



POLICE AND CRIME
COMMISSIONER
FOR CLEVELAND

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

Barry Coppinger, Police and Crime Commissioner for Cleveland

Police and Crime Plan 2013 - 2017

www.cleveland.pcc.police.uk

Contents

Page

2. Introduction by the Police and Crime Commissioner.
3. Objective 1 - Retaining and developing Neighbourhood Policing.
4. Objective 2 - A better deal for victims and witnesses.
5. Objective 3 - Diverting people from crime.
6. Objective 4 - Partnership working to maximise resources.
7. Objective 5 - Better industrial and community relations.
- 8-9. How the Chief Constable will support the plan.
10. Measuring performance.

Appendices

App. 1 - About the Service.

App. 2 - Commissioning, Collaboration and Partnerships.

App. 3 - Finance and Resources.

App. 4 - Governance and Accountability.

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pcc@cleveland.pnn.police.uk

In this document where items in a list are numbered it is for ease of reference rather than hierarchical significance unless otherwise stated.

Police and Crime Plan 2013 - 2017



PCC Objectives 2013 - 2017

- 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 reoffending
- Develop better coordination, communication and partnership between agencies to make the best use of resources
- Working for better industrial and community relations

In November 2012 I was elected as Cleveland's first Police and Crime Commissioner; something I regard as a tremendous honour and a responsibility I do not take lightly. My first pledge, which I swore upon taking office, was to work for all citizens whether they voted for me or not.

After listening to the public and consulting with partners and local organisations I have drawn up a Police and Crime Plan that accurately reflects local priorities. This Police and Crime Plan gives strategic direction to the Chief Constable who has responsibility for the day to day operational policing that will deliver the plan. An important part of my job is to ensure the Chief Constable is held to account for delivering this plan.

In this way local people now have direct influence on policing priorities. This is a dynamic process. If the public's priorities change, the plan will change and the priorities of the police will change to reflect this. Of course the police cannot fight

crime on their own and this is reflected in the fact that as Police and Crime Commissioner I am also responsible for working in partnership with other sectors of the criminal justice system such as probation and victim support to improve outcomes. The main priority for the Force is simple - to further reduce crime and antisocial behaviour and its impact across Cleveland.

This Police and Crime Plan outlines five objectives I believe will help achieve this, objectives that have been drawn up following extensive consultation with local people and which are outlined in more detail here and on the PCC website. Measures have also been put in place to ensure that any institutional failings that come to light will be dealt with swiftly.

This document sets the context and background to my objectives and commitments, along with how we will measure and how the Chief Constable will support the plan operationally. The appendices indicated on the

contents page provide more detailed information.

Work starts now on next year's Police and Crime Plan and there are many ways in which local people can have their say. As part of the "Your Force Your Voice" campaign I am committed to visiting all 82 policing wards across the four districts of Cleveland to hear directly about local policing priorities; people can send a message via the website

www.cleveland.pcc.police.uk, or email

pcc@cleveland.pnn.police.uk.

A printed version of this Crime Plan can also be obtained from this email address.

Please do let me know your priorities for policing, this is your force and your voice deserves to be heard.

Barry Coppinger,
Police and Crime
Commissioner for Cleveland

March 2013

Objective 1:

Retaining and developing Neighbourhood Policing.

People want the police to be part of their community. It is clear from "Your Force, Your Voice" meetings that local people expect the police to maintain a reliable, visible and approachable uniformed presence in their communities. I firmly believe that a 'bottom up' approach is the most effective way of tackling crime and antisocial behaviour which is why I led the way in the development of Neighbourhood Policing when it was introduced by Cleveland Police in 2007 and why I have put its retention and development at the top of my objectives.

The Force area has 82 wards, each with different policing needs. Neighbourhood Policing allows officers to gain an in-depth awareness of local community and neighbourhood issues. Successive Local Public Confidence Surveys confirm that a high percentage of people believe that the police in their local area are doing a good or excellent job. I am determined to maintain and if possible strengthen Neighbourhood Policing and can give a commitment that, unless our budget changes unexpectedly, every ward across Cleveland will retain its dedicated Neighbourhood Police Team.

