



SAFE STRONG & CONFIDENT COMMUNITIES

Cleveland Police & Crime Plan 2024-2029

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About this plan

Every Police and Crime Commissioner is required to develop a Police and Crime Plan, to set the police and crime objectives for a police force area.

This plan has been created with input from Cleveland Police, local stakeholders and the residents living and working in the Cleveland area. Their feedback has been invaluable in crafting this document and helping me prioritise my areas of focus over the next four years.

It's important you know how local agencies are meeting your needs and keeping you safe. That's why this plan sets out how your concerns will be acted upon by Cleveland Police and community safety partners for the period 2024 – 2029.

This plan includes specific measures that will enable me to hold police and partners to account for their delivery against my objectives. I will ensure police performance against these measures is regularly reported back to the public.

The six objectives set out in this plan will be my key focus for the next four years and will be underpinned by detailed Annual Delivery Plans, containing specific activities I want to undertake as Police and Crime Commissioner.

I recognise that no single person or organisation alone can make great change. I'll be working closely with victim services, community groups, local authorities and criminal justice agencies to help build **safe, strong and confident communities**.



Introduction from the Police and Crime Commissioner



When I was elected as Police and Crime Commissioner, I said I want to work hard for the people of Cleveland who elected me and make sure we have a police force that we are proud of and that represents the whole community.

Having spent time in communities across the area, I heard from residents and businesses that they want to see more visible policing, less antisocial behaviour and less retail crime.

As the oath I signed states, I will give a voice to the public, especially victims of crime, and work with other services to ensure the safety of the community and effective criminal justice.

As a lifelong resident of Cleveland, I am proud of the area I belong to. I want it to be a place where I can bring my children up, where they will be proud to belong, where they are safe and where they can thrive. I want this for all of our communities and I will work tirelessly with Cleveland Police and partners in order to do this.

This is a four-year plan – and I know we can’t do it alone. I have consulted with a wide range of partners in our community in the development of this plan and what I am hearing is an overriding willingness to continue to work together, to do even more, to ensure that we can pool our time and resources to make safe, strong and confident communities.

The Government has a straightforward plan for policing and criminal justice:

When you call the police, they should come. When you report a crime, it should be properly investigated. Justice should be delivered and criminals should be punished. Prisons should not be academies of crime. These are not outlandish expectations. They are the basics of a safe, secure, law-abiding society.

As new policies are rolled out our delivery plan will be updated to reflect them and as such, I will review the delivery of this plan on an annual basis to ensure that it reflects developments nationally as well as locally.

Thank you for reading my plan. I look forward to the challenge of making Cleveland a safe, strong and confident place in which to live, work and visit.



Matt Storey
Police and Crime Commissioner

The role of the Police and Crime Commissioner

I have been elected as Police and Crime Commissioner to be the voice of the people and to hold the Chief Constable of Cleveland Police to account for the delivery of an efficient and effective police service.

As your Police and Crime Commissioner, I also:



Represent and engage with everyone who lives and works in the force area, including the vulnerable and victims.



Set the police and crime objectives for Cleveland through the police and crime plan.



Set the force budget and determine the precept for the force area.



Appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them.



Work in collaboration with other policing bodies and partners to improve efficiency and effectiveness.



Bring together community safety and criminal justice partners, to make sure local priorities are joined up.



Secure the maintenance of an efficient and effective police force.



Have responsibility for holding community safety budgets and commissioning services to support the community.



Foreword from the Chief Constable

The Commissioner's Police and Crime Plan is a key document that outlines the crime and disorder priorities for the public, the police and partners across the Cleveland area.

Policing is best when it has clear focus, so the objectives outlined in the Police and Crime Plan are reflected in the force strategic plan and its associated priorities. The force has committed to protect people, protect the community, tackle criminals and be the best we can be, through working in partnership with the Police and Crime Commissioner and other partner agencies. Together, we will make Teesside a safer place.

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

The demand on the force is further challenged due to areas with 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 proud of the courage, effort and compassion shown by my staff every day.

My role as Chief Constable of Cleveland Police is to ensure the force delivers the objectives outlined in the plan alongside the national strategic policing requirements and emerging national policing and crime priorities from central Government. This Police and Crime Plan builds on the progress the force has seen over the last few years, and its greatly improved performance.

It is important that the force's strategic plan aligns and delivers against the Police and Crime Plan priorities to demonstrate the shared aim of the two organisations. The force will work with partner organisations 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 am committed to working in partnership with the Police and Crime Commissioner to support his objectives and, in parallel, working to achieve the force's priorities to Protect People, Protect Communities, Tackle Criminals and Be The Best We Can Be.



