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**SCRUTINY PROGRAMME 2022/23**

**19 April 2022 – Force Control Room**

1. As a result of information given by the Force when the Force Control Room was last considered at scrutiny in August 2021, the PCC sought assurances on the following key areas and asked the following questions:

**Performance**

1. Are the Force satisfied with current direction of travel with regards to performance in the Force Control Room (FCR), what further work has been undertaken to improve performance following the earlier information provided which stated it had stabilised? (It would be helpful to have key performance statistics)
2. What is the current vacancy rate in the FCR, was 0% vacancy rate reached?
3. Has the shift pattern review finished and if so, what did the findings conclude?
4. What is the outcome of the options paper in respect of the technological improvements?
5. Has any analysis been done on the impact of the Single Online Home and if so, what does this show? Has demand been offset by technological improvements?

**Staffing**

1. How are staff retention levels in the control room, could they be considered stable?
2. What ongoing support is given to staff in terms of wellbeing and morale, given the ongoing changes, integration of new team members, negative stories in the media etc?

**Quality of Calls**

1. How is the quality of call handling being assessed, what are the findings and are improvements needed?

**Force Crime Management Unit (FCMU)**

1. Has the performance framework for the FCMU been finalised, what improvements are expected as a result and when will they start to show?

**Crime Validations and Disposals**

1. Is the Force confident in the accuracy of its crime data?
2. Is the Force satisfied with the levels of accurate and timely validation and disposal of crime?
3. The PCC was partially assured by the information provided. Whilst great strides had been made in the Force’s 999 call handling performance, the PCC still had concerns about the retention and recruitment of call handlers into the Force Control Room and the pace of IT improvements. It was also noted that whilst the Force had plans in place to prepare for the data integrity inspection and to improve data quality, timescales could not be confirmed.
4. It was noted that the latest figures showed that the number of 999 calls answered in 10 seconds or less has improved over the past six months. There had also been an overall reduction in the time taken to answer 999 calls from the public. In addition, fewer calls have been abandoned. In March, 87.6 per cent of 999 calls were answered in 10 seconds or less – compared to 78.2 per cent in August 2021. It now takes emergency call handlers an average of 4.1 seconds to answer calls – 3.3 seconds less than in August.
5. On 31 May the PCC praised Cleveland Police for being among the best in the country for answering 999 calls based on new figures published by the Home Office ranking Cleveland seventh fastest to answer 999 calls between November 2021 and April 2022. It is worth noting that these improvements come despite a rise in the overall number of calls in the past year, with demand now exceeding pre-pandemic levels.
6. It was agreed that the commissioner will continue to scrutinise control room performance at least once per year to monitor the force ongoing programme of improvement.

**9 May 2022 – Quarterly Performance Meeting Quarter 4 – Off Road Bikes**

1. The PCC held the Quarter 4 performance meeting (where Cleveland Police prepare and present information to the PCC to demonstrate how they are delivering against the Police & Crime Plan), the metrics included national crime and policing measures that PCCs have a new requirement to monitor and report on.
2. Specific questions were asked on the following.
3. Specifically, the PCC would like information on how the Force is tackling the nuisance of off-road motor vehicles including operational performance and the impact that performance is making.
4. The PCC would like additional information regarding vehicle crime, which is up 24% in the last 12 months, to specifically include theft from cars and what the Force’s plans are to address this measure.
5. In order to assure the PCC, can the Force outline the key points in relation to their plans to address the key indicators within the performance measures for neighbourhood crime (to include strategic, tactical and operational)?
6. The PCC thanked the Force for the excellent and informative presentation for which he was partially assured. He was assured that the Force understood the scale and that solutions were developed. However, he was less assured about where the Force were aiming at in terms of some the targets.

**13 June 2022 – Enabling Services**

1. The PCC sought assurances that Cleveland Police’s Enabling Services are fit for purpose and that appropriate plans and strategies are in place. The following questions were put to the Force.