I am committed to working with the Chief Constable to introduce new models of working to create better efficiencies and support front-line services. The Force has a structure that provides dedicated police officers and Police and Community Support Officers (PCSOs) working with communities and neighbourhoods in reducing crime and disorder. I want to keep police officers on the beat rather than overly rely on PCSOs or hand policing over to private companies. I want to ensure a strong and swift response to antisocial behaviour and firmly believe that all incidents should get a response within 24 hours.

Social deprivation, the use and misuse of alcohol and drugs remain significant contributing factors in antisocial behaviour and criminal activity. I am committed to working with partners,

neighbourhoods and communities to reduce the effects of these crimes on individuals and neighbourhoods.

I will ensure that the investigation of publicly reported crime is more closely aligned with Neighbourhood Police Teams, thus focusing on those issues which have the greatest impact on communities and public confidence.

Neighbourhood Watch is a superb example of how local people really can make a difference and I will look to see how even better use can be made of groups already established, as well as encouraging new schemes.

During my time as a member of Cleveland Police Authority I first promoted the idea of the Community Safety Awards to recognise the vital role played by Neighbourhood Police Teams. The last ceremony generated much positive publicity and I am delighted we have been able to expand this year's awards to also recognise

the efforts of the public, local businesses and other police partners in keeping our neighbourhoods safe. I see these Community Safety Awards as embodying all that is good about the partnership between police and public and highlighting the importance of building on what has already been achieved.

The Community Safety Awards will also recognise the contribution made by local businesses. I understand how they can suffer significantly from a range of criminal activity including antisocial behaviour, shop theft and violence towards staff. This seriously affects their livelihood and our local communities. I will work with local businesses to reduce crime.

PCC Commitment

Review and improve Neighbourhood Watch.

Support the awards scheme for Neighbourhood Policing and other community heroes.

Strong and swift response to antisocial behaviour - all reports to get a response within 24 hours.

Call a summit on antisocial behaviour in 2013.

Increase the number of special constables by 2014/15.

Regular PCC neighbourhood visits.

Deliver a comprehensive engagement programme.

Establish a Young People's forum in 2013.

Launch a PCC fund using the Police Property Act for donations to community projects.

Call a series of business crime summits.

Objective 2:

Ensuring a better deal for victims and witnesses.



Young people at a Crime Prevention Awareness session in Hartlepool

We must focus upon safeguarding those most vulnerable in our society, victims of sexual and domestic abuse, children and young people at risk and those suffering from hate crime.

Those most at risk of becoming a repeat victim of crime are a priority. According to the Crime Survey for England and Wales, domestic abuse has the highest rate of repeat victimisation. To tackle this, I will work with the Force and the North-East Women's Network to develop new ways of working to tackle violence against women and girls.

A central role of a PCC is to put victims and witnesses at the heart of the local criminal justice system, listening to their views and concerns and ensuring that they are reflected in the priorities of the police and other agencies.

Crime wrecks lives. Even what some might regard as relatively minor crimes can have a major and sometimes permanent effect on victims and witnesses. I have a statutory responsibility towards victims in both listening to their concerns and commissioning victim services. I am committed to working with victim and advocacy services and have signed up to the five Victim Support promises.

Five promises to victims and witnesses

1. Be open and accountable, seeking out and acting on their views.
2. Ensure high quality help and support.
3. Make the police more victim-focused and more effective at meeting their needs.
4. Give victims and witnesses an effective voice in the wider criminal justice system.
5. Constantly work to develop new ways of delivering justice for victims.

To help fulfil my commitments towards victims and witnesses I have established a Victims' Strategic Planning Group. This group provides a cohesive and coordinated approach to supporting victims and also to implementing the proposed actions made by the victims' service advocacy project (Listening and Learning: improving support for victims

in Cleveland). This includes:

- The introduction of harm/impact based model of assessment and delivery of support.
- Clear, jointly agreed, monitored and evaluated pathways for referral, assessment and delivery of support.
- Review of communication and information standards.
- Robust models of victim engagement.
- Explore, agree and initiate models of consortium collaborative service delivery.