Mark Webster
Chief Constable

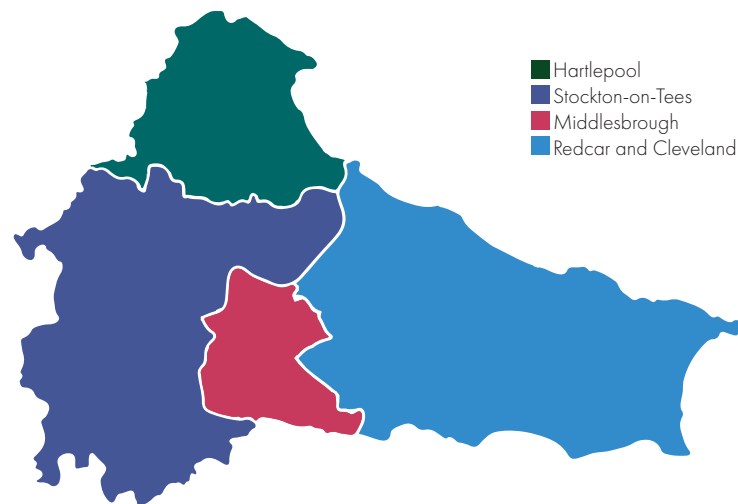
Cleveland at a glance

Cleveland is the second smallest police force area in the country, covering approximately 231 square miles with a population of over 585,000 people.

It comprises of the four boroughs of Hartlepool, Middlesbrough, Redcar and Cleveland, and Stockton-on-Tees.

Whilst not formally recognised as a county, today Cleveland is largely considered to be part of the 'Teesside' area, although every town in the region has its own unique identity and personality.

Cleveland's geography is as diverse as the communities that live there. Its landscapes range from dense urban centres to large swathes of rural farmland overlooked by the Cleveland Hills. The area is also lined on its East side by coastal communities facing the North Sea.

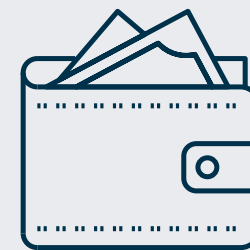


Our communities

Cleveland is home to a diverse community of residents, many of whom face challenges or barriers that impact their daily lives.



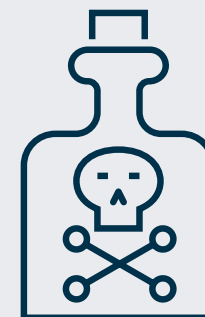
588,300
People



Over **26,000**
children in Cleveland are
from low-income families



Home to
23,000
university students



High rates
of drug and alcohol
related deaths



40% of the population
live within some of the most
deprived areas of the country



An **aging**
population with a
low life expectancy



High prevalence of
mental health disorders



94.5%
of the population
are White
5.5%
identify as BAME

Policing in Cleveland

Despite its small geographic size, Cleveland Police is one of the busiest police forces in England and Wales.

On an average day in Cleveland:



894

Emergency and non-emergency calls made to police



625

Incidents recorded



125 incidents

Needing an immediate response



205

Crimes recorded



47

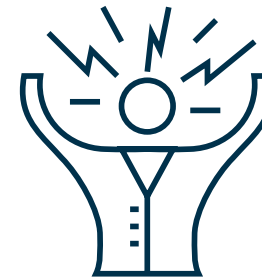
Arrests made



22

Stop and searches conducted

On an average day, Cleveland Police's officers, staff and volunteers deal with:



47

Antisocial behaviour incidents



75

Violent offences



48

Crimes targeted towards women and girls



16

Missing person reports



5

Hate crime incidents



7

Sexual offences

How this plan has been developed

It’s important to me that the plan I set in motion for the next four years reflects the needs of Cleveland’s communities and aligns with the strategies, plans and objectives of other public services.

It is not my ambition alone to build safe, strong and confident communities. This is a shared aim of many organisations working within the Cleveland area and when identifying the objectives in my plan, I have considered their ongoing work and priorities.

I also conducted a major public consultation, in which my team spent time listening to communities and groups across Cleveland to understand which elements of my plan were of most importance to them. I recognise that these public priorities will change. I pledge to make the delivery of this plan dynamic and will ensure it is refreshed when required to accurately reflect the current concerns of Cleveland residents.

Where our priorities come from

Public consultation	Cleveland Police	Crime Survey for England and Wales	Victim Satisfaction Surveys	
HMICFRS	Community Safety Partnerships	Local authorities	Probation Service	Public health
Business and retail community	Voluntary community sector	Youth groups and services	Victim support services	Scrutiny panels
National Strategic Policing Requirement	Tees Valley Combined Authority	Prison service	People with lived experience	

Working together

I’ve identified partnership working as one of the guiding principles of my Police and Crime Plan. I fully believe we’re stronger together, by pooling resources and undertaking innovative collaborations to make meaningful change that lasts.

My office will actively engage and co-operate with local authorities, public health, the criminal justice system, the voluntary community sector and Community Safety Partnerships to work on initiatives to make Cleveland safer.

I remain committed to established partnerships such as the Cleveland Criminal Justice Board and I will use my role as a convener of agencies to seek reassurance for the public that services are working together in the best interests of communities.

I’m a huge advocate of the voluntary community sector and the hard-working organisations that work at a grass-roots level to support vulnerable people, offer activities for young people and act as champions for others. I will engage with them, alongside local elected representatives, to improve my understanding of community needs and concerns.



The national Strategic Policing Requirement

This plan focuses on setting local policing and community safety objectives. However, this plan also recognises the national requirements Cleveland Police must meet.

