

# Policing Cleveland Together

*Cleveland Police - Strategic Plan*



**AUGUST 2023**



# CHIEF CONSTABLE'S FOREWORD

Policing is best when it has clear focus. This plan sets out the straightforward core mission of Cleveland Police. We will focus on protecting people, protecting the communities they live in, tackling criminals, whilst striving to be the best we can be at all we do.

Despite being geographically small, Cleveland Police faces significant challenges with high levels of crime and demand for policing services resembling that experienced by much larger metropolitan forces.

The demand on the force is further challenged due to several of our wards experiencing high levels of social deprivation creating some of the most complex policing challenges faced by any police force.

In this challenging environment, officers, staff and volunteers regularly demonstrate

courage and compassion to protect the public. I am humbled by the courage, effort and compassion shown by my staff every day.

The force recognises that its history has presented a challenge in maintaining the full trust of the communities it serves, and it has underperformed its potential. We are determined not to live in the past or be defined by it, and the best way to demonstrate that the force is better than its history is in improved performance for the public.

The force has made considerable improvements over the last 12 months which has been recognised by HMICFRS in the latest force inspection. The inspection clearly shows that we are on the right track, and performance is improving.



In several areas, we are one of the best performing in England and Wales, for example in our 999 call answering times and our high arrest rates, which demonstrates responsive and proactive policing.

We continue to expect the very best standards of behaviour. When one member of staff lets the team down, this reflects on all of us. The public and media can see that negative behaviour as more representative of us than the countless thousands of other positive interactions that go unremarked. It is important that we continue to take a very robust approach to instances of misconduct as this is fundamental to the bond of trust with the public.

The levels of crime across the force area are high; some of the highest in the country. To help address this, we will strengthen neighbourhood policing whilst continuing to take a very visible and proactive approach to arresting criminals. It is important that we

do this so that crime is seen to have a consequence.

However, arrest and prosecution on their own can never be the only solution to crime. We will challenge the simplistic view from others that high levels of crime are solely due to the absence of effective policing, when they are more often driven by poverty, a lack of opportunity, or by economic insecurity.

We will work with other partners to play our part in tackling the underlying vulnerabilities that can lead to crime, taking a strategic crime prevention approach across the force area. I will also seek every opportunity, in conjunction with the Police and Crime Commissioner, to boost the capacity of the force to meet the stark challenges it faces, and to improve performance across Cleveland together.



**Chief Constable Mark Webster**





CLEVELAND  
POLICE

CLEVELAND  
POLICE

# POLICING CLEVELAND TOGETHER



**PROTECT  
PEOPLE**



**PROTECT  
COMMUNITIES**



**TACKLE  
CRIMINALS**



**BE THE BEST  
WE CAN BE**

**We will build public confidence by continuously improving how we police Cleveland.**

**We will...**

**support our  
people to succeed**

**demonstrate  
the highest  
professional  
standards**



**be proactive and  
highly visible**

**protect the most  
vulnerable from  
harm**

**provide a more  
effective service  
to our victims**

**make the most  
effective and  
efficient use of  
our resources**

**CLEVELAND  
POLICE**

**adopt a  
prevention based  
approach to  
reducing crime**

**strengthen  
neighbourhood  
policing**

**ONE TEAM**

# Strategic priorities



## PROTECT PEOPLE

The police's primary mission is to protect life. We will police Cleveland every day in a way that makes sure people feel safe and are safe.

This will be at the core of everything we do.



## PROTECT COMMUNITIES

In partnership with stakeholders, we play a key role in helping to create conditions which support communities to thrive.

The partnership approach means it is wider than disrupting and arresting criminals. It is about identifying and supporting people, businesses and communities who may be at risk and working with them to build resilience so individuals and communities feel safe.



## TACKLE CRIMINALS

We will be bold and visible in how we tackle criminals. This includes the full range of criminality; from burglary to domestic abuse, robbery to Violence Against Women and Girls, major and serious and organised crime to cyber crime.

The public want clear evidence of our focus on tackling criminals - this builds their confidence in us as a force they can trust.



## BE THE BEST WE CAN BE

Policing is a challenging and rewarding career. We must aim to continually develop and improve as individuals, as teams, as supervisors, as leaders or as colleagues or peers.