I will also join Barnardo's in their campaign to reduce the number of children and young people suffering from sexual exploitation.

PCC Commitment

Accept the research findings developed by the Victims Service Advocacy (VSA) Project.

Work with the Teesside Victims' Strategic Planning Group to review/commission services.

PCC will commission victims services from 2014.

Support targeted activity to eliminate hate crime and host a summit.

Work with the North-East Women's Network to reduce all forms of violence against women and girls.

Work to reduce child sexual exploitation.

Support the Force's honour based violence and forced marriage project.

Target repeat victimisation across crime sectors.

Fulfilling the five victim support promises.

Undertake a thorough review of the police commitment to Coroners' Services in 2013.

Objective 3:

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

Working with the Force and partners to cut crime and disorder is my main role. I will fulfil this responsibility by ensuring that the resources available are allocated to develop and promote activities that divert people away from offending. It isn't just a question of dealing with those responsible for antisocial behaviour and disorder. It is equally important to ensure that we do everything possible to divert people from getting involved in unlawful behaviour in the first place, with a particular emphasis on young people.

I want to see greater use of restorative justice - where perpetrators of crime are able to make amends for the damage they cause. I believe that such schemes - where offenders clean up the graffiti or repair the damage they created - could help to stop them from going on to commit more serious crimes in the future and may help to "nip problems in the bud". For those who are arrested and detained in police custody I will support the work of the Independent Custody Visitors who play a key role in identifying and monitoring the welfare of those individuals.

We cannot prevent or stop all crime. It is well recognised that once an individual becomes an offender and is in the criminal justice system there is a likelihood that they will go on to reoffend. Indeed Cleveland has one of the highest rates of reoffending for those given suspended or community sentences. I will fully support the Chief Constable in delivering policing across the Cleveland area to improve the quality of life for its residents, business and visitors. This includes tackling serious and organised crime. The drugs sold in our communities are usually imported by organised criminals. Their profits are laundered through seemingly legitimate businesses with the intention that crime bosses can spend the proceeds free from risk. We need to get tough on organised crime and to prevent those profiting from crime by

seizing more criminal assets than ever before.

I pledge to engage with young people in custody and involved in the criminal justice system. I support the campaign launched by the national charity 'Howard League for Penal Reform' which asked all Commissioners to sign a pledge to consult with young people when developing future plans. I have also pledged to 'listen to the experts' when it comes to making decisions on services for young people. I fully support the Young People's Strategic Planning Group and will work with partners to ensure positive outcomes for children and young people.

I support the multi-agency partnership initiative 'Troubled Families programme' delivered in each of our four local authority areas, whereby families are helped to get back into employment, to improve school attendance and to reduce crime and antisocial behaviour.



PCC Commitment

- Develop** a restorative justice approach.
- Tackle** serious and organised crime.
- Divert** young people away from offending.
- Engage** with young people in contact with the criminal justice system.
- Work** with the Young People's Strategic Planning Group to review/ commission services.
- Support** the work of the Troubled Families programme.

Objective 4:

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



It is recognised that reductions in crime and antisocial behaviour cannot be delivered by a single organisation. Successful local partnerships between the police, local authorities and other criminal justice agencies are vital in delivering successful and long-term reductions.

We have strong partnerships with local people, councils and the voluntary sector aimed at tackling and preventing crime and I will build on these strengths. I have a statutory power to request reports from local partnerships about issues of public concern and to deal with these.

I will ensure, at a time when policing is facing unprecedented financial challenges, that resources are concentrated on the front-line - whether that is by tackling local neighbourhood issues, or tackling organised crime and counter-terrorism activities.

PCC Commitment

Ensure police resources are focused to the front-line.

Champion partnership working across criminal justice agencies.

Work with the voluntary and community sector to develop solutions to local problems, in particular the Safer Future Communities network.

Bring together partners to deliver shared priorities and work with our commercial partners.

Review the work of Advisory Groups and seek to maximise their effectiveness.

Facilitate the involvement of volunteers where appropriate.

Objective 5:

Working for better industrial and community relations.