**Human Resources**

1. **Attraction Strategy** - How quickly are the Force be able to fill vacant posts and can assurance be provided that the Attraction Strategy will drive the necessary improvements that are needed in order to recruit the right officers/staff to vacant posts at the pace that is required?
2. **Vetting** - What is the current backlog and what measures have been put in place to manage the backlog and the associated risks?
3. **Transfers** - There have been discussions nationally that police officer transfers between forces in last quarter of the year have been paused– if this is the case, what consideration has the Force given to the possible consequences this may cause?

**Information Technology**

1. **Achieving Best Evidence suites** – What are the Force’s plans to ensure adequate provision (in terms of premises and equipment) is in place to support victims through Achieving Best Evidence interviews including the introduction and expansion of section 28 – pre-trial cross examinations?
2. **Drones** - In February 2022 the Force informed the PCC that all Neighbourhood Policing Teams had a drone. How many drone pilots does the force now have? What successes has this brought and what are the plans for the use of drones to combat crime?
3. Anecdotally, officers have mentioned that they have to share laptops to access Teams meetings, what are the issues and progress in relation to the NEP roll out?
4. The Joint Audit Committee highlighted that they had seen several exemptions for the procurement of specialist IT support which seem to be on an ad hoc basis. In July 2021 it was noted that IT was a difficult area to recruit to, is this still the case? If so, what solutions are being sought to manage this issue?
5. In relation to IT, what is the overall strategy, is sufficient planning taking place and what are the Force’s priorities?

**Fleet Services**

1. Could the Force provide an update on the current status of the fleet and provide assurance that operationally there are enough cars to meet demand?
2. Could the Force provide an assurance that the de-collaboration of Cleveland and Durham Specialist Operations Unit (CDSOU) will have no impact or if it does, that mitigating measures have been put in place.
3. The PCC was not assured about the information presented and voiced concerns about the pace of change. It was recognised that there were some ‘green shoots’ of improvement but that the Force weren’t where they wanted to be yet.

**25 July 2022 – Enabling Services Update/ Drugs and Gangs**

1. At this meeting the Force provided a written update on Enabling Services. In order to maintain a level of scrutiny in this area the PCC has asked for a monthly update in relation to progress being made.
2. One of the objectives in the Police and Crime Plan is ‘*getting tough on drugs and gangs’*. Success in this area will result in positive partnership working, increased use of stop and search with positive outcomes, increased awareness and understanding of County Lines and criminals being targeted and disrupted.
3. For the quarterly performance meeting the PCC sought assurance that the Force was sufficiently equipped to deal with the increased demand caused by drugs and gangs and how operations such as Project ADDER and Operation Endeavour were making a difference. In order to scrutinise the Force, the following questions were put to the Chief Constable:

1. How does the force reassure the public that drug dealing has no place in Cleveland, that intelligence and reports are taken seriously in order to deal with the perception that little action is taken against people who openly deal drugs in the street?
2. What positive impacts have the Drug Enforcement Team made?
3. Is Stop and Search having a positive effect on Drug Crime?
4. How is the Government’s ‘From Harm to Hope’: A 10-year drugs plan to cut crime and save lives’, woven into the Force’s own Drugs Strategy?
5. In relation to the increased awareness and understanding of County Lines, what is the picture in Cleveland and are the right officers sufficiently trained in order to address the hidden element of drug crime?
6. What more work needs to be done to increase the public’s understanding of wider exploitation and how will this be addressed?
7. Much work has taken place to understand and target Child Sexual Exploitation, including initiatives such as a PCC funded worker in the Complex Exploitation Team. Can the force provide assurance that the improvements within the follow-up’ HMICFRS Inspection – February 2021 have been made and that training and refresher training is provided for Officers.
8. Is partnership working effective in tackling County Lines and Child Sexual Exploitation, if not, what more could be done?
9. The OPCC have undertaken a review of outcomes in relation to drug offences. It can be seen in these examples that suspects are not charged due to evidential difficulties or its not in the public interest, does the Force undertake dip sampling and what can be done to improve positive outcomes in cases such as these?
10. The PCC was assured by the Force’s presentation, which contained a lot of positive outcomes. The PCC considered that it was important that the Force Communications Team promoted the work that was taking place in respect of positive action in this area.

