cuts that the police and the wider criminal justice fraternity is managing. It is to be commended that crime continues to reduce despite this.

I have also included some crime data from before this period, otherwise the picture would be incomplete and without context. The main reason for my report is to demonstrate performance against the objectives set out in my Police and Crime Plan 2013-2017. These are:

- Retain and develop Neighbourhood Policing
- Ensure a better deal for victims and witnesses
- Divert people from offending with a focus on rehabilitation and the prevention of re-offending
- Develop better co-ordination, communication and partnership between agencies to make the best use of resources
- Working for better industrial and community relations.



Barry Copping, Police and Crime Commissioner for Cleveland supporting HALO and their work against forced marriages.

In delivering these I hold the Chief Constable to account for the Force's performance and engage with other agencies and partnerships to ensure that we work together effectively.

The Police and Crime Plan is a result of consultation with more than 150 different organisations and attendance at over 30 community meetings. It was clear during these meetings that Neighbourhood Policing needs to be at the heart of what the police do and that there is a strong commitment from the public in supporting these teams. For this reason, Neighbourhood Policing is where I focus much of my efforts.

Reflecting on the brief period November—March, significant events include:

- Appointing Jacqui Cheer as the new Chief Constable, underlining the need for integrity to be at the heart of all activity and signalling a new start for Cleveland Police
- Developing and publishing the Police and Crime Plan reflecting what the public have said
- Establishing a performance framework to track delivery
- Developing and launching a new website (including Facebook and Twitter access) which facilitates total openness and transparency in all PCC activity
- Publishing my diary, expenses, meetings and the decisions made
- The development and launch of 'Your Force, Your Voice'
- Establishing accountability arrangements with the Chief Constable and senior officers
- Establishing arrangements with the three north-east PCCs paving the way for even greater operational and 'back office' collaboration, and policy work, with a joint commission of a strategy on tackling violence against women and girls already begun
- Working with community safety partnerships to assign the community safety grant and establish performance monitoring
- Establishing an independent joint audit committee to further signal openness, transparency and accountability.

# Retaining and developing Neighbourhood Policing

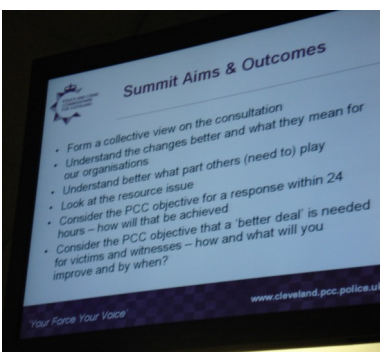


Neighbourhood Policing is a key objective and at the heart of the service delivered by the Force. I am determined to maintain and strengthen this method of policing. To ensure this is possible, I have sanctioned a significant restructure of the Force—given the financial projections this was the most effective way to maintain this essential function.

An important part in helping to deliver neighbourhood policing to all people and communities across Cleveland is building on the strengths of Neighbourhood Watch. I am taking forward the recommendations made in the Cleveland Police review of the scheme. My office is working to ensure that future contracts administering the circulation of neighbourhood messages are maintained. Together with the Force I am tendering a new Cleveland wide contract for distributing crime messages to Neighbourhood Watch groups. I am committed to support our rural communities and attend Farm Watch meetings. I am working with the Chief Constable to ensure that we have dedicated rural and wildlife liaison officers and have offered to host this years National Farmers Union conference in the autumn.



I have attended 29 neighbourhood/community meetings (Nov to 31 March) as part of my **Your Force Your Voice** programme. I understand that antisocial behaviour continues to be a top concern for residents as this is raised during many meetings. I firmly believe that the most effective way of tackling antisocial behaviour is to stop it happening in the first place. This means working with the police, councils, schools, health, fire, probation and other partners to steer people away from activity which causes harassment or distress to others which can make people's lives a misery. To address this, I hosted a lively and informative **antisocial behaviour summit** in January 2013 with partners and stakeholders to prepare a response to the Home Office on the changes proposed to antisocial behaviour legislation as detailed in their consultation paper. Feedback from participants has been used to prepare a comprehensive action plan for tackling antisocial behaviour and I plan to host a follow-up event later this year. As outlined in my Police and Crime Plan, I recognise the contribution made by local businesses and understand how criminal activity including antisocial behaviour, shop theft and violence can affect local businesses and am hosting a series of business crime summits which start in July 2013.



To recognise and celebrate the work of police officers, PCSOs, police staff, people from other agencies and volunteers I launched the **Cleveland Community Safety Awards**. The event will be held on 17 July 2013, is hosted by Teesside University, sponsored by local housing providers and has 12 categories to represent those working in the community safety arena.