The Strategic Policing Requirement (SPR) sets out the seven national threats facing the country, as identified by the Home Secretary. These threats are:

- Public order capability
- Civil emergencies
- Serious and organised crime
- Counter terrorism
- National cyber incident
- Child sex abuse
- Violence Against Women and Girls (VAWG)

Cleveland Police must demonstrate that it has the plans and capability to respond to these threats, if required. I will hold the Chief Constable to account for Cleveland Police’s ability to respond effectively to the SPR.

“Cleveland has fantastic partnership working and I want to maximise on that as much as possible to achieve the goals set out in this plan.”

Cleveland Police and Crime Plan

The residents of Cleveland were given their say on the six priorities in my four-year plan, through online and face-to-face consultations. The order in which these priorities appear in this document is informed by how important they were ranked by the public.

Our vision

SAFE STRONG & CONFIDENT COMMUNITIES

Our vision

Our priorities



Reduce crime, antisocial behaviour and harm

Cleveland will be a safer place to live, work and visit, with less crime, violence and antisocial behaviour.



Deliver more visible and effective policing

Police understand local concerns and provide a visible and proactive response.



Improve safety for women and girls



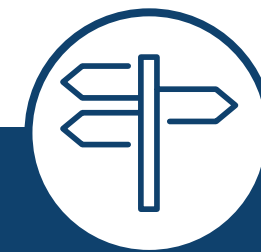
Ensure the right support for victims & vulnerable people

Victims and vulnerable people feel supported and listened to, with access to high-quality services at the right time.



Build trust and confidence in policing and the justice system

People have more confidence in the police and wider justice system.



Tackle offending and reoffending

There is a reduction in offending in Cleveland. Projects will seek to address the root causes of crime.

Our success

Success will look like:

- Reduced crime
- Reduced ASB
- Reduced violent crime, including knife crime
- Improved public confidence and feelings of safety

Success will look like:

- Improved public confidence
- Increased police officer numbers...
- Effective police contact...
- High number of arrests

Success will look like:

- Greater use of preventative and protective orders
- Reduction in VAWG offences
- Increase in disclosures under designated schemes
- High number of arrests and positive outcome rates

Success will look like:

- Improved victim satisfaction
- Increased number of victims referred for support
- Compliance with the Victims Code of Practice
- Improved feelings of safety

Success will look like:

- Improved public satisfaction and confidence
- Scrutiny of police powers
- Improved timeliness of the criminal justice system
- Improved learning from police complaints and compliments

Success will look like:

- Reduced reoffending rate
- Reduced number of first-time entrants to the CJIS
- Improved use of Out of Court Disposals
- Increased use of Restorative Justice

Our priorities

Our success

Our principles

Honesty and integrity
Inclusive

Victim-focussed
Voice of the public

Partnership working
Visible in communities

Governance and accountability

Our principles

My guiding principles

I've identified seven guiding principles that will underpin how my Police and Crime Plan will be delivered over the next four years.



Honesty and integrity

As your elected representative, I will honour the Police and Crime Commissioner oath by behaving with honesty and integrity at all times. I will be open and transparent about the decisions I make.

Partnership working

I recognise that problems cannot be solved by one agency alone. I will work in partnership to make the most of our resources and maximise impact for Cleveland's communities.



Governance and accountability

I will remain accountable to the public, by ensuring that the way we make decisions and invest money is fair, lawful and appropriate. I will hold Cleveland Police to account on your behalf, by asking the right questions about topics that matter to you.



Victim-focused

I will listen to victims and survivors, to understand their experiences of the police and the wider justice system. I will champion the rights and needs of victims and survivors, by designing services to help them recover and lobby for change that will benefit them.



Visible in communities

I will be a visible presence in Cleveland's communities, spending as much time as possible engaging 'on the ground' with residents, grass-roots organisations and other services that provide support to residents.



Voice of the public

As your voice in policing, I will listen to Cleveland's communities to understand your thoughts, worries and ideas around community safety. I will raise your concerns directly with Cleveland Police, local public services and changemakers at a local, regional and national level.



Inclusive

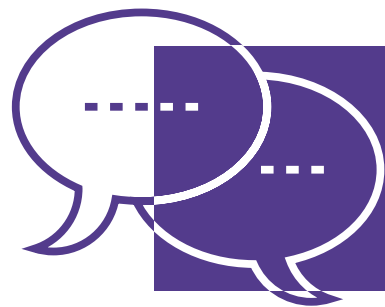
Everyone in Cleveland should feel safe to live, work and enjoy themselves without fear of violence and harm. All of my activity as Police and Crime Commissioner, including commissioning, engagement and policy development will be inclusive.



Reduce crime, antisocial behaviour and harm

Cleveland will be a safer place to live, work and visit, with less crime, violence and antisocial behaviour.

Crime in all its forms has long lasting effects on individuals, communities and the economy. I want to maximise opportunities to prevent crime, antisocial behaviour and violent crime from occurring in the first place.



You said:

"Building intelligence is key. By understanding problem areas and the most prevalent types of crime, in terms of visibility but also implications for communities and financial impact. We can better focus resources and tackle root causes."



