



Report: Scrutiny and Accountability Mechanisms Used by the PCC to Hold the Force to Account for the Delivery of the Police and Crime Plan

To: Chair and Members of the Joint Independent Audit Committee

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1. Introduction

- 1.1 This report provides an overview of the mechanisms used by the Police and Crime Commissioner (PCC) to hold the Chief Constable and Cleveland Police to account for the delivery of the [Police and Crime Plan 2024–2029](#).
- 1.2 The report sets out the governance framework through which accountability is exercised and demonstrates how this operates in practice, including how scrutiny is developed and delivered on an evidence-based basis.

2. Governance Framework for Accountability

- 2.1 The PCC discharges his statutory duty to hold the Chief Constable to account through a comprehensive governance framework, underpinned by the Police Reform and Social Responsibility Act 2011 and delivered locally through the Standards, Scrutiny and Accountability (SSA) Programme.
- 2.2 This framework brings together a range of mechanisms which collectively ensure effective oversight of performance, financial management, risk and service delivery. It is structured to provide both strategic oversight and detailed performance scrutiny, supported by continuous engagement and independent assurance.
- 2.3 A central principle of the framework is that scrutiny should provide robust challenge while supporting improvement and organisational learning. The PCC's approach is therefore not purely retrospective but is designed to be

forward-looking, identifying risks, understanding performance drivers, and supporting continuous improvement.

- 2.4 Importantly, the framework is evidence-based, ensuring that scrutiny is informed by a triangulated range of information sources including Force data, independent inspections, audit findings, public feedback and partner insight. This ensures that challenge is grounded in objective analysis rather than relying solely on Force narrative.

3. Strategic Governance

- 3.1 At the strategic level, the Joint Strategic Board (JSB) provides a key forum for governance, bringing together the PCC and Chief Constable to consider matters relating to the effectiveness and efficiency of policing across Cleveland.
- 3.2 Operating in accordance with the Scheme of Governance and the Policing Protocol Order 2011, the JSB enables joint consideration of strategic issues while respecting the distinct roles and responsibilities of each office holder.
- 3.3 The JSB plays a central role in aligning strategic intent with operational delivery. It provides oversight of the Force Delivery Plan, enabling the PCC to monitor progress against the Police and Crime Plan and to ensure that resources are aligned with priorities. The Board also considers financial performance, strategic risks and matters of significant public interest, alongside external assurance outputs such as HMICFRS inspections and Audit reports.
- 3.4 Through this role, the JSB provides a critical governance layer, ensuring that strategic performance, risk and resource allocation are subject to joint oversight and that there is a clear line of sight between priorities, delivery and outcomes.

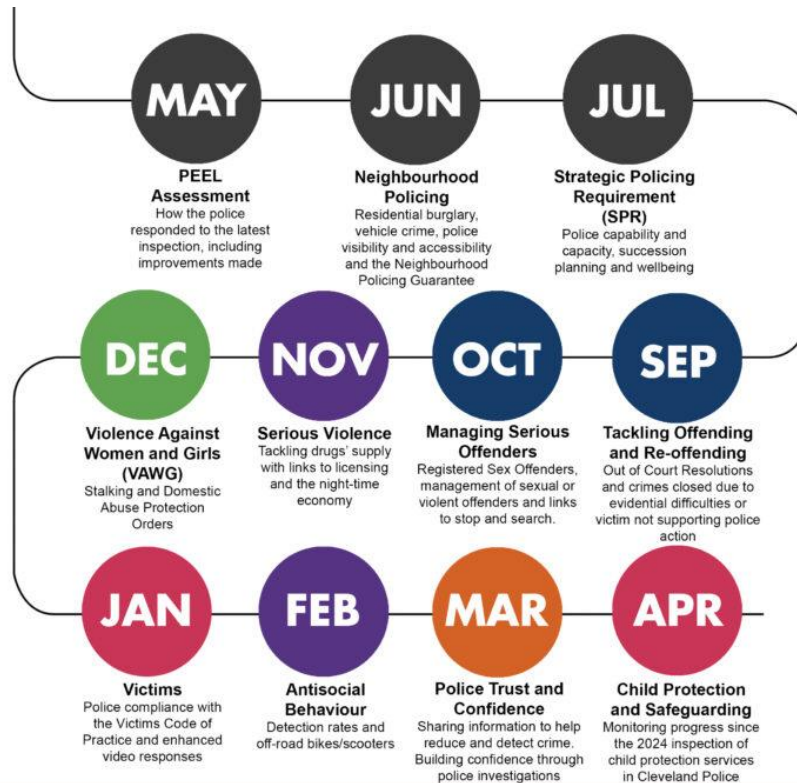
4. Scrutiny and Accountability Programme

- 4.1 The primary forum for thematic examination of Force performance is the PCC's Scrutiny and Accountability Programme, which is developed annually. The programme is informed by a wide evidence base, including Force performance data, audit findings, HMICFRS reports, independent scrutiny findings and public engagement activity.
- 4.2 This approach ensures that scrutiny activity is targeted, evidence-led and aligned to the Police and Crime Plan, focusing on areas where scrutiny can add the greatest value.