# Ensuring a better deal for victims and witnesses

Preventing people from becoming a victim is paramount and I will focus my energies and resources into ensuring where possible that victims are kept to a minimum. It is pleasing to note that the Force crime figures continue to show a reduction in crime resulting in 3,600 fewer victims of crime. However, when a crime does take place, I am committed to bring together support and commission services from across the public, private and voluntary sectors to ensure that victims receive the highest standard of support through their ordeal. Since November 2012, my office has developed a programme of work to help deliver these commitments.



I established a **Victims Strategic Planning Group** to bring together partners to identify and champion quality improvement and service development that support victims. A key role of the group is to disseminate good practice and innovation that results in improved experiences for victims. A key aim is to drive forward the proposals made by the Victims Service Advocacy Project.

To improve our understanding of the needs of victims, I have developed an engagement programme and am working with Victim Support to better align our work plans. Progress to date includes the ongoing development of tools to map the existing victim experience with support services and to identify where improvements can be made and to make sure that victims of crime have access to the support they need. The group has a wealth of experience from across the criminal justice sector and includes members from:

- Victim Support
- EVA Women's Aid
- My Sister's Place
- Arch
- Crown Prosecution Service
- Cleveland Police
- Community Safety Partnership
- Youth Offending Service
- Probation Service
- Victims Alliance.



This complements the work of the Local Criminal Justice Board, which I have attended, that works to improve the victim journey through the criminal justice system when a crime is reported and brought to justice.

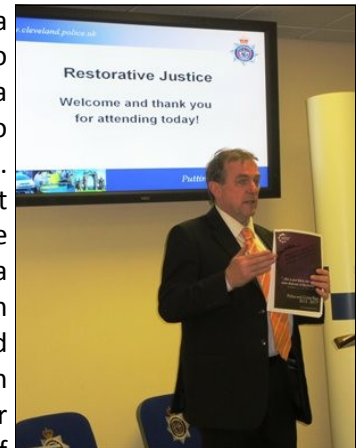
The message I must get across is that the more victims who are prepared to come forward, the better the chance that the police and other organisations can help tackle their issues, and in turn we must deal properly with such approaches. In my Police and Crime Plan I set out my commitment to **safeguard vulnerable people** and in particular to help children and young people at risk as well as those suffering from hate crime and those most at risk of becoming a repeat victim. In collaboration with Northumbria and Durham PCCs a 'violence against women and girls' strategy is being commissioned.

PCC Barry Coppinger supporting the fight against domestic abuse on International Women's Day.



# Divert people from offending, with a focus on rehabilitation and the prevention of reoffending

Preventing young people from becoming involved in the Criminal Justice System is a key objective. I pledged in my Police and Crime Plan to do everything possible to divert people from getting involved in unlawful behaviour which is why I placed a particular emphasis on young people. To deliver this, I support using alternatives to custody such as restorative justice, community orders and diversionary initiatives. The Force launched its Restorative Justice initiative on 1 April 2013 to help prevent offenders aged 17 and under from becoming involved in the Criminal Justice system. The scheme will allow police officers, PCSOs and others to make a judgement on whether using a restorative justice approach instead of prosecution will be more effective for less serious offences and for antisocial behaviour and disorder. This means that young offenders may be given an opportunity to explain their behaviour to the victim and give a commitment to change their behaviour and to put right their wrong by completing some form of community resolution.



PCC Barry Coppinger welcoming guests to the launch of the Force Restorative Justice event

Further to this and to better understand how to prevent people from getting involved in unlawful activity I have



PCC Barry Coppinger supporting the work of UNITE a mediation service.

- Visited prisons and courts.
- Briefed Cleveland MPs on police and criminal justice issues.
- Worked with Community Safety Partnerships to arrange funding to meet local needs.
- Visited the Force serious and organised crime unit to understand regional and national implications of operations.

I am working with the Prince's Trust to help young people seeking work to start up businesses, build their skills and experience and turn their lives around. Part of this is hosting a launch event for the 'Talent Match' project focused on helping young people meet their aspirations and gain full employment.

I recognise that there are some families disproportionately drawing on the services provided by local authorities, education and the police and that their actions can have significant and negative impact on local communities. To help address some of the issues raised in managing and supporting these families, my office is working with each local authority troubled families coordinator to support the national Troubled Families programme to help improve the quality of life for communities.