Neighbourhood crime

Understandably, people feel most aggrieved by crimes that take place close to where they live. Often, these are incidents that have a massive impact on victims and the wider community, such as burglary, theft, criminal damage and antisocial behaviour.

Too many of our communities tell me they feel plagued by the noise and danger of nuisance motorbikes and e-scooters. We urgently need to educate people about the laws around these vehicles and deal robustly with those who do not follow them.

Our town centres should be the heart of our communities, for leisure, culture and commerce. I will explore opportunities with partners to make our high streets and town centres safer and more pleasant places for everyone to enjoy.

I will seek assurance that police and partners are effectively tackling retail and business crime, supporting rural communities and ensuring our roads are as safe as they can be.

Working together

I recognise that preventing crime with effective security measures, early intervention and meaningful education cannot be achieved by one organisation alone. Our success will come from agencies pooling expertise and resources towards a shared goal.

For major public health issues such as violent crime, I will bring together partners to explore society-wide strategies that will make a difference for communities in the short-term and in the decades to come. We have an amazing opportunity to save lives for communities, both in the short-term and prevent the devastating harm caused by violence.

There are many fantastic agencies working to divert young people from becoming involved in crime and educating them about the consequences. I want to see more youth work to address the vulnerabilities of young people and support them into positive futures.

When it comes to reducing knife crime, I believe we must strike the balance between disruptive enforcement activity and preventative, educational interventions to deter people from carrying weapons. I fully support efforts to rid communities of dangerous weapons like zombie knives and machetes, through weapon amnesties and proactive police operations.

Reducing harm

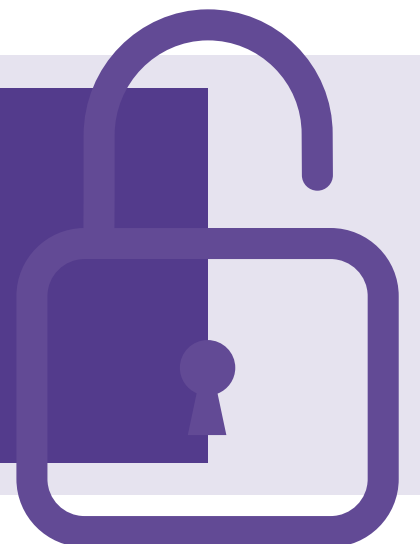
Drugs cause significant harm in our communities and sadly, many people in Cleveland are still losing their lives to substance misuse. I want to work with public health partners to explore harm reduction and overdose prevention initiatives, to ensure people with dependencies have access to suitable services without stigma.

As Police and Crime Commissioner, I remain committed to ensuring that people in Cleveland are free to live as who they are, without fear of discrimination or violence. I will work with partners to ensure community cohesion and anti-hate projects are effective in bringing communities together and encouraging people to report hate incidents.

It's also important that we reduce the threat of harm in online spaces. As well as education about the dangers of fraud and scams, it's important vulnerable victims are supported to recoup their losses and where possible, perpetrators are brought to justice.

What does success look like?

- Reduction in crime
- Reduction in antisocial behaviour
- Reduction in violent crime, including knife crime
- Improved public confidence and feelings of safety

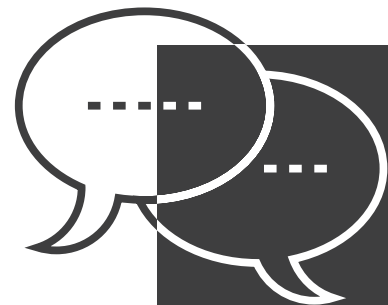




Deliver more visible and effective policing

Police understand local concerns and provide a visible and proactive response.

When it comes to the topic of policing, residents repeatedly tell me that they would like a more visible policing presence in their community. As well as being highly visible, they expect their police service to effectively gather intelligence, investigate crime, deliver proactively and problem-solve.



You said:

“There should be more joint patrols with the police, fire service and neighbourhood wardens to maximise visibility in the community. A uniformed presence with purpose is a welcome and reassuring sight in communities.”



Neighbourhood policing

It is widely recognised, including by His Majesty’s Inspectorate of Constabulary, that good neighbourhood policing is one of the most effective ways to build community confidence.

Despite the high levels of demand facing Cleveland Police, it’s crucial that police officers and police community support officers (PCSOs) are given the space and time to prioritise preventative, visible work in their local policing area.

I’ve heard first-hand from neighbourhood policing teams (NPTs) how this approach allows them to embed themselves fully in communities, gain a greater understanding of local concerns and develop plans with partner organisations to address issues.

It’s so important that the role of these teams is protected and enhanced, ensuring they can engage effectively with communities and communicate the meaningful impact they’re making on issues that residents really care about.

Driving efficiency and effectiveness

When crime does occur, it’s important that police get the basics right. The public should be able to contact police easily and receive a proportionate response depending on the threat, risk and harm of the incident.

Crime should be properly investigated, justice delivered and offenders brought to justice. This is what the public expect of a modern police force.

As a high demand area, it’s essential that Cleveland Police makes the most of its resources to deliver a service that provides positive outcomes and follows all reasonable lines of enquiry to seek justice.