- 4.3 Delivery of the Programme is achieved through monthly Force scrutiny meetings, which provide a structured forum for holding the Force to account on specific thematic areas. Produced by the OPCC, each meeting is supported by detailed reports which clearly identify the relevant Police and Crime Plan priorities, set out evidence-based lines of enquiry and provide a rationale for challenge.
- 4.4 The Force is required to provide written responses in advance of each meeting, enabling informed and focused discussion at the meeting. Following the meeting, the PCC determines the level of assurance received, as detailed below, categorised as “assured”, “partly assured” or “not assured” providing a clear and transparent assessment of performance.

Scrutiny Outcome	Outcome Definition
Assured	Information presented by the Force has provided in-depth answers to the PCC’s questions and performance is following a positive direction of travel.
Partly Assured	Information presented by the Force has provided in-depth answers however current performance indicators and/or the direction of travel does not allow for the PCC to be fully assured.
Not Assured	Information presented by the Force and the performance indicators and/or the direction of travel does not allow for the PCC to be assured.

- 4.5 Notes from the meeting, as attached at **Appendix A**, the scrutiny assurance outcome and actions arising from scrutiny are formally recorded and monitored through a structured tracking process, ensuring that areas of concern are subject to ongoing oversight and follow-up.
- 4.6 The Scrutiny and Accountability Programme for 2025/26 was as follows:



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5. Evidence-Based Scrutiny

- 5.1 A defining feature of the PCC's scrutiny approach is that it is firmly evidence-based, drawing on a wide range of national and local information to inform both the rationale for scrutiny and the development of lines of enquiry. This ensures that scrutiny activity is grounded in objective analysis rather than anecdote, and that the PCC's scrutiny of the Force is informed and proportionate.
- 5.2 This approach is demonstrated through the way scrutiny topics are selected and explored. The rationale for scrutiny is shaped by the PCC's Police and Crime Plan priorities, supported by national research, inspection findings, and emerging trends in policing and community safety. By drawing on this wider evidence base, scrutiny sessions are designed to test how effectively the Force is responding to issues that are known to influence public confidence, operational effectiveness and organisational legitimacy.
- 5.3 The lines of enquiry developed for each scrutiny meeting reflect this evidence-led approach. Questions are structured to explore how the Force

understands and responds to key drivers of performance and how it delivers against the commitments set out in the Police and Crime Plan. This ensures that scrutiny is not only focused on activity, but also on outcomes.

- 5.4 The PCC's scrutiny process is further strengthened through the use of triangulated evidence. This includes national research, HMICFRS inspection findings, Force Management Statement data, internal performance information, complaints data, and intelligence held by the OPCC. Bringing these sources together enables the PCC to form a rounded view of performance and to identify areas where further assurance or improvement may be required.
- 5.6 Where scrutiny relates to specific programmes of work or areas of reform, the PCC's approach includes a shift from implementation-focused oversight to outcome-focused scrutiny. This involves testing whether anticipated benefits are being realised, whether resources are being used effectively, and whether changes are delivering improvements for the public. The PCC also incorporates partner feedback and system-wide intelligence to understand the broader impact of policing activity, including any risks, inconsistencies or unintended consequences.
- 5.7 Overall, the structured and evidence-based nature of the PCC's scrutiny ensures that accountability is robust, comprehensive and capable of supporting informed assurance judgements. It enables the PCC to challenge the Force constructively, identify areas for improvement, and ensure that policing activity remains aligned with the strategic priorities and expectations of the communities served.

6. Continuous Engagement and Oversight

- 6.1 In addition to formal scrutiny, the PCC maintains regular engagement with the Chief Constable through weekly meetings. These provide a mechanism for real-time accountability, enabling discussion of emerging risks, performance trends, and operational pressures.
- 6.2 The PCC also routinely meets with His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the Independent Office for Police Conduct (IOPC), ensuring ongoing dialogue with key oversight bodies.
- 6.3 This continuous engagement complements the formal governance structure, enabling issues to be addressed proactively and ensuring the PCC maintains an up-to-date understanding of the operational context.

7. Independent Scrutiny and External Assurance

- 7.1 The PCC's governance framework is strengthened through the incorporation of independent scrutiny and external assurance mechanisms. These include independent scrutiny panels, the Independent Custody Visitor scheme and the

Ethics Committee, all of which provide additional perspectives on policing activity and standards.

- 7.2 In addition, formal audit and inspection activity, including internal and external audit, HMICFRS inspections and oversight by the Joint Independent Audit Committee, contributes to the overall assurance framework.
- 7.3 Information from these sources is integrated into scrutiny and governance processes, ensuring that external findings inform strategic oversight.

8. Monitoring, Transparency and Accountability

- 8.1 A strong emphasis is placed on transparency and accountability within the framework. Scrutiny assurance outcomes, including meeting notes, are published on the [PCC website](#), enabling the public to understand how the PCC is holding the Force to account. In addition, the PCC also provides a regular scrutiny and accountability update to the [Police and Crime Panel](#).
- 8.2 Internally, the OPCC maintains a detailed record of scrutiny activity, including lines of enquiry, evidence received, assurance judgements and actions. This provides a clear audit trail and ensures that issues identified through scrutiny are tracked and followed through to resolution.
- 8.3 This systematic approach supports continuous improvement, allowing recurring issues and risks to be identified and addressed over time.