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

Ensuring I make the best use of resources is vital for delivering my objectives and supporting the work of the Chief Constable and the wider criminal justice partners. Reducing crime and antisocial behaviour cannot be delivered by a single organisation. It is about working smarter together. An example of this is building on the excellent 'Street Triage' service which has been recognised and highlighted by the Home Secretary as 'best work on the ground' for protecting those suffering with mental health problems. Additional work includes developing a new commissioning framework. First steps are:



Partnership event to consult on Police and Crime Plan and precept

- Redirecting the Community Safety Partnerships funding streams to each borough CSPs for the local commissioning of crime and disorder initiatives.
- Revising the PCC Contract Standing Orders and Procurement Principles to clearly set out the framework for the Force and the OPCC in delivering a first class procurement process and to enhance the delivery of value for money.
- Restructuring my support team to maximise communication and liaison with partner agencies.
- Working with the voluntary and community sector via the **Safer Future Communities** group. I am hosting a Volunteers Fair in 2013 to promote wider volunteering opportunities.
- Working with the Force, local authorities, housing providers and partners to respond to reports of antisocial behaviour within 24 hours.
- Working with the Force and NHS to address issues around the needs of people with mental health problems.
- Working with key partners to impact on Integrated Offender Management scheme.
- Working in collaboration with north-east forces to ensure the continued provision of forensic services for officers when submitting evidence for analysis to help detect criminals.
- Improving collaboration between north-east forces by three PCCs.



My office plays an active role on the Safer Communities Planning Group. This is a Home Office funded project to bring together key stakeholders involved in Criminal Justice, to develop a joint Service Level Agreement to drive forward the objectives set out in the Police and Crime Plan. I attend the strategic **Independent Advisory Groups (IAGs)** which is an established and valuable tool for the Force and myself in helping to develop the services we provide, their supporting policy and processes as well as being a key tool in engaging with our diverse communities.

# Working for better industrial and community relations

My commitment is to ensure that Cleveland Police has robust and positive industrial and community relations, especially during this phase of implementing organisational changes which are being driven by diminishing budgets. Making sure people are informed is central to my office. Since November I have launched my new website and Facebook and Twitter pages. My website includes details of diary appointments, expenses and expenditure, meetings attended, achievements and decisions made. I have focused on the strategies developed for human resources and the implementation of these and have set up monitoring processes to ensure fairness for staff as well as value for money. One of my first tasks was to establish a recruitment process to advertise and appoint a Chief Constable. I appointed temporary Chief Constable Jacqui Cheer as the new Chief Constable and have supported her in building and strengthening her senior management team; including the appointment of Iain Spittal as the new Deputy Chief Constable.



## Integrity and Transparency

A key role in establishing my office was to create accountability arrangements with the temporary Chief Constable and senior officers. When appointing a new Chief Constable I made it clear that professional integrity was of critical importance and I would hold whoever was appointed to account in this respect. Jacqui Cheer as Chief Constable has demonstrated that integrity is fundamental to the approach the Force is taking now and into the future, which has been recognised by the IPCC and HMIC. An Integrity Board has been established and in implementing the recommendations made following HMIC reports will monitor action plans to ensure real progress is made. Cleveland Police now publicise the outcome of discipline hearings where an officer has been dismissed from the Force (for the most serious cases). Where an officer has faced a disciplinary hearing for matters leading to their dismissal and they resign prior to or during a hearing — agreement has been reached to publish information on the Force website as part of regular reporting on matters of complaints and misconduct to the Police and Crime Commissioner and the joint PCC and Force Audit Committee.

As part of **Business Transformation** (the Orbis programme), the Force has restructured its senior officers to help to deliver the changes necessary to ensure Force efficiency whilst maintaining front-line services. To ensure success, a Force-wide leadership programme has been developed for all first-line managers and senior officers to ensure they have the leadership skills needed to deliver significant changes. I am supporting the Force in the review and development of new flexible and also mobile working practices. This includes the proposals and recommendations made by the AGILE programme and the upgrading of mobile devices for police officers and police community support officers.

People are our greatest asset and I will seek to achieve fairness for all our staff. This includes a commitment from me to ensure that people employed by Cleveland Police and its partners are not paid below the living wage. I am committed to supporting the Living Wage campaign and have already ensured that the staff employed by Cleveland Police and its partners, such as Steria, are a Living Wage employer. I have met with all Service Units, Staff Associations and Trade Unions and will also ensure that all future contracts include an expectation that staff are employed on at least the living wage.





## Finance and Resources

The availability of finance and resources continue to be the main driver for changes across the Force and indeed the police service. Changes in legislation and the recommendations from the Winsor reports have impacted on the availability of funds and our processes. Since my election in November 2012 I have worked with the Chief Constable to strengthen neighbourhood and front-line policing through a major restructuring programme of work. This led to a small increase in the precept bill, but I believe the new structure and processes will benefit every community across the Force by allowing the Force to retain and develop Neighbourhood Policing teams.