By doing so, we will become the best version of ourselves and the best organisation we can be for the community we serve.



## WE WILL SUPPORT OUR PEOPLE TO SUCCEED

To provide the best possible service to local communities, we must have a workforce that is well-led, well-equipped and well-supported.

### **Strong leadership**

Everyone in policing has a leadership role whether they are managing a large team, mentoring a student officer or taking charge at the scene of an incident. Strong leaders provide guidance, inspiration and motivation and are essential for us to deliver against our strategic objectives and drive performance improvements.

We now have a substantive Chief Officer Team in place to provide strong and consistent leadership for our officers and staff. We are committed to strengthening leadership at all levels and developing our leaders to be the best they can be.

### **Health, wellbeing and safety**

Our officers and staff often operate in difficult circumstances or are exposed to distressing situations. We therefore have a responsibility to ensure the health, wellbeing and safety of everyone who works for us and provide timely interventions when support is needed.

Although we have invested heavily in our wellbeing provision, the results from our last staff survey show that we need to do more and we are committed to maintaining a workforce that is healthy, engaged, inclusive and motivated.

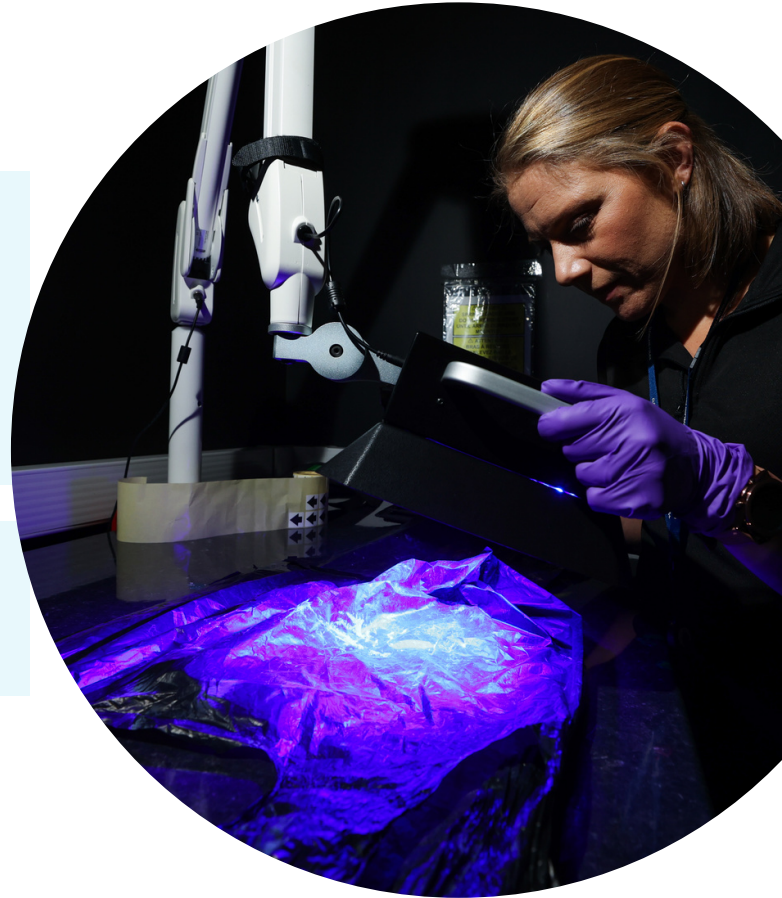


## We will do this by:

- Developing and supporting world class leaders
- Recognising and celebrating good performance
- Making Cleveland Police an attractive place to work
- Improving staff wellbeing

## Outcomes

- Lower levels of staff attrition
- Increased staff wellbeing and attendance





# WE WILL DEMONSTRATE THE HIGHEST PROFESSIONAL STANDARDS

## **Ethical and moral standards**

The police have significant authority and powers to interfere with the lives of individuals and use of this authority brings with it accountability and intense scrutiny of our actions and decisions.

The public give us this authority and consent to the use of our powers because they value what we do and recognise that what we do keeps them safe. In return, they expect us to act professionally and demonstrate high ethical and moral standards.