8.4 Alignment to the Police and Crime Plan

- 8.1 Across all elements of the governance framework, there is a clear and consistent focus on alignment with the Police and Crime Plan. The Scrutiny Work Programme is designed around the Plan's priorities, and each Scrutiny Meeting explicitly links its topic and lines of enquiry to these priorities.
- 8.2 This ensures that accountability is outcome-focused and directly supports the delivery of improved policing and community safety.

9. Implications

9.1 Finance

- 9.1.1 There are no direct financial implications arising from this report. The framework operates within the existing resources of the OPCC and supports value for money through effective oversight of financial management and resource allocation, delivered via regular reporting to the Joint Strategic Board.

9.2 Diversity & Equal Opportunities

- 9.21 The scrutiny framework embeds consideration of equality, diversity, and inclusion. It uses data to identify disparities and ensure fair and equitable policing in line with the Public Sector Equality Duty and the commitments set out in the Police and Crime Plan.

9.3 Human Rights Act

- 9.3.1 There are no Human Rights Act Implications from this report.

9.4 Sustainability

- 9.4.1 There are no direct sustainability implications.

9.5 Risk

- 9.5.1 These arrangements form an integral part of the PCC's risk management framework, ensuring that effective scrutiny supports the early identification and mitigation of risks.

10. Conclusion

- 10.1 The PCC has established a comprehensive and integrated governance framework through which the Force is held to account for the delivery of the Police and Crime Plan. This framework combines strategic oversight through the Joint Strategic Board, detailed examination through the Scrutiny and Accountability Programme, ongoing engagement with the Chief Constable, and independent and external sources of assurance.
- 10.2 Collectively, these arrangements provide a robust, transparent and outcome-focused system of accountability, ensuring that the Force remains aligned to the priorities of the Police and Crime Plan while supporting continuous improvement and maintaining public confidence in policing across Cleveland.

Appendix A

NOTES - SCRUTINY MEETING (ANTI-SOCIAL BEHAVIOUR) - 20 FEBRUARY 2026

Cleveland in Context

- Around 18,000 incidents of anti-social behaviour (ASB) were reported in Cleveland over the past 12 months.
- The Force continues to have seasonal trends but the general direction of travel is increasing, with levels approximately 5% higher than in the previous year.
- Nuisance behaviour accounts for the vast majority of ASB, representing approximately 92% of all recorded incidents.
- Repeat incidents have fallen, with a repeat incident rate of 19% (a reduction of 3 percentage points), while the repeat victim rate remains stable at 10%.
- Cleveland has the second highest rate of ASB per 1000 of the population across England and Wales.
- The Force remains committed to tackling ASB, improving visibility, responsiveness, and problem-solving across communities.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) PEEL Inspection 2023-25

- Cleveland Police were rated good in the latest PEEL inspection for preventing and deterring crime, tackling antisocial behaviour, and reducing vulnerability.
- Inspectors highlighted significant progress since 2021/22, noting stronger problem-solving, effective partnership working, and more targeted neighbourhood policing that is helping to reduce harm across communities.

Local Governance Arrangements

- The Force operates cross-cutting processes and a structured governance framework to provide effective oversight.
- The Force has an Antisocial Behaviour Tactical Delivery Group, chaired by a Chief Inspector who also acts as the ASB Lead, ensuring clear ownership and strategic direction. This group reports to the Prevention and Problem-Solving Governance Group chaired by the Assistant Chief Constable, which in turn reports to the Force's IMPACT Board chaired by the Deputy Chief Constable, ensuring robust oversight at a senior/executive level.
- ASB is a core element of local performance frameworks and is routinely considered within a range of other tactical groups, many of which involve multi-agency partners.
- In terms of future governance arrangements, following the refresh of the Chief Constable's Strategic Plan, ASB will be overseen through the Executive Management Board and monitored via the Strategic IMPACT dashboard.

National Oversight Board

- The Force's ASB Lead sits on the National Oversight Board, which drives a coordinated, evidence-led, multi-agency response to ASB. The Board considers wider pressures (such as justice delays, rising mental health demand and community tensions) and promotes a whole-system approach, making clear that ASB is everyone's responsibility. Membership enables the Force to better align local and national plans, share best practice and anticipate emerging risks.

Question	Brief Summary of Evidence	Decision of PCC
1. How will the Force's anti-social behaviour (ASB) strategy deliver measurable reductions in ASB, particularly in protecting vulnerable residents, tackling nuisance vehicles and youth-related disorder?	• In terms of the ASB Strategic Action Plan, the Force's plan prioritises high-visibility patrols, strong victim care, intelligence-led and targeted interventions and effective multi-agency partnership working. • The four districts (Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton) face different community-specific challenges, but common issues include vehicle nuisance, weapons linked to bike-enabled ASB, and groups of youths causing intimidation. The Force's ASB Strategic Action brings together a broad range of activity and coordinated programme of work, which underpins each district's local action plans. • The Force's Strategic Action Plan objectives are: • Reduce town-centre ASB and crime during peak times • Tackle vehicle nuisance and off-road bike-related ASB • Increase immediate consequences to deter ASB • Reduce repeat victimisation and prolific offending • Strengthen safeguarding for vulnerable ASB victims • The Force's objectives support key deliverables, including: • Neighbourhood Policing Guarantee • PCC's Police and Crime Plan • Hotspot Patrol/Grip funding • Victims' Code compliance • HMICFRS ASB spotlight report • Victims' Commissioner report • Antisocial Behaviour, Crime and Policing Act 2014 • The Force's Anti-Social Behaviour Strategic Action Plan focusses on three areas: 1. <i>Protecting Vulnerable Residents</i> • Proactive identification of risk through enhanced risk assessments • Robust use of Public Protection Notices (PPNs) • Close partnership working to deliver tailored interventions	Assured <i>Based on the evidence presented, the PCC was assured by the Force's work in this area and was confident that effective measures and robust problem-solving approaches are in place to tackle anti-social behaviour (ASB). The PCC emphasised, however, that tackling ASB is not solely policing's responsibility and strong partnership working is fundamental to delivering effective prevention and early intervention, particularly for young people.</i> <i>The topic will be reviewed again in a year to ensure ASB levels are reducing.</i>

