



THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

DECISION RECORD FORM

REQUEST:

For Approval

Title:

Annual Governance Statement

Executive Summary:

At the Audit Committee held on the 26th June 2014, the second draft of the Annual Governance statement was reviewed and scrutinised by the independent Members of the Committee who were asked to provide comments and amendments as required. The Audit Committee agreed the final draft of the report which is attached for sign off by the PCC.

Publication and approval of the Annual Governance Statement is a mandatory requirement. Failure to achieve this would undermine the PCC's progress in promoting corporate governance and driving performance.

Decision:

The PCC is asked to approve the Code of Corporate Governance as discussed at the Audit Committee on the 26th June 2014.

Implications:

Has consideration been taken of the following:

Financial

Yes

No

☒
☐

Legal

☒
☐

Equality & Diversity

☒
☐

Human Rights

☒
☐

Sustainability

☒
☐

Risk

☒
☐

(If yes please provide further details below)

Decision Required – Supporting Information

Financial Implications: (Must include comments of the PCC's CFO where the decision has financial implications)

There are no financial implications arising from this report

Legal Implications: (Must include comments of the Monitoring Officer where the decision has legal implication)

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Equality and Diversity Implications

There are no diversity or equal opportunities implications arising from this report

Human Rights Implications

There are no Human Rights Act implications arising from this report

Sustainability Implications

There are no sustainability issues arising from this report.

Risk Management Implications

Publication and approval of the Annual Governance Statement is a mandatory requirement. Failure to achieve this would undermine the PCC's progress in promoting corporate governance and driving up performance.

The PCC could also expose itself to risk to its reputation if the External Auditor concluded that proper practices were not being followed in preparing the AGS, and commented on this in a public report there are no risk issues arising from this report

OFFICER APPROVAL**Chief Executive**

I have been consulted about the decision and confirm that financial, legal, and equalities advice has been taken into account. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signed:




Date:

8/7/14

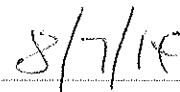
Police and Crime Commissioner:

The above request HAS / DOES NOT HAVE my approval.

Signed: _____



Date: _____





Annual Governance Statement

Scope of Responsibility

The OPCCC is responsible for ensuring its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The OPCCC also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the OPCCC is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the exercise of its functions, which includes ensuring a sound system of internal control is maintained through the year and that arrangements are in place for the management of risk. In exercising this responsibility, the OPCCC places reliance on the Chief Constable of Cleveland Police to support the governance and risk management processes.

On election to office the PCC for Cleveland approved the constituent parts of the governance arrangements that were to be adhered to, these included:

- Scheme of delegation
- Financial Regulations
- Contract Standing Orders
- Anti Fraud and Corruption Strategy
- Whistle-blowing Policy
- Decision Making Protocol

During 2013-14 these were incorporated into an overarching code of corporate governance to ensure the new governance arrangements are easily accessible with all of the documents captured in one place. The code is consistent with the principles of the CIPFA/SOLACE Framework: Delivering Good Governance in Local Government.

Copies of the Code of Corporate Governance are available on our website at www.cleveland.pcc.police.uk.

This statement explains how the OPCCC has complied with the code and also meets the requirements of regulation 4(2) of the Accounts and Audit 2011 (England) Regulations in relation to the publication of a statement on internal control.

In drafting the OPCCC Annual Governance Statement reliance has been placed on the governance processes within Cleveland Police (CP), as reflected in the CP Annual Governance Statement which is published alongside the accounts of the PCC.

The two AGS's complement each other by:

- outlining the key methods of assurance which operate in each body to ensure that, overall effective control is exercised
- showing which key documents/reports of Cleveland Police are scrutinised by the PCC as part of wider accountability
- demonstrating how the Police and Crime Plan is delivered by Cleveland Police and is underpinned by public consultation on the part of the PCC as part of wider accountability

Both the PCC and Cleveland Police must produce separate accounts which are then consolidated into group accounts. This ensures that both individual and collective financial stewardship of public money is effective and is underpinned by annual external audit.

The Purpose of the Governance Framework

The governance framework comprises both the culture and value, and systems and processes, by which the OPCCC is directed and controlled and its activities through which it accounts to and engages with the community. It enables the OPCCC to monitor the achievement of its strategic objectives and to consider whether these objectives have led to the delivery of appropriate, cost effective services, including achieving value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the OPCCC's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them effectively, efficiently and economically.