When I was elected in November 2012, all Force assets and police staff transferred to my leadership as part of a staged transfer. I am working with the Chief Constable in developing the Stage 2 transfer for implementation in April 2014. The current headquarters building at Ladgate Lane is old and hugely expensive to heat and maintain. I asked officers to complete a detailed review of the options available in developing the Force accommodation and whether to go ahead with a new building. This project is being developed and also offers potential to stimulate the local economy.

It is pleasing to note that through prudent and cautious budget management the Force has maintained a balanced budget which is a significant achievement in the current economic climate. To help make the best use of resources available, I am in talks with the two other north-east police commissioners about the possibility of more collaboration between the forces to maximise economies of scale and effectiveness. The table below shows our unaudited end of year financial results (and are subject to approval).

Final Results 2011/12		Budget 2012/13	Final Outturn 2012/2013	Variation from Budget
£000		£000	£000	£000
79,730	Police Pay and Allowances	75,110	75,449	339
7,903	Support Staff Pay and Allowances	8,559	7,568	(991)
5,076	PCSO Pay and Allowances	5,050	4,844	(206)
2,620	Police Pensions	2,600	2,716	116
(81)	Core Budgets	221	504	283
1,121	Police Authority/PCC (including pay)	1,173	1,160	(13)
23,548	District and HQ Operational Service Units	24,013	24,653	640
9,229	Central Support Service Units	11,086	10,495	(591)
129,146	<b>EXPENDITURE</b>	127,811	127,390	(421)
(52,155)	Police Grants and Other Funding	(47,470)	(47,470)	0
(10,924)	Revenue Support Grant	(844)	(844)	0
(35,340)	National Non Domestic Rates	(42,761)	(42,761)	0
(32,282)	Council Tax Income (Precept)	(33,632)	(33,632)	(0)
(130,701)	<b>GROSS FUNDING</b>	(124,708)	(124,708)	(0)
	<b>Contributions to (+ve) or from (-ve) reserves:</b>			
429	Earmarked	(1,883)	(1,883)	0
291	General	(1,220)	(1,220)	0
(835)	<b>NET (UNDER)/OVERSPENDING</b>	(0)	(421)	(421)

# Performance

I established a performance framework and reporting schedule to ensure continued and structured monitoring of performance against the Police and Crime Plan. I have weekly meetings with the Chief Constable, attend the Force Strategic Performance Group meetings and have developed monthly scrutiny meetings. The table shows performance for the year 1 April 2012 to 31 March 2013. It is pleasing to report the lowest crime on record. Publicly reported crime (those with victims) has fallen by 3,648 (a 9.4% reduction). This means there are 3,648 fewer victims of crime and of particular note are reductions in vehicle crime (down 7.4%), domestic burglary (12.4%) and criminal damage and arson (14.9%).

Crime Statistics Publicly Reported Crime	Year to Date			
	2012/13	2011/12	Change	% Change
<b>Violence against the person sub-total</b>	6602	7064	-462	-6.5%
Violence with injury	3921	4381	-460	-10.5%
Violence without injury	2681	2683	-2	-0.1%
<b>Sexual offences sub-total</b>	556	584	-28	-4.8%
Rape	175	174	1	0.6%
Other sexual offences	381	410	-29	-7.1%
<b>Acquisitive crime sub-total</b>	20087	21862	-1775	-8.1%
Burglary - domestic	2137	2439	-302	-12.4%
Burglary - non domestic	2474	2673	-199	-7.4%
Robbery - personal	245	240	5	2.1%
Robbery - business	36	33	3	9.1%
Vehicle crime (inc interference)	3248	3506	-258	-7.4%
Shoplifting	5001	5064	-63	-1.2%
Other acquisitive	6946	7907	-961	-12.2%
<b>Criminal damage and arson</b>	7899	9282	-1383	-14.9%
<b>TOTAL publicly reported crime</b>	35144	38792	-3648	-9.4%

## Governance

I have developed comprehensive risk and governance frameworks to ensure that my office effectively monitors and scrutinises the performance of the Chief Constable whilst respecting operational independence and thereby eliminating political interference. A significant part of governance is monitoring the number of complaints received and keeping track of how we deal with each complaint and their outcome. The OPCC receives about 16 complaints and 30-40 correspondence every month (including Freedom of Information Requests FOI). Each of these is dealt with using our complaints and FOI procedure and if appropriate are sent to the Force Professional Standards Unit.

## Audit Committee

To further signal our openness, transparency and accountability I, along with the Chief Constable have established a joint Audit Committee to monitor and oversee quality of our services. This Committee considers the internal and external audit reports of both the PCC and the Chief Constable. It advises and reports on our internal audit and governance matters, as required by the Financial Management Code of Practice (FMCP) and has reviewed my governance framework with positive results.