## **Helping to build public trust**

Every contact leaves a trace and behaviour that is perceived to be unfair or

disrespectful is damaging to police legitimacy. Every person working for Cleveland Police must work honestly and ethically, doing the right things in the right way, all the time. The manner in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to build and maintain public trust and confidence in us.

## **Force values**

As a Force, our values are at the heart of everything we do and we expect our officers and staff to maintain the highest standards of behaviour at all times. We must ensure that only the right people are able to work for us and that when poor behaviour is identified, it is promptly challenged and dealt with robustly.

## One team

Dealing with the challenges of modern policing can be highly demanding and stressful. The only way we can do this incredibly difficult job effectively is to work as a team, supporting each another with compassion, empathy, dignity and respect.

We must act professionally and always strive to do the right thing adhering to the principles of honesty, fairness and accountability.

## We will do this by:

- Becoming a continuous vetting pilot force
- Ensuring our vetting performance is amongst the best nationally
- Maintaining a robust and proactive professional standards approach
- Challenging poor performance in a fair and consistent manner

## Outcomes

- Fewer complaints upheld
- All employees are vetted to the appropriate level
- Effective use of the PDR system
- Victims are more satisfied with how they are treated





## WE WILL BE PROACTIVE AND HIGHLY VISIBLE

### Visible and bold

To effectively tackle crime in the force area, a visible and bold proactive policing approach is required to change behaviour in criminal markets and rapidly disrupt criminal activity.

In November 2022 a proactive team was formed in Stockton as part of Operation Deterrence, to reduce crime and harm in areas identified as being micro hot spots for serious violence or high crime. Since its inception the team made **more than 320 arrests**, conducted high visibility patrols and utilised stop search powers to combat knife crime and drug dealing in hot spot areas.

The team continues to assist in the execution of warrants, tackling drug dealing, gathering intelligence and closing

down cannabis farms linked to serious and organised crime. We plan to extend this approach to each policing district across the force with an increase in the number of teams and a programme of high profile operations.

As part of our commitment to be more visible and bold we are running monthly days of action under the banner of Operation ARTEMIS. This sees a focus on a specific geographic area within the force area to demonstrate to communities that we are taking action on the things that matter most to them..

### Clear, Hold, Build

We will implement the Clear, Hold, Build approach to tackling serious and organised crime and we will pursue organised crime gang members to clear an area, maintain a hold over the location to prevent another gang from taking control, and then work with

communities to build resilience in the area so it is less susceptible to crime groups.

### **Violence against Women and Girls (VAWG)**

We will continue working to protect women and girls by using our intelligence to identify and target harmful offenders of VAWG.

We have adopted Operation SOTERIA which is the transformational change programme to tackle rape and serious offences. This means we will better understand the needs of victims to ensure we are able to support them. The focus must be on those who commit these crimes; the suspects, so we can get the justice that victims want and deserve.

### **We will do this by:**

- Implementing the Clear, Hold, Build approach
- Introducing dedicated local proactive teams to arrest criminals, execute warrants and disrupt criminality
- Continuing a monthly campaign (Operation ARTEMIS) of targeted, high-profile policing operations
- Protecting women and girls by identifying and targeting the most predatory offenders
- Proactively communicating with the public, telling them what we are doing
- Strengthening local forums and scrutiny bodies to ensure wider public engagement in their police service

### **Outcomes**

- Less harm in local communities
- Greater public confidence in the force
- Better outcomes for VAWG and domestic abuse victims
- Fewer outstanding suspects
- More criminals arrested
- More assets seized from criminals



# WE WILL PROTECT THE MOST VULNERABLE FROM HARM

## **Safeguarding the vulnerable**

Vulnerability takes many forms, from young people, missing persons, those with physical and/or mental health issues, people with alcohol and drug addiction and those living in or exposed to abusive, exploitative environments. Policing has a crucial role to play in the identification, support and safeguarding of vulnerable people. We will identify vulnerable people at the earliest opportunity to ensure we provide the most appropriate service to meet their needs, and we will use a trauma informed and public health approach when applying safeguarding principles.

We support the national focus on the harm caused to victims and society by Violence Against Women and Girls (VAWG). The use of legislative orders to protect the vulnerable will be a priority.