The Governance Framework

The Good Governance standard for public services set out the 6 good governance core principles. The key elements of the systems and processes that comprise the governance arrangements that have been put in place for the OPCCC and how they adhere to these 6 principles are set out below:

1. ***Focusing upon the purpose of the PCC, and on outcomes for local people, and creating a vision for the local area.***

Under the police reform legislation each Police and Crime Commissioner is required to produce a Police and Crime Plan. This was initially completed with the publication of the Police and Crime Plan 2013 – 2017 in March 2013 following an extensive consultation process. The plan also paid due regard to the Strategic Policing requirement.

The Plan clearly sets out the PCC's objectives how these will be supported by the Chief Constable, how they link with Force priorities and how performance will be measured. The Plan defines the PCC's statutory responsibility for oversight of the Force, including budget setting, performance scrutiny and strategy policy development. It also makes clear that operational decision

making on day to day policing matters remains the responsibility of the Chief Constable.

The PCC has developed action plans to support the delivery of the objectives set out within the Police and Crime Plan which have an allocated owner within both the Office of the PCC and the appropriate partner organisation.

In line with the requirements of the police reform legislation the PCC produced an annual report for 2012-13 covering progress against the Police and Crime Plan including financial and operational performance information. This was sent to the Police and Crime Panel for scrutiny and also published on the PCC's website. In addition to this the PCC also produced a report showing progress against the Police and Crime Plan covering 'the first year in office' from November 2012 to Autumn 2013.

The PCC has begun a process of visiting every neighbourhood ward within Cleveland in order to understand their specific needs, this has aided the process of updating the Police and Crime Plan for 2014-15 and has helped to create and shape a vision for Policing and Crime services within the local area.

2. ***Working together to achieve a common purpose with clearly defined functions and roles***

The governance arrangements for the OPCCC have been developed in line with the 2011 Police Reform and Social Responsibility Act (PRSA), statutory Policing Protocol, Home Office Financial Management Code of Practice (FMCP) and existing guidance on financial and governance matters which continue to apply. A scheme of delegation, financial regulations and contract regulations has been in place throughout the year which has been developed in accordance with the FMCP to enable effective accountability and to govern the relationship between the PCC and Cleveland Police. There is a decision making framework which ensures that all PCC decisions are published and available for public scrutiny.

There are agreed terms of reference for the Joint Audit Committee and also agreed role profiles for the Chair, Vice Chair and Members of the Committee.

These delegations and governance arrangements will be fully reviewed to take into account the implications of the transfer of employment and other responsibilities to the Chief Constable with effect from the 1st April 2014. The terms of reference for the Audit Committee are also annually reviewable.

3. ***Promoting the values for the PCC and Force and demonstrating the values of good governance through upholding high standards of conduct and behaviour***

The PCC has signed up to a Code of Conduct that incorporates the 7 Nolan principles relating to Public Life. In addition to this the Members of the Audit Committee have also signed up to a similar Code of Conduct. A Code of Conduct has also been agreed for the staff of the Office of the PCC setting out what is expected from them in terms of their conduct.

The PCC has approved and adopted a policy on anti-fraud and corruption which clearly sets out the anti-fraud and corruption procedures which will be operated by the PCC for the Cleveland Police area. The anti-fraud and corruption policy is designed to encourage prevention, promote detection and identify a clear pathway for investigation of fraudulent and/or corrupt activities or behaviour.

The PCC has clear processes and policies in place throughout 2013-14 to deal with complaints within the organisation. Complaints against the Office of the PCC are dealt with by the Chief of Staff, any complaints against the PCC are the responsibility of the Police and Crime Panel and the PCC is responsible for all complaints against the Chief Constable.

4. ***Taking informed and transparent decisions, which are subject to scrutiny and managing risk***

The PCC's decision making process is clearly defined in the PCC's governance framework, and will continue to be reviewed on an annual basis.

The joint Audit Committee is responsible for risk management activity within both the PCC and Cleveland Police, ensuring that risk management processes and programmes operate effectively. They receive regular reports on risk management for both the PCC and Chief Constable throughout the year. The PCC has continued to use the risk management policy and framework that was previously used within the Force however this is to be reviewed for the 2014-15 financial year.

The Audit Committee is responsible for enhancing public trust and confidence in the governance of the Office of the PCC and Cleveland Police. It also assists the PCC in discharging statutory responsibilities in holding the Police Force to account. This is achieved by:

- Advising the PCC and Chief Constable of Cleveland Police according to good governance principles
- Providing independent assurance on the adequacy and effectiveness of the PCC and Cleveland Police internal control environment and risk management framework.
- Overseeing the effectiveness of the framework in place for ensuring compliance with statutory requirements (and in particular those in respect of health and safety and equalities and diversity.)
- Independently scrutinising financial and non-financial performance to the extent that it affects the PCC and Cleveland Police's exposure to risks and weakens the internal control environment
- Overseeing governance and monitoring of governance within the organisation.
- Overseeing the financial reporting process

The Committee is being served by 5 independent Members who were jointly appointed after the roles were advertised and interviews had taken place.