I expect the force to explore new technological innovations, identify opportunities for collaboration with partners and develop long-term strategies to make Cleveland safer for everyone.

I’ll work with partners to explore how they can support with low-level or non-policing demand, to allow police to focus on responding to, investigating and preventing crime.

A strong and supported workforce

Sadly, Cleveland Police has significantly fewer officers than it did a decade ago. It would be naïve to think that this hasn’t had an impact on the service they are able to provide to the public and as Police and Crime Commissioner, I want to give them the resources they need.

I will lobby for a review of the outdated formula used to set levels of police funding in England and Wales. It leaves geographically small areas like Cleveland - that face significant policing challenges - struggling to meet demand.

I want to support the force to recruit more police officers, PCSOs and special constables, to provide a high-visibility presence on Cleveland’s streets.

It’s important that Cleveland Police’s workforce is representative of the communities it serves and has access to high-quality wellbeing support to protect morale and productivity.

What does success look like?

- Improved public confidence and feelings of safety
- Increased numbers of police officers, PCSOs and volunteers
- Effective police contact options and timely responses
- High number of arrests and solved crimes





Improve safety for women and girls

Women and girls in Cleveland will feel safe and supported. Perpetrators will be held accountable.

Violence against women and girls (VAWG) has been identified as a strategic national threat. It devastates lives, can have life-long impact and accounts nationally for 20% of all police recorded crime. In reality, there will be many unreported crimes not factored into the data, meaning that the true scale of the VAWG epidemic is likely to be far worse than reported.



You said:

"The key to improve safety for women and girls is education and knowing the signs. Women have been let down so often because the police or criminal justice system don't take them seriously, ending up sometimes in death. It's not right."



Confidence and engagement

There are many victims and survivors who are not represented in the VAWG figures, as they do not report incidents to the police or access available support. I want to give a voice to these people and understand how we can increase confidence to engage and to improve outcomes for those who seek justice.

Listening to women and girls is crucial to help understand what makes them feel unsafe in their community and to identify measures that would make them feel safer and more confident.

It's important that victims see positive justice outcomes, so they can have faith in the criminal justice system and the wider community to keep them safe from harm. I will closely monitor outcomes for VAWG offences such as domestic abuse, sexual violence and stalking.

The next generation is key to disrupting cycles of harmful behaviour and abuse. I will encourage organisations to use education and early intervention to encourage young people to reject misogyny and become upstanders who challenge their peers.

As a male upstander, I want to see the Office of the Police and Crime Commissioner working towards its White Ribbon accreditation to solidify my commitment to preventing harassment and abuse of women and girls.

Holding perpetrators to account

There must be a major effort from partners across the criminal justice system to address the behaviour of people who harm women and girls in our communities. I'm supportive of a holistic approach, in which agencies sign up to an overarching strategy on dealing with VAWG perpetrators through a variety of interventions. This is a crucially important piece of work and I am committed to my office taking the lead and driving this forward with governance and support from Cleveland Criminal Justice Board.

More must be done to address the culture of misogyny that enables VAWG to remain hidden and unaddressed within communities. We must work with organisations across all sectors to help others to identify and call out abusive or unwanted behaviour.

As well as monitoring police performance around VAWG offences, I will hold Cleveland Police to account for how they're responding to VAWG and making use of civil orders to protect vulnerable people, including the use of Stalking Protection Orders and Domestic Violence Protection Orders or Notices.

Public space safety

Public spaces should be safe and enjoyable for everyone, but many women and girls report feeling nervous or intimidated in certain locations – especially after dark. I will seek further investment for measures such as CCTV, better lighting and an improved security presence to give people confidence to enjoy community spaces.

It's important people can travel around Cleveland safely too. I will work with partners in the transport industry to improve feelings of safety on public transport and to educate staff to spot the signs of abuse and exploitation.

I will also explore how we can widen the number of locations where victims of crime can ask for help. There have already been schemes implemented in pharmacies, bars and pubs, but I'd like to see more community spaces used as places of sanctuary for people experiencing harm or abuse.

What does success look like?

- Greater use of preventative and protective court orders
- Reduction in VAWG offences
- Increased number of disclosures made under Clare's Law or Sarah's Law
- High number of arrests and positive outcome rates





Ensure the right support for victims and vulnerable people

Victims and vulnerable people feel supported and listened to, with access to high-quality services at the right time.

Being a victim – or survivor – of crime can change someone’s life and can leave them feeling frightened, confused and angry. I want to further enhance the support available for those affected by crime and ensure it is offered as quickly as possible. The victim’s voice must be at the heart of the criminal justice system, not an afterthought.

Some people in our communities need additional help and support to avoid exploitation, harm and criminality. We must ensure agencies are able to provide appropriate and meaningful support to groups with additional vulnerabilities.



You said:

“Victims need to feel listened to and this isn’t always the case. Too much time goes into offenders, who do not want help and the victims suffer as a consequence. Police then don’t have time because they are dealing with the same repeat offenders.”

Support and advocacy for victims of crime

I’m passionate about commissioning and delivering high-quality support for victims of crime, so they have the very best chance of recovering from the harm they’ve faced. When developing these services, victims and survivors with lived experience must have their say about what works and what doesn’t.