## **Putting victims first**

Under the Victims' Code, there are 12 rights that set out the standards that victims can expect. Feedback from our communities has highlighted areas for improvement. We are working hard to develop better training, monitoring and compliance practices to improve our service. We will listen to our victims and ensure they are consulted in relation to the outcomes of investigations, encouraging restorative practice to help put things right when we've got it wrong.

## **Stronger partnerships**

We are committed to building more effective partnerships to deliver better outcomes. We intend to review our representation to ensure that all statutory obligations are met, that meetings are attended by the right



person and at the right level with a view to making effective and positive changes together.

Right Care Right Person (RCRP) is a model which is designed to ensure when there are concerns for a person's welfare linked to mental health, medical or social care issues, the right person with the right skills, training and experience will respond. Our approach to this will be one of consultation, negotiation and collaboration, ensuring that the most appropriate service is provided to the most vulnerable people of Cleveland.

A reduction in this non-crime demand will free up resource for Cleveland Police to meet the challenges that only the police can deal with.

### We will do this by:

- Making the most effective use of ancillary orders
- Ensuring consistent use of THRIVE throughout the victim's journey
- Implementing the national VAWG strategy
- Improving the effectiveness of our partnership engagement arrangements to better protect those who are most vulnerable
- Implementing the RCRP programme
- Improving our problem solving approach to missing people

### Outcomes

- Better outcomes for VAWG and domestic abuse victims
- Better outcomes for those living with mental health problems
- Reduction in non-police demand
- Reduction in repeat missing episodes
- More effective Community Safety Partnerships
- Increased number of ancillary orders



# WE WILL PROVIDE A MORE EFFECTIVE SERVICE TO VICTIMS

## Support and communication

When a victim or witness reports a crime to us, their individual journey through the Criminal Justice System begins. This may be the first time they have had any dealings with the police and it may be an upsetting and confusing time for them. It is our job to help make their experience as smooth as possible by providing information and offering them support every step of the way, from the first point of contact through to prosecution at court and beyond.

Every victim's needs will differ and we will make sure we take that into account in shaping the service we give them as individuals.

We have made significant improvements in our Force Control Room and improved our response to emergency calls with one of the best average call answer times in the country. When victims contact us it is important their calls are answered quickly, any vulnerabilities are correctly identified and they are dealt with professionally. They should be provided with appropriate information, advice and support and if we are unable to attend within the expected timeframe, we must ensure they are updated so they do not lose confidence in us.

## Thorough investigations

We must ensure that any crimes reported to us are investigated promptly and thoroughly, with all reasonable lines of enquiry followed up. This will increase the chance of us

identifying the perpetrator, prevent further offences from occurring and help us to achieve a positive outcome for the victim. We must also ensure that our investigations are properly supervised and victims are updated on our progress in line with the Victims' Code. Victim contact, either through the Force Control Room or updates on investigations, shapes victim experience more than any other factor, and is an area which consistently features in negative comments about policing nationally.

It is therefore important that we provide the level of service we would expect for our own family members, and inform victims of progress so they don't need to call 101 for updates.

### **We will do this by:**

- Improving investigative standards and criminal justice outcomes
- Answering calls in line with national call handling standards
- Attending every reported dwelling house burglary
- Investigating all reasonable lines of enquiry
- Improving victim care and satisfaction
- Improving detective resilience
- Improving our incident response
- Maintaining prompt answering of calls for service

### **Outcomes**

- More solved crimes and positive investigation outcomes
- Fewer outstanding suspects
- More expedient crime investigations
- Higher quality case file submissions
- Greater victim satisfaction
- Improved Victims' Code compliance
- More timely response to incidents
- Prompt answering of 999 and 101 calls



# WE WILL MAKE THE MOST EFFECTIVE AND EFFICIENT USE OF OUR CURRENT RESOURCES

## Investment of resources

Public bodies have a duty to ensure we make the best use of the resources available to us. Recent years have meant difficult choices about how we use our resources to deliver services to our communities, with efficiency and effectiveness being more important than ever.

We must invest our resources where threat, harm and risk can be most effectively dealt with along with reducing bureaucracy and removing those obstacles that prevent our staff and officers from doing their jobs efficiently.