The PCC has a duty to ensure that it acts in accordance with the law and various regulations. This is fulfilled through the governance framework, contract standing orders and supporting policies and procedures to ensure

officers, within both the Office of the PCC and within the Force understand their responsibilities.

Compliance with them was and will continue to be reviewed. Professionally qualified staff hold key roles within the PCC's Office and professional advice is sought as and when needed. The role of the Monitoring Officer is the responsibility of PCC's Chief of Staff.

The PCC has adopted a clear decision making policy that requires oversight by both of the statutory officers with his office, ie the Monitoring Officer and the Chief Finance Officer, before they are signed this ensures that both legal and financial implications are clearly stated before any decision is made. All decisions made by the PCC are formally recorded and made available on the PCC's website for public information and scrutiny. A report listing all decisions made by the PCC is also provided to the Police and Crime Panel for their scrutiny.

A forward plan of decisions is maintained by the PCC which has been developed and embedded during the year to provide visibility of the decision that the PCC expects to make over the coming months.

The PCC has held 'Scrutiny Meetings' through the year that will focus on 3 core areas, these are Partners and Commissioning, Finance Resources and Policy, and Performance. These have added to the work of the Audit Committee in establishing a comprehensive structure and framework for governance of the organisation.

The Head of Internal Audit provides management with an objective assessment of the adequacy and effectiveness of internal control, risk management and governance arrangements and where appropriate makes recommendations for improvement. This has been provided throughout the 2013/14 financial through a contract with RSM Tenon/Baker Tilly. This statement reflects the views in relation to the PCC's system of internal control.

5. ***Developing the capacity and capability of all to be effective in their roles***

The appraisal process for staff within the office of the PCC is currently being reviewed. This process will ensure that work related and personal development objectives of staff are properly identified, managed and monitored with all staff being set objectives on an annual basis, and performance reviewed at a minimum on a 6 monthly basis.

A skills audit has been completed within the OPCC, this has been reviewed along with a copy of a similar review from another PCCs office, as part of a process to identify strengths and weaknesses within the Cleveland Office, as well looking at possible areas for future collaboration between the two offices.

In addition a training needs analysis has been completed for the office of the PCC and work has begun with training to see if some of these can be delivered from internal training resources.

6. ***Engaging with local people and other stakeholders to ensure robust public accountability***

The PCC and Force have a joint Consultation and Engagement strategy in place which sets out how they will seek the views and opinions of others to gain a broader understanding of the needs and experiences affecting people. By listening to people's views through effective dialogue the PCC and Force can make better informed decisions to help meet community expectations.

The PCC has a comprehensive programme of community engagement through the 'Your Force Your Voice' initiative which involves the PCC meeting with communities in each of Cleveland's 82 wards on an annual basis to hear the public's community safety concerns and their priorities for future policing. In addition to the community meetings attended, specific consultations are held with minority groups to ensure that their views are also taken into consideration in strategic planning.

In addition to face to face meetings with local residents, the PCC and Force commission a range of surveys to ascertain public confidence in policing, fear of crime, local crime and antisocial behaviour priorities and victim satisfaction levels.

Neighbourhood Police Teams hold regular public meetings allowing the local communities to influence the policing priorities that their teams will focus on.

Quarterly consultation and engagement reports covering the results of all consultation undertaken are produced as part of the performance scrutiny process.

The PCC also holds regular engagement events with partners from within the private, public, and voluntary sector. This has included a specific event focusing on the proposed Police and Crime Plan refresh and the proposed precept increase. This was accompanied with an online consultation focusing on the Police and Crime Plan to obtain the views of the general public.

The PCC is heavily engaged with many strategic partnership groups such as Independent Advisory Groups, Youth Services Strategic Planning Group, Teesside Victims Strategic Planning Group, Safer Future Communities network. All of these groups had a chance to comment on the development of the Police and Crime Plan.

Review of effectiveness

The PCC has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including:-

- The system of internal audit
- The system of internal control

The governance framework within the PCC has been reviewed, and continues to be reviewed for its effectiveness by both the PCCs Chief of Staff and Chief Finance Officer.