I will work with survivors from minoritised, marginalised and specific groups to support how we can design services that meet their needs. This may involve using the expertise of grass-roots organisations and community groups in supporting established victim support services.

I will be the voice for victims at a local, regional and national level. I will use my influence as Police and Crime Commissioner to lobby Government and other changemakers to improve outcomes for victims of crime and to call for funding to deliver appropriate services.

Police must keep victims up to date as their case progresses, as set out in the Victims’ Code of Practice (VCOP). I will closely monitor how Cleveland Police meet these requirements and hold them to account if they fall behind expectations.



Support for wider vulnerabilities

I’m fully supportive of the implementation of the Right Care, Right Person initiative, to ensure that people in mental health crisis get access to the right support from the right services. This will also allow police to focus on responding to and investigating crime.

Working with partners, I will seek to understand how they are supporting people with additional needs such as substance misuse, alcohol dependency and homelessness. Supporting people to live stable lives will reduce the risk of them being targeted by criminals and drawn into exploitation or crime.

I’ve been dedicated to reducing hate and division in Cleveland’s communities for many years. As Police and Crime Commissioner, I want to play a strategic role in understanding how local organisations are tackling hate crime, challenging discrimination and building community cohesion.

Young people

Sadly, young people can be vulnerable and at risk of becoming involved in criminality. This is more likely if they have faced adverse experiences throughout their childhood, affecting their self-esteem, emotional regulation and sense of belonging.

I will work with organisations to educate teachers, professionals and parents about the signs of criminal and sexual exploitation of children – and ensure they know how to reach out for support if they think a young person may be at risk.

Education is key to make sure young people understand the dangers and risks they may face. I want to see better educational provision for young people on topics such as knife crime, hate crime, exploitation, healthy relationships and antisocial behaviour.

Where young people are identified as ‘at-risk’ of criminality, or enter the criminal justice system, agencies must work quickly to consider appropriate and meaningful interventions during ‘reachable, teachable’ moments to prevent escalating behaviour.

What does success look like?

- Improved victim satisfaction
- Increased numbers of victims referred for support
- Compliance with the Victims Code of Practice
- Improved feelings of safety





Build trust and confidence in policing and the criminal justice system

People have more confidence in the police and wider justice system.

In the recent State of Policing Report, His Majesty's Inspector of Constabulary said: "In recent years, trust and confidence in the police have been brought into question.... there is a general perception among the public that the police aren't doing a good job." He added that victims are too often "left disappointed by the response they receive."

National issues have affected public trust and although Cleveland Police is now out of the 'engaged' phase as part of HMICFRS's inspection regime, more must be done to build trust with the community, with victims and with organisations who work tirelessly to support people in Cleveland.



You said:

"Visibility is the main thing. People need to see that the criminal justice system is working - more bobbies on the beat, dedicated neighbourhoods police officers. Victims need to be kept up to date with what's happening."

Scrutiny and accountability

Police officers have significant powers that they use to investigate crime and keep communities safe from harm. However, it's important that there are checks and balances in place to make sure these powers are used appropriately and proportionately.

I will launch a public scrutiny panel to examine Cleveland Police's public interaction to ensure both good practice and areas for improvement are identified and acted upon.

My entire scrutiny programme will seek to involve the voice of those affected at every stage, ensuring I am raising the issues that matter to communities with senior policing, community safety and criminal justice leaders.

It's important that Cleveland Police is also able to celebrate its successes and improvements. I will encourage the force to share positive messaging about the brilliant policing work that takes place every day across our communities – but is not always seen.



Listening, hearing and acting on concerns

As the voice of the public in policing and community safety, I plan to spend as much time as possible on the ground, engaging with communities, seeking to understand their concerns and involving them in developing solutions.

I will develop a thorough engagement plan for the next four years, with a commitment to a regular crime and safety survey to understand confidence in policing, feelings of safety and community priorities.

My office has one of the best police complaints teams in the country. I will ensure that public concerns highlighted through complaints about police are included in scrutiny processes and embedded in organisational learning.

I will build relationships with businesses, retailers, victim services and community groups to give them a voice in policing.

Criminal justice outcomes

Beyond policing, there are opportunities to work with criminal justice partners to make improvements across the entire system. I will work with Cleveland Criminal Justice Board to discuss and problem-solve issues of shared concern.

As well as improving diversity within Cleveland Police's workforce, I'm also passionate about looking at representation in the wider Criminal Justice System, to build confidence among the communities they serve around the crimes that affect them.

Victims of crime should feel satisfied and supported by the service they receive from police and other partners. I will work closely with victim support services – and people that access their care - to identify ways to improve the service provided to victims by all agencies.

What does success look like?

- Improved public satisfaction and confidence
- Scrutiny of police powers, such as stop and search
- Improved timeliness of the local criminal justice system
- Improved learning from police complaints and compliments





Tackle offending and reoffending

There is a reduction in offending in Cleveland. Projects will seek to address the root causes of crime.

We know that most of the crime in Cleveland is committed by a small number of repeat offenders who cause our communities sustained and long-term harm. With demands across the prison system, it is clear that a repeat cycle of short-term sentences is not deterring people from criminal behaviour or addressing the root causes of their offending.