Police Commissioner Copping with a neighbourhood patrol in Stockton

People are our greatest asset and I will seek to achieve fairness for all our staff. I will ensure that we consult with staff and staff associations when shaping the future of the Force. During the period of this plan, Cleveland Police will undergo major restructuring as part of its business transformation and modernisation programme. I will strive to achieve financial stability, rooting out waste and inefficiencies and making sure that the tax payer receives the best quality services and value for money.

One of my first priorities is to re-establish stability in the senior management team of the Force. My appointment of a permanent Chief Constable is a step in that direction.

I will stand against further cuts to policing and the loss of police officers - and will do everything possible to protect policing in Cleveland. We are a greatly improving Force and I am determined to keep it that way. To support this, I will work relentlessly to ensure the Force is awarded maximum levels of funding and will champion the interests of Cleveland Police locally, regionally and nationally.

PCC Commitment

Protect the police from political interference and respect the independence of the Chief Constable.

Develop new models of working and enhance leadership skills in 2013/14.

Prepare a balanced budget for 2013/14.

Emphasise the importance of integrity and openness, ensure swift response to any institutional failings.

Be a champion for those who work to keep Cleveland safe.

Fight for the interests of Cleveland Police locally, regionally and nationally.

Promote excellence in community safety practices.

Promote tolerance and respect regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and beliefs, gender and sexual orientation.

Ensure we engage staff associations when shaping the future of our organisation.

How the Chief Constable will support the objectives.



Cleveland Chief Constable Jacqui Cheer

Cleveland Police continues to reduce crime, deal effectively with antisocial behaviour and catch and convict those responsible for committing crimes. This is against a backdrop of reducing numbers of police officers and changes in the types of crimes we deal with. It is important that we stay focused on making the best use of our available resources and work in partnership with other agencies, the voluntary sector and the public to keep you safe. In 2013 and 2014 this will be achieved

through three processes which complement each other and provide the leadership necessary to succeed in the current challenging economic and policing environment.

We are fully committed to supporting the Police and Crime Commissioner's objectives. The proposed measures for these are contained within this Plan and whilst the police cannot achieve all of them on their own we will work hard to ensure that we and others succeed. Each objective has a named chief officer responsible and accountable for the actions and activities within it.

The Force has developed an operational policing plan for the first year of the Police and Crime Plan which sets out our priority areas to support the Police and Crime Commissioner's objectives. In developing this operational plan we have taken account of public consultation, listened to our partners and considered the current crime and disorder within Cleveland.

The Force priorities are shown overleaf. Cleveland Police will continue

to focus on reducing all crime and antisocial behaviour; however these priorities are the areas that will receive additional scrutiny and attention due to the impact they have on our communities and individuals within them. Each of the priority areas will have an allocated lead officer at Chief Superintendent level.

The Force is also undertaking a major restructuring programme to ensure that we can continue to deliver effective front-line services with a reducing number of police officers and our reducing budgets. This programme, known as Orbis, will introduce four force-wide operational commands each led by a Chief Superintendent and ensures that neighbourhood policing, responding to calls from the public and dealing with emergencies remain at the heart of what we do. The reduction in numbers will be seen in management posts whilst we do everything we can to maintain constable numbers and ensure that they remain in front-line or operational posts. The proposed new structure is shown below.

Operations Command	Crime and Justice Command	Neighbourhood Policing Command	Tasking & Coordination Command	Business Support
<ul style="list-style-type: none"> Incident Resolution Team Specialist Support Licensing Dogs District Support Unit (Air Operations) Joint Specialist Operations Unit (Mounted Section) 	<ul style="list-style-type: none"> Protection Vulnerable People Major Crime Serious & Organised Crime (Force and NE Unit) Economic Crime Special Branch Level 2 Source Unit Criminal Justice Custody Prisoner Handling Team 	<ul style="list-style-type: none"> Integrated Neighbourhood Policing Teams including Volume Crime Community Safety Level 1 Source Unit Drugs 	<ul style="list-style-type: none"> The Hub Control Room Intelligence Force Intelligence Bureau Performance Corporate Communications 	<ul style="list-style-type: none"> Professional Standards Legal Services Business Transformation Unit Executive Support Finance Human Resources Programme I