The roles and processes applied in maintaining and reviewing the effectiveness of the governance framework are outlined below: -

PCC

The PCC has overall responsibility for the discharge of all the powers and duties placed on it and has a statutory duty to 'maintain an efficient and effective police force'. The review and maintenance of the governance framework is the responsibility of the joint audit committee which will discuss the majority of governance issues, referring reports to the PCC when it is felt necessary. Given that the ultimate responsibility for Governance rests with the PCC and CC the Audit Committee requires a Member of the management team of each organisation to attend each Audit Committee meeting. This provides the Committee with a direct opportunity to engage at the right level in the organisation but also develop strong working relationships. In addition to this and to further strengthen their role the Audit Committee has direct access to both the PCC and CC if and when required.

Cleveland Police

The Chief Constable has responsibility for conducting a review of the effectiveness of the governance framework within the Force at least annually. This review is informed by the work of the Chief Constable's Chief Finance Officer, Head of Internal Audit and the Risk and Assurance managers within the Force who have responsibility for the development and maintenance of the governance environment. In preparing the Annual Governance Statement for 2013/14 the officers of the PCC have placed reliance on this review and the Force's resulting Annual Governance Statement.

Joint Audit Committee

The joint Audit Committee will receive regular reports on governance issues. This will include the review of the Annual Governance Statement and update reports on progress made in addressing significant governance issues included in it.

Head of Internal Audit

In maintaining and reviewing the governance framework, the PCC Chief Finance Officer places reliance on the work undertaken by Internal Audit and in particular, the Head of Internal Audits independent opinion on the adequacy and effectiveness of the system of internal control. For 2013/14 the Internal Audit is of the opinion that,

'We are satisfied that sufficient internal audit work has been undertaken to allow us to draw a reasonable conclusion on the adequacy and effectiveness of the Office of the Cleveland Police and Crime Commissioner's arrangements. In our opinion, based upon the work we have undertaken, for the 12 months ended 31 March 2014 the Office of the Cleveland Police and Crime Commissioner has adequate and effective risk management, control and governance processes to manage the achievement of the organisation's objectives. Although during the year, recommended improvements were identified to strengthen the Risk Management framework, we are satisfied with the progress made and appreciate that the initial weaknesses reflect the infancy of the Organisation.'

External Audit

External Audit are an essential element in ensuring public accountability and stewardship of public resources and the corporate governance of the PCC's services, with their annual letter particularly providing comment on financial aspects of corporate governance, performance management and other reports.

In addition to the above other review/assurance mechanisms such as Her Majesty's Inspectorate of Constabulary who are charged with promoting the effectiveness and efficiency of policing, improving performance and sharing good practice nationally and the Health and Safety Inspectorate are also relied upon.

Significant Governance Issues

The following matters are to be considered significant:

- Commissioning of Victims and Witnesses services will become a responsibility of the PCC from October 2014. Given how important this area is, and given that this is a completely new area of responsibility for the PCC there are potential risks around the resource to commission, oversee and then govern these relationships going forward.
- The PCC and Force have a growing number of local, regional and national collaborations in place, it is important that appropriate governance arrangements are in place to ensure that the PCC maintains sufficient oversight of these areas and that decisions are made within an agreed framework.

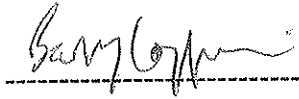
In addition to the Significant Governance issues there are also some areas which require further/continued focus:

- Embed the new governance arrangements that result from the 'Stage 2' transfer of staff and responsibilities to the Chief Constable from the 1st April 2014.
- Continue to develop and embed risk management within the office of the PCC and identify risk interdependencies with the Force.
- Ensure that there is a clear Commissioning framework and strategy in place that is supported by contract management processes.
- Ensure that there is effective oversight of the delivery of change within the Force.
- To further develop the business Planning and Performance Framework that supports delivery of the police and crime plan including the wider remit across the criminal justice system including the new responsibilities around Victims and Witnesses Services.

We propose over the coming year to take steps to address the above matters to enhance our governance arrangements further. We are satisfied that these steps will address the need for improvements that were identified in our review

of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:



Barry Copping
Police and Crime Commissioner for Cleveland



Simon Dennis
PCC Chief of Staff

Date: 26th June 2014



Annual Report

2012-2013

www.cleveland.pcc.police.uk

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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 Coppinger, 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



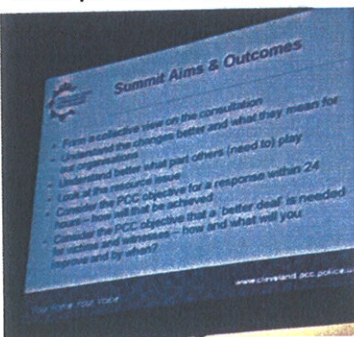
Neighbourhood Policing is a key objective and at the heart of the service delivered by the Force. I am determined to maintain and strengthen this method of policing. To ensure this is possible, I have sanctioned a significant restructure of the Force—given the financial projections this was the most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