We need to think again about how we prevent people from offending in the first place and from re-offending if they are already engaged in the criminal justice system.



You said:

“Former offenders not being able to find employment leads to disillusionment, resentment and leaves them with little options for shelter, food and can lead to reoffending. Helping offenders reintegrate into society greatly reduces risk of reoffending.”



Managing the most harmful and prolific offenders

We need to make sure prison sentences punish serious offenders and protect the public from further harm.

People who commit violence against women and girls should be held to account for their actions, dealt with appropriately and with the full force of the law.

I want to ensure that criminal activity carried out by organised crime gangs continues to be disrupted by the force, with a swift application of justice to follow by Cleveland Police.

For those who commit the most serious offences, it is crucial that they are appropriately supervised and monitored as they re-enter society. Through the Cleveland Criminal Justice Board, I will explore the opportunities for robustly managing the most harmful offenders.

I fully support Cleveland Police and criminal justice agencies in the use of powers to manage offenders, explore technologies and pilot new projects to stay one step ahead of those committing crime.

Diverting people from the criminal justice system

For people who have recently become involved in crime or are first-time offenders, there is an early opportunity to address their behaviour and offer support to ensure they do not offend again in the future.

Out of Court Disposals allow victims to have their say on the resolution of low-level crime, whilst diverting offenders into rehabilitative services to help reduce escalation of offending. I want to see more of these tools used, to offer better outcomes for both victims and offenders.

I’m fully supportive of Navigator programmes and schemes such as Divert, that intervene in those crucial ‘reachable, teachable’ moments, offering people an opportunity out of criminal behaviour by addressing the root causes of their offending.

For young people, it’s important that there are opportunities to take part in positive activity in their communities, such as sport, art and music. This means they can build confidence, skills and friendships to support them in the next steps of their lives.

Supporting people to make a fresh start

People with a criminal record who find secure employment, particularly after release from prison, have lower reoffending rates than those who do not. I will offer more support for people seeking employment after offending – and for businesses interested in taking on someone with a criminal record.

It is a similar story with suitable housing for those leaving prison. I want to work with partners to maximise opportunities to find the right accommodation for prison leavers, to avoid homelessness, reoffending and risk of exploitation.

Restorative justice can be a useful tool for both victims and offenders. Whilst victims can seek clarity on how they came to harm, offenders can understand the impact of their crime on the victim and the people around them. I’d like to see restorative justice offered to more victims.

When the circumstances allow, offenders may be required to make amends for their crimes. I’m fully supportive of schemes that allow offenders to take part in community reparations or unpaid work to make the Cleveland area better for all.

What does success look like?




- Reduced reoffending rate in Cleveland
- Reduced number of first-time entrants to the criminal justice system
- Improved use of Out of Court Disposals
- Increased use of Restorative Justice




Measures and performance

From the outset, I was passionate about developing a plan that captured the key concerns of Cleveland’s communities and most importantly – creating a plan that would work.

I expect over its lifetime, that this plan will reduce crime and improve feelings of safety across Cleveland. The below measures set out the statistics my team will be closely monitoring to ensure our plans and strategies are working.



Priority	Outcome	Measures
 <p>Reduce crime, antisocial behaviour and harm</p>	Cleveland will be a safer place to live, work and visit, with less crime, violence and antisocial behaviour.	<ul style="list-style-type: none"> • Overall recorded crime • Recorded antisocial behaviour • Recorded violent crime • Public satisfaction and confidence surveys
 <p>Deliver more visible and effective policing</p>	Police understand local concerns and provide a visible and proactive response.	<ul style="list-style-type: none"> • Public satisfaction and confidence surveys • Number of police officers, staff and volunteers • Public contact performance • Arrest rates and solved crime rates
 <p>Improve safety for women and girls</p>	Women and girls in Cleveland will feel safe and supported. Perpetrators will be held accountable.	<ul style="list-style-type: none"> • Use of preventative and protective orders • Recorded VAWG offences • Use of disclosure schemes • Arrest rates and positive outcome rates

Priority	Outcome	Measures
 <p>Ensure the right support for victims and vulnerable people</p>	Victims and vulnerable people feel supported and listened to, with access to high-quality services at the right time.	<ul style="list-style-type: none"> • Victim satisfaction surveys • Victims referred and supported • Compliance with the Victims Code of Practice (VCOP) • Feelings of safety
 <p>Build trust and confidence in policing and the criminal justice system</p>	People have more confidence in the police and wider justice system.	<ul style="list-style-type: none"> • Public satisfaction and confidence surveys • Use of police powers • Timeliness of the local justice system • Police complaints
 <p>Tackle offending and reoffending</p>	There is a reduction in offending in Cleveland. Projects will seek to address the root causes of crime.	<ul style="list-style-type: none"> • Cleveland reoffending rate • First-time entrants to the criminal justice system • Use of Out of Court disposals • Use of Restorative Justice

Scrutiny and governance

Scrutinising, supporting and challenging the overall performance of Cleveland Police, including against the priorities agreed within the plan, is one of my main responsibilities as Police and Crime Commissioner.