	• Use of innovative support pathways, such as the public-health-led clinic model in Middlesbrough • Reducing repeat victimisation 2. <i>Tackling Nuisance Vehicles</i> • Recognised as a significant and persistent concern for local communities • Robust intervention through Op ENDURANCE and Op DETERRENCE • Targeted, intelligence-led high-visibility patrols • Joint operations with partners • Seizure of uninsured or illegally used vehicles • Reassuring communities through engagement activity and social media updates 3. <i>Reduce Youth Related Disorder:</i> • A combined approach of prevention, diversion, and enforcement • High-visibility patrols in known hotspots such as parks, shopping areas, and transport hubs • Targeted outreach and early diversion in partnership with key agencies • Proportionate use of enforcement tools • Evidence of significant impact, for example focused operations on York Road and Victoria Road in Hartlepool	
2. How are intelligence-led tactics applied to identified ASB hotspots and repeat offenders, and what evidence demonstrates their impact on reducing harm and improving community confidence?	• Intelligence underpins every element of the Force's response to ASB, ensuring activity is targeted, evidence-based and aligned to local need, for example: 1. <i>Hotspot and Repeat Offender Analysis</i> • An ASB analytical profile offering detailed insight into key locations, repeat victims and offenders, and the underlying drivers of ASB. • Robust use of technology, including iMap with heat-maps and repeat-location layers, to support accurate evidence-based enforcement and engagement activity. • Multi-agency intelligence briefings and information sharing, supported by local multi-agency hubs such as the Hemlington Collaboration and Project Orme, to ensure a coordinated partnership response. 2. <i>Targeted Patrols, Problem-Solving and Enforcement</i>	

	• Targeted patrols driven by live intelligence, including both pre-planned proactive operations and reactive rapid deployment to emerging issues. • Structured OSARA (Outcome, Situation, Action, Result and Assessment) problem-solving, with bespoke plans developed for each hotspot area agreed through partnership tasking arrangements. • Swift and proportionate enforcement activity, utilising tools such as use of AS12s, Acceptable Behaviour Contracts (ABCs), Closure Orders and tenancy interventions. The local evidence base demonstrates that the Force's intelligence-led approach is reducing harm, reducing repeat demand and strengthening public confidence. The Force is seeing consistent, measurable impact, including: 1. Reductions in ASB within targeted hotspot areas, supported by local profiles and live intelligence • Middlesbrough's Clear, Hold, Build area has seen a 35% reduction • Stockton's Clear, Hold, Build area has seen a 19% reduction 2. High volumes of enforcement outcomes, such as vehicle seizures, warrants, Closure Orders and tenancy-related interventions 3. Positive qualitative feedback from councillors, partners and local communities 4. Visible, intelligence-driven patrols and problem-solving activity, delivering reductions in harm	
3. How does the Force evaluate the effectiveness and value of resources dedicated to ASB and nuisance-vehicle enforcement, and what do the findings indicate about visibility,	• The Force does not have dedicated ASB specific resources, however, this builds and strengthens resilience across the organisation and partners. • The Force's ASB response is delivered through multiple disciplines, ensuring a consistent, joined-up and collaborative approach across the Force and partner agencies. • The Force's evaluation methods use a holistic approach that brings together performance data, intelligence insight, contextual factors, enforcement outcomes, and feedback from partners, victims and local communities.	

deterrence, and follow-up?	• Monitoring arrangements are established before, during and after targeted activity, ensuring a robust evidence base to assess the impact of policing interventions. • By capturing a clear 'pre ' and 'post ' intervention picture, the Force is able to determine whether its responses to specific and systemic issues are sustainable, meaningful and an effective use of resources. • To date, from the insights identified through evaluation: • High visibility patrols are a strong driver of public confidence. • Public confidence increases when the Force communicates its actions, outcomes and results. • Follow-up activity is important. • Regular contact with victims, communities and partners delivers better results. • Understanding displacement and shifts in demand is essential for identifying genuine improvement. • There are currently 11 live problem-solving plans actively addressing ASB. • The Force maintains consistent deterrence patrols and closely monitors displacement, visibility remains a key element of its approach. • To help tackle nuisance vehicles, the Force has introduced a QR code that directs road users to Cleveland Connected, enabling quick and easy reporting of vehicle-related ASB.	
4. Which enforcement powers are being used to address ASB and illegal vehicles, and what evidence shows these powers are delivering effective, meaningful and	• A broad range of enforcement powers is deployed in partnership with local authorities and housing providers, including dispersal powers, AS13s, Acceptable Behaviour Contracts (ABCs), Community Protection Warnings and Notices (CPWs/CPNs), Criminal Behaviour Orders (CBOs), Closure Orders, and Section 59 and 165 vehicle seizures. These powers are used proportionately and form part of an intelligence-led, problem-solving approach. • Over the past 12 months, 708 vehicles have been seized and 371 vehicles have been crushed/disposed of. • Decision-making is supported through structured problem-solving plans, ensuring that enforcement activity is continuously reviewed based on outcomes.	