**8 August 2022 – Quarterly Performance Meeting - Quarter 1 – Serious Violence**

1. The PCC held the Quarter 1 performance meeting (where Cleveland Police prepare and present information to the PCC to demonstrate how they are delivering against the Police & Crime Plan).
2. One of the Police and Crime Plan Priorities is to prevent, reduce and tackle serious violence. Whilst recognising that tackling serious violence needs a whole-system, multi-agency approach and that the Cleveland Unit for the Reduction of Violence (CURV) will work to address the root causes of violent crime, the PCC focussed this performance meeting on how the Force is playing its part in tackling serious violence including specifically knife crime. Specific questions were asked of the Chief Constable on the following:
3. Could the Force provide the latest knife crime figures and provide a summary of what is being done by the Force to target serious violent crimes involving a knife/sharp instrument.
4. What proactive engagement is taking place with communities in order to tackle serious violence?
5. Hot Spot Policing - could the Force provide a summary of the evaluation that has taken place into the impact of the hot-spot policing initiative and detail how the additional GRIP funding made a difference?
6. Has the Force’s Serious Violence Strategy 2020-22 met its aims and how will the strategy be evaluated?
7. Is the increased visibility and effective use of stop and search powers reducing the prevalence and harm caused by serious violence in key localities?
8. Overall the PCC was partially assured. The PCC was assured that the Force understood the scale and that solutions were being or had been developed. However, he was less assured about where the Force were aiming at in terms of some the targets.

**23 September 2022 – Rural Crime and Monthly Update on Enabling Services**

1. At this meeting the PCC sought assurance from the Force regarding its ability to tackle the issue of Rural Crime. The PCC asked the following questions:

2. It would be helpful to set the issue of rural crime into context, for example:

* 1. How many areas of Cleveland are classed as rural?
  2. What is the scale of rural crime?
  3. Are there any specific performance measures or data on rural crime?
  4. There is a Rural Crime Action plan which has been developed and will be presented to the Tees Rural Crime Forum, does the plan have the resources needed to be able to deliver it and how will the success of the plan be measured?
  5. The rural crime survey (April 2021) noted that fly tipping was a key concern for rural residents, recognising that whilst this is a local authority responsibility, has there been any partnership working in order to help tackle this issue?
  6. Where does Rural Crime come within the Force priorities in terms of funding?
  7. If funding is not adequate has consideration been given to if the NFU fund can be accessed?
  8. What messages are being given to the public/farmers in rural locations about how and when Cleveland Police respond to rural crime?

3. The PCC was assured by the Force’s presentation, which contained a lot of positive plans and initiatives.

4. Enabling Services remained on the scrutiny agenda and will be reviewed on a monthly basis until the PCC was assured that the various elements of interest had showed improvement.

**12 December 2022 – Violence Against Women and Girls**

* + - 1. December’s monthly scrutiny meeting focused on the Police and Crime Plan priority in relation to Violence Against Women and Girls. A topic that is of strategic importance and covers a range of crimes including rape and other sexual offences, stalking, domestic abuse, ‘honour’ based abuse (including female genital mutilation, forced marriage and ‘honour’ killings), ‘revenge porn’ and ‘upskirting’.
      2. Specifically at this meeting the PCC sought assurance on:

1. Delivery against the National Police Chief Council (NPCC) performance and outcomes framework.
2. What changes the force have implemented as a result of the non-fatal strangulation offence introduced in June 2022.
3. What plans the force have in place to increase women and girls feelings of safety in the night time economy over the Christmas period.
   * + 1. The PCC was assured by the Force’s presentation, which contained a lot of information around the planning and strategy work that has been developed to date. The PCC highlighted that through the partnership work CURV was implementing in the night time economy it would go some way to improving feelings of safety whilst at the same time reducing violent crime.