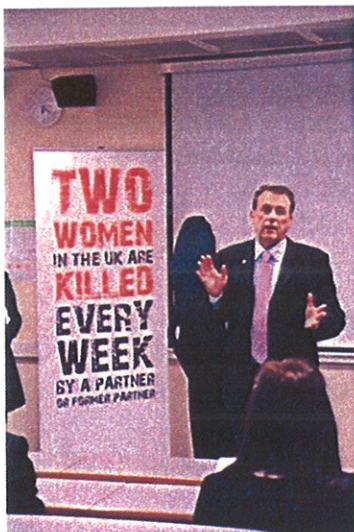
Preventing people from becoming a victim is paramount and I will focus my energies and resources into ensuring where possible that victims are kept to a minimum. It is pleasing to note that the Force crime figures continue to show a reduction in crime resulting in 3,600 fewer victims of crime. However, 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.



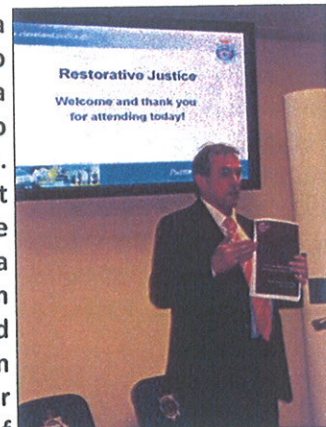
PCC Barry Coppinger supporting the fight against domestic abuse on International Women's Day.

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.

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 Copping 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 Copping 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	EXPENDITURE	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)	GROSS FUNDING	(124,708)	(124,708)	(0)
	Contributions to (+ve) or from (-ve) reserves:			
429	Earmarked	(1,883)	(1,883)	0
291	General	(1,220)	(1,220)	0
(835)	NET (UNDER)/OVERSPENDING	(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	Year to Date			
	2012/13	2011/12	Change	% Change
Publicly Reported Crime				
Violence against the person sub-total	6602	7064	-462	-6.5%
Violence with injury	3921	4381	-460	-10.5%
Violence without injury	2681	2683	-2	-0.1%
Sexual offences sub-total	556	584	-28	-4.8%
Rape	175	174	1	0.6%
Other sexual offences	381	410	-29	-7.1%
Acquisitive crime sub-total	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%
Criminal damage and arson	7899	9282	-1383	-14.9%
TOTAL publicly reported crime	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.

Cleveland Police & Crime Commissioner (PCC) - 1st year in office

Introduction

This has been a year of significant changes.

This report was recently submitted to the Cleveland Police & Crime panel, will be submitted to members of the 4 local authorities in Cleveland and local MPs and highlights the achievements of the PCC during the period November 2012 to Autumn 2013. It is set out over the 5 PCC priorities :

- Retaining & developing Neighbourhood policing
- Ensuring a better deal for Victims & Witnesses
- Diverting people from offending, with a focus on rehabilitation and prevention of reoffending
- Developing better coordination, communication and partnership between agencies to make best use of resources
- Working for better Industrial & Community relations

The Police and Crime Plan sets out the strategic direction and guidance to the Force and partners and will be reviewed and revised by end March 2014.

It was developed by listening to the concerns of residents, businesses and the workforce and shows the objectives that are driving the business of the PCC; progress of which is monitored through our robust governance and performance framework, as evidenced by internal audit.

This includes :

- The Police and Crime Panel
- Holding weekly meetings with the Chief Constable
- Transparent governance and decision-making, where all decisions are published on the PCC website
- Robust financial planning and governance
- Creation of a PCC risk register
- Joint Independent Audit Committee established by PCC and Chief Constable
- Monitoring of complaints
- Monitoring performance, via scrutiny reports at the Force Strategic Performance Group
- Providing a PCC response to HMIC reports and monitoring the recommendations made.

If you would like more information on the work of the PCC, please visit <http://www.cleveland.pcc.police.uk>.