Our planned actions will ensure that we organise and structure ourselves in the best way to ensure emphasis on the frontline and delivery of quality services.

It is important that our frontline officers and staff are given the most effective equipment, processes and environment to help them deliver quality policing to the public.

Whilst the force has been supported over previous years by the maximum precept fund increase, we still face very high demand. Our prevention, problem solving and proactive policing aims to reduce this demand, but we also have a responsibility to remove unnecessary bureaucracy, process and duplication.

Our systems, process and productivity must be improved to release time and effort to tackle high crime rather than serving internal demand. We must be highly focused in what we choose to do, recognising that prioritising one area means an active choice not to do something else.

This will create tension but we will be open and transparent with each other in making these choices and explaining those choices to the workforce.

Productivity and improving internal efficiency will be a priority for all leaders and managers in the force and in doing so, it's imperative that officers and staff focus on outcomes and are not hindered by unnecessary bureaucracy.

### **We will do this by:**

- Establishing an effective performance management regime
- Simplifying and improving the effectiveness of our governance arrangements
- Ensuring our tasking process is effective and data driven
- Adopting and embedding priority-based budgeting
- Making our enabling services as efficient as possible and reducing internal demand
- Improving our approach to demand management and workforce planning
- Reducing our environmental impact
- Strengthening our human resources capability
- Removing hindrance stressors and failure demand from our workplace

### **Outcomes**

- A more efficient force
- Greater value for money from our resources
- Improved employee engagement survey assessment
- Less internal demand



# WE WILL ADOPT A PREVENTION BASED APPROACH TO REDUCING CRIME

## **Prevention**

One of the key roles of policing is to prevent and reduce crime within our communities.

We have created a new Prevention command that is providing a strong focus on reducing offending and harm with the aim of seeing fewer victims and fewer offences by addressing the underlying causes and using partnership-oriented problem solving.

We will seek to influence local authority partners, community safety partnerships and local investment and regeneration to use the tools available to them to “design out crime” and undertake work to reduce the opportunity for crime to take place in

the first place. The initial aim using this approach is to bring our overall crime rate in line with the most similar force average.

## **Problem solving**

We will work to embed a problem solving approach to prevention across the whole force and will increase collaboration with partners to improve the quality of life for our communities.

We will have a much sharper focus on prevention when dealing with crime. Our focus will be on reducing offending by improving offender management and reducing recidivism, reducing harm by developing a whole system approach to problem solving, and reducing demand by



proactive patrolling, targeted activity and making the best use of the powers available to us.

### We will do this by:

- Establishing a dedicated Prevention command
- Taking a "prevention first" approach
- Embedding problem solving policing and shared accountability with partners

### Outcomes

- Less harm in local communities
- Fewer repeat victims and offenders
- Overall crime rate in line with most similar force average





# WE WILL STRENGTHEN NEIGHBOURHOOD POLICING

## Understanding our communities

Effective neighbourhood policing allows us to better understand the communities we serve and work alongside them with our partners to find sustainable solutions to their issues.

It is important for our communities to have local officers, with local knowledge, solving local problems. We are committed to improving our neighbourhood policing approach and minimising the abstraction of neighbourhood officers to support reactive policing. The move to a geographic policing model with local accountability and ownership, together with an investment in proactive capability will allow us to provide a strong and visible presence, helping our communities to feel safer and have greater trust and confidence in us. Neighbourhood

teams will be the first port of call for communities so they have greater ownership of policing and can help identify problems at a local level. Neighbourhood policing activity will be targeted according to the needs of different communities, taking account of vulnerability, threat, risk and harm and we will increase the powers available to our Police Community Support Officers (PCSOs), Special Constables and community wardens to create stronger teams.

## Community engagement

Strong engagement is central to good policing. It helps us to focus on the needs of the public and gives people the opportunity to be informed, consulted, involved and empowered to take action in making their communities safer.

Community engagement impacts on everything we do and alongside targeted prevention, enforcement activity and collaborative problem solving, will significantly increase public trust and confidence in us. A greater focus on neighbourhood policing will improve our understanding of our internal and external audiences and communities to target our activity and maximise our reach. However, we must also develop mechanisms to measure the impact of our activity to ensure that our engagement is effective and we have a clear understanding of community needs and expectations.