My scrutiny programme

I will deliver a firm, fair and robust standards and scrutiny programme which adheres to the Centre for Governance and Scrutiny's principles, which are as follows:

- Provide constructive "critical friend" challenge;
- Amplify the voice and concerns of the public
- Be led by independent people who take responsibility for their role
- Drive improvement in public services.

At monthly meetings with Cleveland Police's senior officers and staff, I will highlight topics of public concern and set questions that seek to understand the force's plans to respond and tackle these issues. I will assess if I am assured by the Force's response and make this information available to the public.

There are other well-embedded effective checks and balances at my disposal, in addition to the monthly scrutiny meetings.

I use the below methods to consider whether the community's needs are met as effectively as possible, that standards are met and accountability is upheld, to build local relationships and public trust.



Governance

Governance is the act, process, or power of running an organisation. It allows organisations to do the right thing, in the right way, in a timely, open, honest and accountable way.

My scrutiny processes are a way of exploring how decisions are made and examining whether an evidence-informed approach has been taken to decision-making by Cleveland Police and partners.

As well as holding the Chief Constable to account, I must evidence that the decisions I make demonstrate good governance.

Therefore, my performance in delivering the Police and Crime Plan and the decisions I have made are scrutinised publicly by the Police and Crime Panel, who meet quarterly. The public are welcome to attend these meetings to hear updates from me.

Equality and diversity

My office and I are subject to the Public Sector Equality duty contained within the Equality Act 2010. Police and Crime Commissioner's are subject to the general duty, which means that in the exercise of their functions, they must have due regard to:

- The need to eliminate unlawful discrimination;
- Advancing equality of opportunity
- Fostering good relations between people who share protected characteristics and those who do not.

Police and Crime Commissioner's are also subject to the specific duty, which requires them to publish equality information annually to demonstrate compliance and to publish one or more specific and measurable equality objectives every four years.

We have set our equality objectives for 2024-2029 following learning from a previous audit and with significant engagement with communities and partners across Cleveland. It is hoped that through robust delivery and monitoring of these objectives it will ensure that equality, diversity and inclusion is embedded within the culture of everything we do.

Governance

Scrutinise the work of Cleveland Police against their obligations in the Equality Act 2010 and their own equality objectives.

Engagement

Improve our understanding and connection with communities, so everyone has the opportunity to express their views on policing in Cleveland

Decision-making

Ensure that key strategic decisions consider the three aims of the Public Sector Equality Duty, undertaking full Equality Impact Assessments where necessary.

Service Delivery

Monitor the effectiveness of our commissioned services in reaching all communities, specifically those with protected characteristics, and how they are proactively supporting the three objectives within the Equality Act 2010.

Examine disproportionality in the local criminal justice system.

Team development

Support and empower our staff to better understand EDI issues and make better informed decisions to support the Commissioner in delivering against their Public Sector Equality Duty.

Finance and commissioning

Police forces are funded by a combination of a grant from central government and the policing precept, which is included in your council tax. As Police and Crime Commissioner, I am responsible for setting the budget for the police force, allocating funds and assets to the Chief Constable and setting the police council tax precept.

Police budget

To enable and underpin my vision of ‘working together to build safe, strong and confident communities’ I expect to invest around **£800m into policing and crime over the next four years.**

From these funds, I plan to provide the Chief Constable of Cleveland Police with at least the following levels of funding over the next four years:

In addition to this, I expect to provide the Chief Constable with around £15m of funding for Capital Expenditure to ensure that the assets that the force relies on and are needed are maintained, updated and improved as required and affordable.

Financial Year	Anticipated budget
2024/25	£176m
2025/26	£178m
2026/27	£183m
2027/28	£186m

Precept

I have already contacted the Home Secretary to argue for a change to the police funding formula and will continue to make the case that the current formula disadvantages areas of high deprivation and high crime, like Cleveland.

Around 25% of the funding available for policing and crime in Cleveland is raised by the ‘Police’ element of your Council Tax bill. A band D property in Cleveland pays £303.73 per year from their Council Tax towards policing in Cleveland, with the current plans assuming that this will increase by at least £12 per year.

Commissioning and grants

My office will work to develop and commission a range of services which will support the objectives within my plan. I recognise the powers of collaborative working and my office will be working hard to develop co-commissioning opportunities and ensure that we can maximise our joint commissioning powers to enable the best services for the people of Cleveland. My office will work closely with partners to ensure that those services achieve the best value for money for every single pound that is spent.

Beyond funding for the force, I also plan to continue to invest in services and projects, with a minimum of £13m to be invested across this plan on areas such as:

<p>£3m</p> <p>Support for victims of domestic abuse and sexual violence</p>	<p>£2m</p> <p>Victims referral and support services</p>	<p>£2m</p> <p>Tackling offending, re-offending and diversion services</p>
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Community grant funding

Police Property Act Fund

The Police Property Act Fund is created from the sale of recovered stolen goods or property where the owners are not known and cannot be traced. I will consider applications from local voluntary and community groups who are working for charitable purposes to improve the lives of people in the Cleveland Police area.



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