RETAINING AND DEVELOPING NEIGHBOURHOOD POLICING

- The PCC launched the first annual Cleveland Community Safety Awards as a means of recognising and rewarding the actions of agencies and volunteers within the local community. Over 100 public nominations were received in a variety of categories covering the work of the police, housing associations, community safety partnerships and volunteers. The awards were sponsored by local housing providers and culminated in an awards ceremony hosted by Teesside University on 15th July 2013.
- The PCC hosted the first anti-social behaviour summit in January 2013 which focussed on how to respond to reports of antisocial behaviour within 24 hours and potential changes to legislation. This event brought together residents groups, victims and statutory bodies. Feedback from the event provided suggested structures that would meet the 24hr response to reports of antisocial behaviour, together with future resourcing issues and areas for working collaboratively.
- The PCC hosted **Cleveland's first Criminal Justice Volunteers** fair on 14 October 2013 at Teesside University to promote volunteer opportunities. This was to increase the number of volunteering hours through recruitment of volunteers. The agencies taking part in this high profile event were:

<ul style="list-style-type: none"> ○ Cleveland Police ○ Office of the Police and Crime Commissioner ○ Courts ○ Probation ○ Youth Offending Teams ○ Princes Trust Charity ○ Victim Support ○ My Sisters Place ○ Safe In Tees Valley ○ North East Prison After Care Society (NEPACS) ○ Voluntary development agency ○ Foundation 	<ul style="list-style-type: none"> (Special Constables and volunteering opportunities within the Force) (Independent Custody Visitors, Independent Advisory Groups) (Magistrates and court support workers) (contribute to the reduction of adult re-offending) (working with local young offenders) (working with young people and inspiring them to reach their full potential) (supporting victims of crime) (support to women who have or are experiencing domestic abuse) (Cadet Programme) (helping prisoners to keep family ties and facilitate resettlement) (supporting activities across the whole criminal justice sector) (supporting people to help end social exclusion)
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- In May 2013 the PCC made the Property Act Fund, which uses proceeds of unclaimed or unidentified property, available to applications from across Cleveland. The fund now supports projects that contribute to meeting the PCCs objectives. £29,240 has been allocated to 29 local community projects over the summer and autumn, including :

RETAINING AND DEVELOPING NEIGHBOURHOOD POLICING

- **Middlesbrough's Community Pride** which took place on 14 Sept 2013 to highlight diversity in our communities and reduce hate crime
- North-East Prison After Care Society (NEPACS) funding to assist with the delivery of specialised family and parental visits at Holme House and Kirkleatham prisons
- Masters Training Centre to help engage young people in activities and outdoor pursuits, particularly aiming at young people who have been in trouble or are putting themselves at risk. The Centre is a training provider delivering qualifications for 13 to 16 year olds who are on an alternative education programme (i.e. those who are no longer in mainstream education).
- During April and May 2013 the PCC visited businesses across the Cleveland area, culminating in a Retail Crime Summit on 1 July 2013 when representatives from over 20 businesses from across the region met to discuss the issues identified and to share best practice. Work is ongoing to establish a regional forum whereby retailers can share with the police their corporate security strategies to ensure that police activity within retail is as effective as possible and to enable cross sector sharing of good practice. The PCC has met with the North-East Retail Crime Partnership to engage with retailers on a regional basis. This gives the PCC the chance to discuss regional opportunities to reduce retail crime, an outcome of which has been the establishment of links between key retailers (national stores and local retailers) and Cleveland Police to share best practice.
- Following meetings between the PCC and members of the rural community, the PCC has established FarmWatch across the Cleveland area and has supported joint operations with neighbouring police forces to tackle crime. In addition, to support the fight against rural crime, the PCC hosted the regional Rural Crime Conference in November 2013. There was also an opportunity for the rural community to ask questions and raise concerns via the 'Community Click' online web chat.
- The PCC believes the most effective way for tackling crime is by understanding the needs of communities and neighbourhoods, hence retaining and developing neighbourhood policing is so important. From the outset, there was a commitment to listen to the views and comments of specialists across the Criminal Justice sector. Therefore, the main focus in carrying out the responsibilities of office has been to meet with people, businesses and partners as the experts and specialists in their field. This is '**Your Force Your Voice**' which has been the main driver for identifying the changes needed and reviews have been carried out over the last 12 months. The PCC has attended around 100 meetings in all 82 of the wards in Cleveland to hear directly the views of our local communities. Meetings have also been held at schools, colleges and local businesses. The PCC has also hosted several web-chats ('Community Click'). Issues discussed at the meetings are published on the PCC website and quarterly reports are produced which identify key areas for development.
- A Youth Forum has been established to ensure the views of young people are taken into consideration. This group undertook a consultation exercise with young people across Cleveland to help inform the development of the PCCs plans. **They have visited a variety of operational police units and attended a 'mock' trial at Teesside Magistrates Court** to gain a better understanding of police processes and the criminal justice systems. The Forum is currently working on a community project in the Billingham area to help community cohesion.