consistent outcomes?	• The most effective results are achieved when enforcement is delivered as part of a multi-agency, place-based approach. Notable examples include: • Reduced repeat offending in Clear, Hold, Build areas of Middlesbrough town centre following the coordinated use of ABCs, CPNs and AS13s. • Fewer reports of nuisance vehicle use following the use of Section 59 warnings, Section 165 seizures, and the publicised destruction of seized off-road bikes. • Reductions in calls from chronic addresses following the use of Closure Orders and CBOs. • These case studies highlight how multi-agency partnership work has been used to tackle complex issues of ASB, vulnerability and community safety: • <i>Case Study One - Tackling ASB in Hemlington</i> The multi-agency hub has achieved a significant reduction in ASB through coordinated action, shared intelligence and the benefits of co-location, enabling faster decision-making and more effective problem-solving. • <i>Case Study Two - Addressing a repeat caller issue in Middlesbrough</i> A repeat-caller case linked to drug activity prompted swift multi-agency intervention, enabling children's services to safeguard a child and remove them from risk. • <i>Case Study Three - ASB and homelessness in Stockton</i> Persistent ASB linked to homelessness led to focused local authority enforcement, clear resident updates and the use of Closure Orders that were well received by communities and ultimately transformational for the area.	
5. Recognising that ASB is not just a police issue, how does the Force collaborate with local partners (including councils, housing providers,	• A multi-agency approach is vital to tackling ASB because it brings together enforcement, support and local insight to deliver faster, more effective action that protects communities and reduces harm. • The Force recognises that the most effective way to tackle ASB is through strong partnership working, something previously acknowledged by HMICFRS that the Force does well. A multi-agency approach brings together shared resources,	

youth services and criminal justice partners) to prevent ASB, safeguard vulnerable residents, and deliver long-term, sustainable solutions and meaningful outcomes?	clearer accountability, and faster interventions that prevent issues from escalating. Examples of good practice include: 1. <i>Joint working through co-location</i> • Co-location of teams enables real-time conversations, quicker decision-making, and a unified response. • Live information sharing and direct tasking reduce delays, strengthen accountability, and allow early intervention before harm escalates. • Use of virtual workspaces and technology, including platforms like Teams, ensures partners remain connected and responsive even when not physically co-located. • There is a multi-agency hub in Hemlington and co-location with local authority ASB and enforcement teams in Hartlepool. 2. <i>Shared responsibility through joint use of ASB powers</i> • A balanced approach is achieved by combining police and non-police levers, ensuring the most proportionate and effective response. • Local authority-led tools, such as Public Space Protection Orders, give officers additional powers to address behaviour that falls below the criminal threshold but still causes significant community impact. 3. <i>Place-based, multi-agency problem solving</i> • Unified problem-solving plans ensure all partners are working to the same objectives and tackling the underlying drivers of ASB in each locality. • The focus is on sustainable improvements, creating long-term change rather than relying on short-term enforcement or criminal sanctions alone.	
6. How is the Force working to improve public confidence in reporting ASB, including drug-related activity and nuisance vehicles?	• These actions demonstrate how the Force aims to be consistently visible, accessible and responsive to the communities it serves: • Being visible, responsive and transparent - maintaining high-visibility patrols, responding swiftly to reports of ASB, and proactively gathering intelligence. • Providing a named, contactable officer and PCSO for each ward area. • Undertaking in-person engagement - holding ward surgeries, drop-in sessions to listen to communities and provide meaningful feedback.	

Additionally, can members of the public report these incidents anonymously to reduce any fear of reprisal?	• Working closely with trusted partners - collaborating with local agencies and organisations to ensure community concerns are understood, shared and acted upon. • Promoting confidential reporting routes - encouraging the use of anonymous routes such as Crimestoppers, COPA and Single Online Home to increase community confidence. • Using social media and other local platforms - Cleveland Connected provides reassurance to communities by seeking feedback and sharing updates. • The Force is refreshing and reinvigorating Operation Artemis to sharpen its focus on local priorities.	
7. How does the Force communicate ASB enforcement outcomes and ongoing activity to ensure residents feel informed, listened to, and safer, including those who rely on anonymous reporting?	• The Force's communication strategy combines visibility, digital engagement, partner-led communication, and targeted local messaging to ensure communities, including those who report anonymously, can see that their concerns are acknowledged and acted upon. The approach focuses on: • Clear, consistent, multi-channel communications. • Visible communications on enforcement activity, including 'you said, we did' feedback where appropriate, to demonstrate tangible action. • Working with trusted partners and community figures to relay information, provide reassurance, and amplify key messages from the Force. • Strengthening support for anonymous reporting, with an emphasis on closing the feedback loop even when direct contact with the reporter is not possible. • Rapid responses to identify and challenge misinformation and emerging public concerns, such as clarifying recent police search activity in Grangetown.	