PCC Objective	Force Priority	Area of Focus
Retain and develop neighbourhood policing	Reduce neighbourhood crime	<ul style="list-style-type: none"> • Antisocial behaviour and criminal damage • House burglary • Personal robbery
Ensure a better deal for victims and witnesses	Improve services to victims and witnesses	<ul style="list-style-type: none"> • Quality of service • Repeat victimisation
	Protecting People	<ul style="list-style-type: none"> • Sexual exploitation of children • Hate incidents • Sexual offending • Domestic abuse • High risk missing people
Divert people from offending, with a focus on rehabilitation and the prevention of reoffending	Reduce offending and prevent re-offending	<ul style="list-style-type: none"> • Restorative justice • Integrated offender management • Sexual and violent offenders
	Tackle serious and organised crime	<ul style="list-style-type: none"> • Organised crime groups • Criminal use of the roads • Proceeds of crime
Develop better coordination, communication and partnership between agencies to make the best use of resources	The effective use of resources	<ul style="list-style-type: none"> • Force structure • Develop our leaders • Effective partnerships • Acting professionally

How performance will be measured.

The PCC has a statutory requirement to oversee the totality of policing. This includes scrutinising police performance and seeking to influence the performance of partner agencies. How we will measure performance against the PCC objectives is summarised in the table below and shown in detail in the Governance and Accountability appendix.

PCC OBJECTIVE	HOW THIS WILL BE MEASURED	WHAT THE PCC WILL DO
<p>Retain and develop Neighbourhood Policing.</p> <p>Outcome: Reduced Neighbourhood Crime</p>	<ul style="list-style-type: none"> Analyse and scrutinise: Publicly Reported Crime Data. Antisocial Behaviour levels. Public Confidence ratings. 	<ul style="list-style-type: none"> Weekly accountability meetings with Chief Constable. Monthly attendance at the Strategic Performance Group. Quarterly Performance Accountability by the Force. Attend at least one local area meeting in each of the 82 wards.
<p>Ensure a better deal for victims and witnesses.</p> <p>Outcome: Improved Victim Satisfaction</p>	<ul style="list-style-type: none"> Analyse victim crime data supplied by our Force and partner agencies. Develop and deliver key actions identified through engagement with victims. 	<ul style="list-style-type: none"> Establish Cleveland-wide groups to embed best practice in the support victims of crime. Generate support to influence the future developments and activities with our Force and partner agencies.
<p>Divert people from offending, with a focus on rehabilitation and the prevention of reoffending.</p> <p>Outcome: Fewer People Reoffending</p>	<ul style="list-style-type: none"> Analyse all available offending data to develop diversionary initiatives within Cleveland. Measure the level of success of restorative justice interventions. 	<ul style="list-style-type: none"> Establish a Young People's Strategic Planning Group to plan and commission services that prevents and diverts young people from becoming involved in crime. Develop a restorative justice approach with the Force and partner agencies.
<p>Develop better coordination, communication and partnership between agencies to make the best use of resources.</p> <p>Outcome: Successful Services Commissioned</p>	<ul style="list-style-type: none"> Measure the level and effectiveness of partnership working through agreed deliverables. Monitor partner performance data to inform the PCCs objectives. 	<ul style="list-style-type: none"> Ensure resources are given priority at the front-line. Improve partnership working with relevant agencies (e.g. criminal justice, advisory groups, and voluntary and community sector) and in the use of police volunteers.
<p>Working for better industrial and community relations.</p> <p>Outcome: Organisational Stability</p>	<ul style="list-style-type: none"> Monitor all aspects of police human resources data (e.g. sickness, equality and diversity). Monitor all finance data in respect of the police service with particular reference to capital investments, revenue expenditure and treasury management. 	<ul style="list-style-type: none"> Establish stability in the Chief Constable's team. Develop new ways of working and prepare a balanced budget. Emphasise the importance of integrity and openness. Fight for the interests of Cleveland Police locally, regionally and nationally.



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