ENSURING A BETTER DEAL FOR VICTIMS AND WITNESSES

- The PCC established the Teesside Victims Planning Group to advise on commissioning services that support victims. This includes the identification of **victims'** needs and solutions, as well as advice on minimum service standards. They have contributed to PCC consultation exercises and are currently working on establishing Cleveland wide standards for Restorative Justice and a better understanding of the victim experience.
- The PCC hosted a Disability Hate Crime Seminar on 27 June 2013. More than 50 representatives (who have a responsibility for dealing with disability hate crime or with disability in general) attended from organisations within both the statutory and voluntary sectors. The event led to increased understanding of disability hate crime within our communities and launched the development of a 'Safe Places' scheme for disabled people which was implemented in October 2013. The aim of the scheme is to help people to lead independent lives by providing designated venues in communities where vulnerable people can go if needed and has attracted corporate sign-up by all Marks & Spencer shops across Cleveland.
- The 3 PCCs from Cleveland, Durham and Northumbria have commissioned the **North-East Womens' Network to carry out consultation exercises** with victims and service providers to inform and shape a regional strategy to tackle violence against women and girls which will be launched on 10th December.
- The PCC supported the relaunch of 'HALO', the honour based violence and forced marriage project.
- The PCC facilitated a Probation Trust led review of the Coroners Service with the aim of identifying issues and concerns in service provision. The overall aim was to identify efficiencies and effectiveness in what is acknowledged as a service with significant scope for improvement and to assist in reducing the backlog of cases and improving performance in the future.
- Regionally supported by the three north-east PCCs, a **'Mythbuster' credit card sized publication** is designed to dispel the commonly reported myths and setting out the facts about asylum seeking. Copies available from the PCCs office.

DIVERTING PEOPLE FROM OFFENDING, WITH A FOCUS ON REHABILITATION AND THE PREVENTION OF REOFFENDING

- The PCC is supporting the development of Restorative Justice across the Force area. This was launched in May 2013. Up to November, more than 350 young offenders have been dealt with using restorative justice. It allows victims a say over punishment and requires reparation by the culprit – avoiding first-time offenders entering the traditional criminal justice system. Examples of reparation suggested by victims have included removing graffiti or repairing damage.
- Details of Community Payback work and other restorative activity are now being featured on the PCC website.
- Collaborating with partners, by reviewing a consistent approach to Integrated Offender Management through the Reducing Reoffending group.
- Following a review of Youth Offending Services, the PCC has brought together Youth Offending Teams across Cleveland to promote consistency in service delivery across the Force area for young people. An outcome of this was the roll-out of the Triage Model to all areas of the Force. The Triage Model is used by Youth Offending Teams and police officers who work with young offenders to help reduce the risk of them reoffending. It is cited as best practice and is being rolled out nationally. **It takes place at the point that a young person enters police custody following arrest and seeks to act as a 'gateway' whereby all young people entering police custody can be quickly assessed by Youth Offending Services to ensure that they are engaged with to reflect their individual needs.**
- The PCC has established a Young Peoples Strategic Planning group to advise on commissioning services that prevent, divert and protect young people from crime and disorder. This includes the identification of needs and solutions, as well as advice on minimum service standards, monitoring and evaluating on a perpetrator and victim basis. The group meets bi-monthly and has been instrumental in the roll-out of triage services for youth offenders and has also carried out a consultation exercise to better understand the court process for young people who are victims of sexual exploitation.
- The PCC is paying close attention to the Troubled Families programme within the Force area and is encouraging the most successful to be emulated across Cleveland, and for the work to be **regarded as 'mainstream'** rather than as a time-limited project.