Actions

1.	That the Force's ASB problem solving plan be shared with the PCC/OPCC.
2.	That CURV work jointly with the Force to better understand how nuisance vehicles are being sourced and supplied.
3.	That the topic of Anti-Social Behaviour be revisited in twelve months to assess progress and confirm that reductions in ASB levels are being achieved.

NOTES - SCRUTINY MEETING (PUBLIC TRUST AND CONFIDENCE & RIGHT CARE RIGHT PERSON - AN UPDATE) - 18 MARCH 2026

Question	Brief Summary of Evidence	Decision of PCC
How is the Force meeting its statutory duty to engage with the public, including the arrangements in place to gather local views and share policing information, and how is the effectiveness of	- The Force's core statutory responsibilities include: - Obtaining the views of the public to understand their needs and expectations. - Providing clear and accessible information, ensuring a two-way flow of communication. - Holding regular meetings, such as community surgeries and formal boards, to maintain dialogue and transparency. - Ensuring accountability through scrutiny processes, audits, and oversight mechanisms. - In terms of local delivery: - The Neighbourhood Policing Strategy has been refreshed and aligns with the national Neighbourhood Policing Guarantee, increasing capacity and strengthening local presence.	Partly Assured <i>The PCC identified a disconnect between the improvements made to police performance and current levels of public confidence. The expectation is that future confidence levels should more accurately reflect the positive work undertaken by the Force to address the key factors influencing public trust and confidence.</i>

this engagement assessed?	• The Engagement Strategy has been updated to support more meaningful and consistent interaction with communities. • The National Culture and Inclusion Strategy is being implemented locally, helping the Force to better understand and work with diverse communities. • The Corporate Communications Strategy supports effective communication with internal staff and partners, as well as external stakeholders and the wider public. • To support effective information sharing, the Force utilises several key digital platforms: • Single Online Home, allowing the public to report crimes online any time of day. • Cleveland Connected, a neighbourhood-focused engagement tool that strengthens local communication. • Salesforce and the Victims Portal, which aim to enhance communication, improve victim engagement and enhance transparency. • In seeking community views and holding regular meetings, the Force engages through a range of established forums, including: • Safer Partnerships, which bring together key agencies to address local priorities. • Children and Adult Safeguarding Boards, ensuring multi-agency oversight of vulnerability and protection. • Public meetings involving Neighbourhood Policing Teams and Police Community Support Officers (PCSOs) to maintain direct contact with local communities. • District and Strategic Independent Advisory Groups (IAGs), providing independent community insight, challenge, and advice. • Accountability is delivered through IAGs, independent scrutiny panels, 'Face the Public' events, and oversight from the Office of the Police and Crime Commissioner (OPCC).	<i>The PCC will revisit this topic in a year's time, by which point an increase in public confidence should be evident. The Force will also be expected to demonstrate how the engagement strategy, community strategy, and social media strategy have been embedded in practice, supported by clear evidence of their impact.</i> <i>Although the Force undertakes a substantial amount of public engagement, the outcomes of this activity - and the positive actions taken as a result - need to be communicated more effectively to communities. A stronger and more visible 'you said, we did' approach is required to show how public feedback directly informs and shapes policing activity.</i>
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	• In terms of the Crime Survey for England and Wales (CSEW) (September 2025), for community understanding, the Force is performing slightly better at 61.3%, compared with 59.9% across England and Wales and 60.5% within its Most Similar Group (MSG).	
8. What factors are impacting current levels of public trust and confidence, and how is the Force addressing these factors while mitigating future risks?	• CSEW data indicates that although public confidence in Cleveland Police is stable, it remains below the national average. • Recent trends in public confidence show a largely static picture during the Covid-19 period, followed by a decline in 2022, a peak in 2024, and another fall in 2025. • The Force is aware that there is a clear need to deepen its understanding of the factors driving these fluctuations. • Over the long term, there appears to be no consistent correlation between police performance and public confidence, for example, Humberside Police remain one of the stronger performing forces nationally, however, its public confidence levels continue to sit among the lowest in England and Wales. • Unfortunately, national issues outside the Force's control can significantly influence levels of public trust and confidence. • The Force has identified several key factors that influence public confidence. These include service behaviours (improved public interactions and strengthened handling of misconduct allegations); service effectiveness (notably stronger call-handling and response performance, now at its highest level in several years); engagement and visibility (enhanced neighbourhood patrols, proactive policing in the night-time economy and town centres, the impact of Op Artemis, and delivery of a comprehensive engagement strategy); and problem-solving (structured, audited plans at all levels, focused on high-harm and high-risk issues, supported by 15-17 strategic plans and around 30 tactical plans that provide clarity, coordination and confidence for staff). • In terms of CSEW diagnostic measures, although levels of public confidence are at a good level in terms of the Force's understanding	