**16 January 2023 – Effective Policing and Criminal Justice**

At this meeting the PCC sought assurance from the Force on three distinct matters relating to the Police and Crime Plan priority – Effective Policing and Criminal Justice. This priority is around ensuring Cleveland Police are delivering an efficient and effective service as well as those across the broader Criminal Justice System. It is key for the PCC to understand and scrutinise this area as Chair of the Local Criminal Justice Board – the forum that brings together senior leaders from across the Criminal Justice landscape.

The PCC asked the follow questions:

1. Can assurance be provided in relation to the Force’s preparedness in relation to the Out of Court Disposal National Strategy 2022.
2. Case file rejections are significantly down from a high in May 2022 (following a significant spike). What do the force put this down to and how do they plan to further maintain and improve this moving forward?
3. What is the Force doing to improve the positive outcome rates for neighbourhood crime and how are offenders being effectively managed through Integrated Offender Management arrangements.

3. The Force shared a lot of information in response to the questions which included benefits of the move towards the new Out of Court Disposal National Strategy, examples of positive working with CPS and some improved performance information in relation to positive outcome rates. As a result, the PCC was partly assured by the Force’s presentation. However, he requested more information in relation to staffing needs within the Integrated Offender Management team and timelines to achieve full establishment. Further assurance on these matters would have resulted in assurance from the PCC on this topic.

**6 February 2023 – Force Delivery Model**

1. The PCC asked the following question.

*How do you envisage the new force delivery model will further drive performance improvements across the force area and build public confidence?*

2. The Force gave a presentation which outlined the drivers for change, the journey so far, the approach, the high-level force structure, key features and changes, high level benefits, governance and accountability, strategic outcomes and what success would look like.

3. The PCC concluded that the plans felt substantial, and he was assured that there was a clear and detailed structure and was confident that it would provide results. The Force know where improvements were needed. It was recognised that improvements needed to be made in Neighbourhood Crime.

4. The PCC was assured by the information given in the presentation.

**20 March 2023 – Police Perpetrated Domestic Abuse**

1. The PCC sought assurance that the Force were robustly managing the issue of Police Perpetrated Domestic Abuse (PPDA) in the light of recommendations from the Super Complaint from the Centre for Women’s Justice and issues raised in other forces. In order to provide assurance, the PCC sought a response to the following questions.
2. How many incidents have there been in 22/23 to date of PPDA? Do the Force have a good understanding of this data?
3. What have been the outcomes and do the Force consider that perpetrators been dealt with robustly? (It would be helpful to have an explanation of rationale for those outcomes)
4. How confident is the Force that they have the right resources to address PPDA. (e.g. are there enough people to deal with cases efficiently and have they received the right training)
5. Does the Force consider that it has the correct internal and external communication strategy around PPDA and police perpetrated crimes?
6. With reference to the recommendation from the Super Complaint and the request to explain how the force has or will improve its response to PPDA, how confident is the Force that they are dealing with PDDA robustly and effectively and are there any improvements that need to be made? (For example – has the PPDA action plan presented by DSE to the scrutiny meeting in November 2021 made a difference and if so how?)

2. Details were given of Force's proactive response to the PPDA super complaint ensuring a robust and consistent approach and the PCC was assured by the Force’s presentation and response to the questions posed.

**20 March 2023 – Vetting**

1. Vetting was discussed at the scrutiny meeting in September 2022 and was scheduled as an on-going scrutiny issue until the PCC was assured. In closely scrutinising the Force’s vetting performance the PCC asked the following questions.

1. What is the Force’s current position with regards to re-vetting of current employees and is the Force comfortable with the position? (Numbers vetted and numbers outstanding)
2. The PCC would like assurance that the recommendations for the Force, as listed in the HMRCFRS report – An inspection of vetting, misconduct and misogyny in the police service are being actioned and that they will be implemented within the timescales set.
3. In respect of the national exercise can the Force confirm that they have the resources to complete the documented assessment of the results.

2. The Force gave details of the current vetting levels which showed progress since the last meeting and the PCC was assured by the Force’s position at that time.