DEVELOP BETTER COORDINATION, COMMUNICATION AND PARTNERSHIP BETWEEN AGENCIES TO MAKE THE BEST USE OF RESOURCES

- Collaboration arrangements with other forces have been put in place to reduce costs, improve resilience and efficiency. This includes :
 - The joint tendering by the seven northern police forces for the provision of Forensic Services and award of the contract which resulted in significant savings for each force.
 - The joint tender and award of a contract for the provision for interpreting and translation services across the north-east until November 2016 under the NHS shared business framework.
 - An extension of the Street Triage service provided by Cleveland Police and the Tees, Esk and Wear Valleys NHS Trust to protect people who are enduring mental health issues which have contributed to offending behaviour.
 - Establishment of the North East Regional Special Operations Unit bringing together specialist officers across 3 forces to deal with serious and organised crime. This is in addition to existing 2 force collaboration on roads policing and firearms
- Street Triage in Cleveland is seen as best practice at a national level and noted as such by the Health Secretary and the Home Secretary, cited as a leading example to be rolled out nationally by other areas and forces. The Street Triage Team is a first response team which assesses people of all ages, whether they have a learning disability, personality disorder, substance misuse or mental health issues at the first point of contact with the police, at street level and prior to a decision to detain a person under the Mental Health Act. The implementation of this system and the subsequent expansion of working hours are attributed to the PCC and collaborative working with partners in the NHS, Third Sector Local Authorities and the Force.
- The PCC is an executive member of the Cleveland & Durham Criminal Justice Board. To promote greater effectiveness and partnership working, the Local Criminal Justice Board Project Manager has relocated to the PCC's office and is actively liaising with us to develop activities that deliver better services across the criminal justice system.
- The PCC is supporting the Local Criminal Justice Board, improving the use of Victims Personal Statements in the criminal justice process through a collaborative approach. As a result, the Crown Prosecution Service is now regularly presenting Victim Personal Statements at court hearings for domestic and sexual violence cases to inform sentencing.
- The PCC is supporting the Safer Future Communities Network, via the Middlesbrough Voluntary Development Agency on behalf of the 4, which has established processes for the voluntary and community sector to influence future collaboration, reduce crime and increase community safety.
- Community Safety Partnerships (CSPs) attends quarterly PCC partnership and commissioning performance meetings, to monitor community safety issues. Funding grants valued in the region of £680,000 have been made for a number of community safety projects, encouraging the four CSPs to focus on best practice.

WORKING FOR BETTER INDUSTRIAL AND COMMUNITY RELATIONS

- The PCC is committed to becoming a 'Living Wage' employer and has received accreditation during this year from the Living Wage Foundation.
- The PCC has supported the Force in the development of its Business Transformation programme, including the 'ORBIS' restructuring of the Force and AGILE the development of mobile working across the Force.
- The PCC has prepared a balanced budget for 2013/14.
- The PCC has robust financial planning arrangements to meet the severe challenge of austerity, whilst maintaining neighbourhood policing as central to a new leaner structure. This includes a new HQ and estate rationalisation. HMIC considers that Cleveland Police is on track to meet its savings requirements as set out in its Policing in Austerity: Rising to the Challenge report.
- External auditors have given the 2012/13 accounts unqualified opinion and concluded that the PCC has made proper arrangements to secure economy, efficiency and effectiveness in the use of resources.
- The PCC has reduced the budget of the office by 23% when compared to Cleveland Police Authority, (which equates to £270k) to enable more money to be focused on frontline services.
- The PCC has appointed a new Chief Constable who leads nationally on integrity issues and is also ACPO lead on children & young people.
- The PCC is supporting the Force in the introduction of an Ethics Committee.
- The PCC lobbied for minimum alcohol pricing.
- The PCC met with the Chair of the Disability Support Network and supported the provision of a sensory tunnel at police headquarters, to ensure that all control staff and other front-line officers and staff better understand some of the disabilities of the people they may come into contact with.
- The PCC attends the Force Staff Equality Forum and the Joint Audit Committee oversees equality as part of their terms of reference.
- The PCC has regular meetings with Staff Associations and trade unions.

IN ADDITION

- Developed use of 'Mystery Shoppers' to identify problem areas in service provision.
- The PCC briefs local MPs on local criminal justice issues.
- The PCC has campaigned to end the gun licence subsidy and put more money into front-line policing and also raised concerns re use of police to transport injured or ill people to hospital.
- The PCC has worked with partners to influence the reforms to the Probation Service, identifying risks and lobbying government.

Looking ahead.....

The dominant feature of the next year in office will be the challenges presented by a reducing budget. The Comprehensive Spending Review (CSR) 2013 requires cuts of some £4.8m on top of the £15.1m of CSR in 2010. In order to respond to this challenge costs must be reduced so inevitably there will be difficult choices to be made, when most costs, as elsewhere in the public sector, are in staff budgets. I am committed to support front-line or neighbourhood policing through this process. I anticipate that the current estate will be reduced considerably - as spend on buildings must come second to spend on officers at the front line.

In Cleveland we have not recruited at police constable level since 2010 and by 2014 police officer numbers will fall below 1,400. It is essential that recruitment is recommenced as soon as practicable after 2014, the health of the organisation depends on this.

Collaboration across the public sector in Cleveland must be explored - the question is would anyone with a blank sheet of paper design the service that we have now as a model of efficient and effective working? Home Office and Department for Communities and Local Government have indicated funding may be made available to progress local collaboration arrangements. The alternative is for individual organisations to look at issues in isolation, which may well not be the best way to serve the public in supporting front-line provision. **Never has it been more important for there to be an ethos of 'working better together' in public service. There is an important role as PCC in encouraging bodies to do this, and this will be pursued wherever possible.**

Barry Coppinger, Police & Crime Commissioner