	community concerns, there has been a dip in levels of public confidence in terms of effectiveness and dealing with community issues. • The Force's automation work is improving the speed, reliability and consistency of information flow, enabling more timely public updates and helping to strengthen public confidence. • The findings from the CSEW should be interpreted with caution, as the survey does not specifically target people who have had direct contact with the Force. Therefore, the results may not fully reflect the views of those with firsthand experience of Cleveland Police. • Although the Force has made clear improvements in the areas that influence public trust and confidence, these gains are not yet reflected in current CSEW results. Given the survey's timing and reporting cycles, it is reasonable to expect these improvements to appear in future results. • The Force acknowledges the need to more effectively communicate its commitment to being there for the public. • The Force is dedicated to improving its understanding of public confidence and strengthening its ability to positively influence it. • The Force will continue to prioritise effective service delivery, visibility and meaningful engagement.	
9. How does the Force engage meaningfully and consistently with communities that have lower trust in policing, which groups show the lowest confidence, and what targeted actions are being taken to improve confidence in these areas?	• A range of factors influence public confidence, including several that are outside the Force's direct control. However, the Force recognises that meaningful community engagement is an area where it can make a significant and positive impact. • To support this, the Force has developed a comprehensive Engagement Strategy and Delivery Plan. The plan sets out five strategic objectives supported by 70 individual actions. The five objectives are: • Improve public confidence and trust across all communities • Increase transparency around Force activities and priorities • Gather a broad range of perspectives through listening and consultation to inform improvements	

	• Empower communities to actively participate in matters that affect them • Strengthen relationships and understanding between the police, partners, and communities • In February, analysis showed that the Force dedicated approximately 800 hours solely to engagement activity. Over the past three months, 361 hours have been invested in formal engagement sessions. • The data collected through the CSEW does not identify which specific communities or demographic groups have lower levels of confidence in policing. To address this gap, the Force relies on intelligence data, which indicates that confidence levels are lower among BAME communities and women. • Ward profiles have been developed using profiling data and operational insight. These profiles are used to: • Build a stronger understanding of local communities and their needs • Identify localities or groups that may present engagement challenges or demonstrate lower levels of trust and confidence - often referred to as engagement deserts • Inform the Engagement Delivery Plan and drive Neighbourhood Policing Team (NPT) engagement activity • PCSOs have access to a wide range of data sources, enabling them to build a detailed understanding of the communities they serve. • The Force has invested in Acorn, a tool that provides detailed insight into geographic areas and their demographic characteristics. It helps to indicate how confident different groups may feel in the police and how likely they are to score on key confidence metrics. While Acorn offers useful assumptions and predictive indicators, it does not provide definitive or community-specific conclusions. • Unfortunately, despite the Force's high levels of engagement activity, this has not yet resulted in increased levels of public confidence. The	
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	effectiveness of this activity cannot currently be measured, as the Force lacks the capability to track outcomes. The Force acknowledges that there is a clear need to better capture interactions, analyse them, and use the insights to drive more purposeful work within communities. • A recent example of targeted engagement is the Celebrating Black Excellence event, which was designed to strengthen relationships and improve confidence within Black communities.	
10. How is the Force aligning its priorities with what the public says matters most, and what tangible changes and evidence demonstrate this?	• The Force's Strategic Plan has been refreshed and is due for publication in April 2026. The plan places a strong emphasis on protecting communities and safeguarding people, with clear buy-in from partners and staff. • Building trust and confidence is a core theme embedded throughout the Chief Constable's Strategic Plan. • The Force is committed to strengthening public confidence by continually improving the way policing is delivered across Cleveland. • A dedicated Confidence and Legitimacy Board, chaired by the Assistant Chief Constable, provides oversight and reports into the Force IMPACT Board and subsequently the Executive Management Board. • The Confidence and Legitimacy Board maintains strong links with the Independent Ethics Committee, as well as both tactical and strategic organisational learning boards. • A range of external scrutiny panels, tactical groups, and the Standards and Ethics Board feed directly into the Confidence and Legitimacy Board, ensuring robust challenge and transparency. • The Force's governance structure collectively supports its ambition to build and trust and confidence within the communities it serves. • Issues relating to trust and confidence are routinely incorporated into local performance discussions at both team and individual levels.	
11. In line with the Cleveland Police and Crime Plan 2024 - 2029, what	<u>Ensuring fair and proportionate use of police powers</u> • The most recent HMICFRS PEEL 2023-25 found that the Force is good at using police powers and treating people fairly and respectfully.	