We will work with local communities to rebuild and restore a sense of pride and respect in their neighbourhoods.

### **We will do this by:**

- Improving our understanding of problems that matter to communities to deal with them together
- Moving to a four district policing model
- Renewing and enhancing PCSO, Community Safety Accreditation Scheme, community warden, volunteer and special constabulary powers
- Providing every area with a neighbourhood policing team with named police officers responsible for local policing
- Allowing the public to be able to contact their neighbourhood policing team directly

### **Outcomes**

- Fewer neighbourhood crimes
- Improved public confidence
- Greater community problem solving

# HOW WILL WE MEASURE SUCCESS?

To deliver the mission of Cleveland Police, we must build on the substantial progress made to date.

To monitor and measure our progress against this plan we have developed a new performance management framework known as **IMPACT - Improving and Managing Performance Across Cleveland Together**.

Based on the concept of a balanced scorecard, this provides us with a strategic assessment of our current performance in relation to the delivery of our strategic priorities and associated objectives. The scorecard is made up of a small number of key performance indicators (KPIs) which will help us determine how well we are delivering our desired outcomes.

To understand whether we are performing well or if improvements are required, we will use a scoring mechanism referred to as the IMPACT Score. This score represents where we are now

(i.e. our current performance) compared to where we want be (i.e. our desired service standard or aspirational position) and is calculated by dividing current performance by desired performance. A score of one or above indicates that the desired level of performance has been achieved, a score of less than one identifies that our performance needs to improve.

To inform the IMPACT scorecard we will use the measures shown to the right.

These will be supplemented by a range of additional diagnostic measures to add additional insight and context.

Delivery against the performance management framework will be monitored through a revised governance and accountability framework which has been designed to ensure that our strategic priorities drive all significant activity, and our people, policies and systems are operating effectively and are focused on key service risks.

## PROTECT PEOPLE

- % of crimes recorded within 24 hours of being reported
- % of immediate response incidents involving a vulnerable person attended in target
- % of domestic abuse incidents involving a repeat victim
- % of domestic abuse crimes leading to an arrest
- % of missing from home incidents involving a repeat person
- Number of safeguarding disclosures made using Sarah's and Clare's Law



## PROTECT COMMUNITIES

- % 999 calls answered within 10 seconds
- % of 999 calls abandoned
- % non 999 calls answered within 2 minutes
- % of non 999 calls abandoned
- % of immediate response incidents attended in target time
- % of priority incidents attended in target time

## TACKLE CRIMINALS

- Number of outstanding suspects
- Average number of days taken to charge an offender for a victim based crime
- % of crimes solved i.e. resulting in a positive outcome
- % of domestic abuse incidents involving a repeat victim
- % of victims satisfied with follow up/ how they are kept up to date
- Number of neighbourhood crimes recorded/ rate per 1,000 population
- Visibility measure (to be developed)
- % of stop searches resulting in a linked outcome

## BE THE BEST WE CAN BE

- Number of concern for safety incidents attended
- Neighbourhood policing abstraction rate (to be developed)
- % of contractual hours lost due to sickness absence police officers/ staff
- % of victims satisfied with the way they are treated
- % of victims satisfied with the overall service received
- Proportion of expired vetting applications

# OUR VALUES AND BEHAVIOURS

We must not only do the right things but also do them in the right way and we will deliver against this plan in line with our values and behaviours framework.

Through our values we are able to ensure our leaders are active, visible and supportive and that we have a culture of empowerment which facilitates continuous improvement and equips officers and staff to improve their individual performance. Supported by our Performance Development Review (PDR) process we promote open and honest performance discussions which encourage individuals to contribute and take ownership of issues in order to understand and improve performance.

By promoting 'performance excellence' we are able to link organisational performance to departmental, team and individual performance. We acknowledge that holding regular open and honest conversations about performance is the single biggest driver of our organisational health.



Our approach to PDR has therefore been designed to ensure that every single person working in Cleveland Police understands what their individual role is in delivering the objectives set out in this plan and understands that in doing so they must display the force values and behaviours and the Code of Ethics.