assurance and evidence can be provided to the PCC that: • police powers - such as stop and search, use of force, and arrest - are being applied fairly, proportionately, and consistently, and that learning from internal and external scrutiny is being acted upon; • the Force is improving the timeliness and quality of investigations and case files, and that these improvements are leading to faster and more effective criminal justice outcomes for victims; and • learning from complaints and	• The Force has identified senior leads at Superintendent level who provide assurance that police powers are exercised fairly and proportionately. • Fair and proportionate use of powers is a key feature within local performance frameworks at all levels of the organisation. • Tactical meetings are held to monitor and discuss the use of police powers, enabling early identification of potential issues. • This area is a regular item at both the Confidence and Legitimacy Group and the Force IMPACT Board, ensuring robust Chief Officer oversight. • When potential issues are identified, detailed analysis and dip sampling are undertaken to provide deeper insight and understanding - for example, examining high arrest rates compared with use of force. • The Force is reviewing its data-capture systems to ensure additional narrative context can be recorded where needed. • The Force has a Stop and Search and Use of Force Scrutiny Panel, which provides independent oversight of police powers. Its central aim is to ensure policing is fair and proportionate. The next meeting is scheduled for 26 March 2026. • All incidents are scrutinised by sergeants and the Quality and Assurance Team to assess the lawfulness of grounds and to understand any disproportionality. • Home Office insight data shows that the Force has one of the lowest rates of disproportionality. However, the Force is not complacent about this and remains committed to continuous improvement. • The Force records a high rate of arrests compared with the use of force. This is understood to be influenced by compliant handcuffing, which some other forces may not routinely record. • The Force will continue to closely monitor the use of police powers to assist in ensuring full compliance with legislation, policy and national standards. <u>Crime investigations</u>	
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compliments is being systematically captured, analysed, and used to drive demonstrable improvements in service quality and public confidence.	• Improving service effectiveness, particularly in relation to timeliness and quality, remains a key priority for the Force. Backlogs across the wider criminal justice system can impact public confidence, however, the Force remains committed to driving more effective outcomes for victims and communities • In terms of improving criminal justice outcomes: • The Force continues to increase its solved crime rate, currently at 16.2%, slightly above the national average of 16.1%. • There has been a rise in the use of Out of Court Resolutions, reaching 4.4% in February 2026. • The proportion of unsupportive victims has reduced to 21% as of January 2026, reflecting improvements in victim engagement and support. • In terms of quality and timeliness of investigations: • Thematic testing shows evidence of improvement across the four pillars of investigative quality: investigations, victim care, suspect management, supervisor reviews • Delays in investigations have had minimal impact • A one-year post-implementation review has identified further areas for development, which are now being progressed. • In terms of case file quality: • The Force has one of the highest charge rates in the country at 83%, ranking 4th nationally. • The Force remains below the national average for cases resulting in no further action • Digital Government Authority (DGA) compliance stands at 73%, above the national benchmark of 70%. • To drive continuous improvement, the Force is strengthening investigative quality through: • A structured triage process to ensure cases are prioritised effectively.	
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	• Ongoing monitoring of officer performance to assess quality, provide feedback and address issues promptly. • Targeted action to tackle challenges linked to demand and resource pressures. • Continued delivery of Operation Unified and Operation Magpie to ensure investigations progress efficiently and consistently. • The Force recognises there is still more to do, and that several key challenges and risks must be addressed to sustain and build on this progress. <u>Complaints and organisational learning</u> • The Force has a structured internal approach to organisational learning, ensuring lessons are shared and embedded to strengthen service delivery and public confidence, for example: • The Force routinely analyses multiple data sources to identify themes, patterns and trends. • Insights feed into the Tactical and Strategic Organisational Learning Boards, the Confidence and Legitimacy Board and other governance tactical governance meetings. • The Force's Professional Standards Tasking and Coordination Process incorporates lessons learned. • The Force's Professional Standards Prevent Team attends Senior Leadership Team meetings to promote and disseminate lessons learned. • There is ongoing open dialogue with the Independent Office for Police Conduct (IOPC) to support improvements to local processes and service delivery. • The Force is also strengthening its external learning and engagement approach, for example: • The Force is exploring options for wider dissemination of lessons learned via Cleveland Connected.	
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	• The Force consults the Independent Ethics Committee to ensure public perspectives inform learning. • The Force is seeking to develop the use of Restorative Practice to allow complainants to share their experiences directly with officers and staff.	
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Actions

1.	That the PCC/OPCC be provided with up-to-date case file quality data.
2.	That the PCC/OPCC be provided with data on the Force's compliance with the Domestic Abuse 14-day turnaround.
3.	That the topic of Public Trust and Confidence be revisited in a year's time, at which point the Force will be expected to present clear evidence of how performance improvements have translated into increased public confidence, and demonstrate the impact of its engagement, community and social media strategies, alongside the strengthened visibility of 'you said, we did' outcomes.

Question	Brief Summary of Evidence	Decision of PCC
1. Since the implementation of RCRP, what detailed evidence can the Force provide of the resources released and/or efficiencies achieved to date, together with how those resources are being reinvested to improve policing services?	• A post-implementation review has been completed and will be presented at the Responding to the Public meeting on 19 March 2026. The review sets out six recommendations, which will be discussed and assigned to appropriate owners. • Frontline awareness of RCRP has significantly improved and there is a strong and consistent understanding of RCRP across all departments. • Calls for service relating to concerns for safety have reduced, with a slight rise in mental-health-related calls. • There has been fewer deployments being made to both concerns for safety and mental-health-related incidents. • The time spent managing these incidents has decreased, reflecting improved triage and decision-making. • Although reductions are modest, the model is effective and ensures the right service is provided. • RCRP has been positively received and is widely regarded as the right approach, though its full potential has yet to be fully realised. Time saved has been reinvested into response policing to help manage demand, improve attendance times, and mitigate the resource gap highlighted in demand analysis. • The partnership between Cleveland Police and Tees Esk and Wear Valley (TEWV) has achieved national recognition, demonstrating strong collaboration and a shared commitment to improving outcomes for the public.	Partly Assured <i>Although deployment rates and the hours spent dealing with mental health-related incidents have reduced, further data is required to demonstrate how the time saved has been reinvested into policing activity. In addition, following the Responding to the Public meeting on 19 March 2026, the PCC will expect to receive detailed information from the post-implementation review.</i>

Action

1.	That the PCC/OPCC be provided with detailed data evidencing how time saved from reduced mental-health-related deployments has been reinvested into policing activity, alongside the full findings of the post-implementation review following the 19 March 2026 Responding to the Public meeting.
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