



Cleveland Police and Crime Plan

2021 - 2024

Putting the pride back into
Cleveland Police





Contents Page

Introduction from Steve Turner Police and Crime Commissoner.....	3
The local area.....	4
Cleveland policing at a glance.....	5
Police and Crime Plan overall approach.....	6
Strategic Outcomes.....	7
My 10-point plan	8-9
Priorities	
Bringing offenders to justice.....	10
Getting tough on drugs and gangs.....	11
Tackling antisocial behaviour head on.....	12
Effective policing and criminal justice system.....	13
Prevent, reduce and tackle serious violence.....	14
More police on the streets.....	15
Tackle violence against women and girls.....	16
Build confidence in our communities.....	17
Support for victims and witnesses of crime.....	18
Use technology to combat crime.....	19
Measures and finances	
Measures and indicators.....	20-21
Scrutiny and accountability.....	22
Strategic Policing Requirement.....	23
National crime and policing measures.....	24
Finance and resources.....	25-26
Grants and commissioning.....	27

Introduction from Police and Crime Commissioner **Steve Turner**



In May 2021, I was elected as Cleveland Police and Crime Commissioner, a role that I am determined to succeed in to ensure that the Cleveland area is the best it can be for you and your families.

As Police and Crime Commissioner (PCC), I want to ensure that the communities of Cleveland have the first class, efficient and effective police force they so rightly deserve to keep them safe and one that police officers, police staff and police volunteers can be truly proud of.

Following a long campaign due to the national pandemic, I have gained a thorough understanding from the community and key partners of what matters locally. From this I have drawn up my 10-Point Police and Crime Plan that accurately reflects these discussions, supporting me in delivering my vision of Putting the pride back into Cleveland Police and ensuring Cleveland is a safe place for those who work and live here.

I am not blind to the challenges that this role is going to present, but I am hopeful that this plan – informed by Cleveland’s communities – will create strong foundations that can be delivered for the benefit of everyone in Cleveland.

My plan will remain fluid and I am keen to continue an open, two-way dialogue with you all. You can follow the work of my office on Twitter, Facebook, LinkedIn and Instagram or on my website, where I will keep you updated on the delivery on this plan, or you can contact me directly on pcc@cleveland.police.uk.

I look forward to working with you and together putting the pride back into Cleveland Police.

A handwritten signature in black ink, appearing to read 'S Turner', with a long horizontal flourish extending to the right.

Steve Turner

Police and Crime Commissioner for Cleveland

The local area



Cleveland Police is a geographically small force with a mix of densely populated areas with high levels of deprivation, alongside more affluent and rural areas.

Covering the four unitary authority areas of Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton-on-Tees, several wards are amongst the most deprived nationally, presenting a significant policing challenge.

The Cleveland area has around 568,000 residents, including an increasingly diverse population and around 18,300 university students from over 100 countries.

The area has a long industrial history with a significant petrochemical industry, a nuclear power station and the busy sea port of Teesport, recently named as a Freeport.

Cleveland has a passion for sport and is the proud home of Middlesbrough Football Club and numerous other professional and amateur teams across a range of sports.

Communities hold a strong sense of pride and affection for the area. As part of the levelling up agenda, Cleveland continues to benefit from inward investment - including securing £94m from the Towns Fund for two of the area's town centres.

Understanding the demand for local policing is a key priority alongside improvement work to ensure service delivery is good and that it meets the needs of local communities.

I want to ensure that residents receive policing services that are accessible, responsive and needs-led to meet the requirements of all our communities, and that the force builds a workplace that is inclusive and supportive.

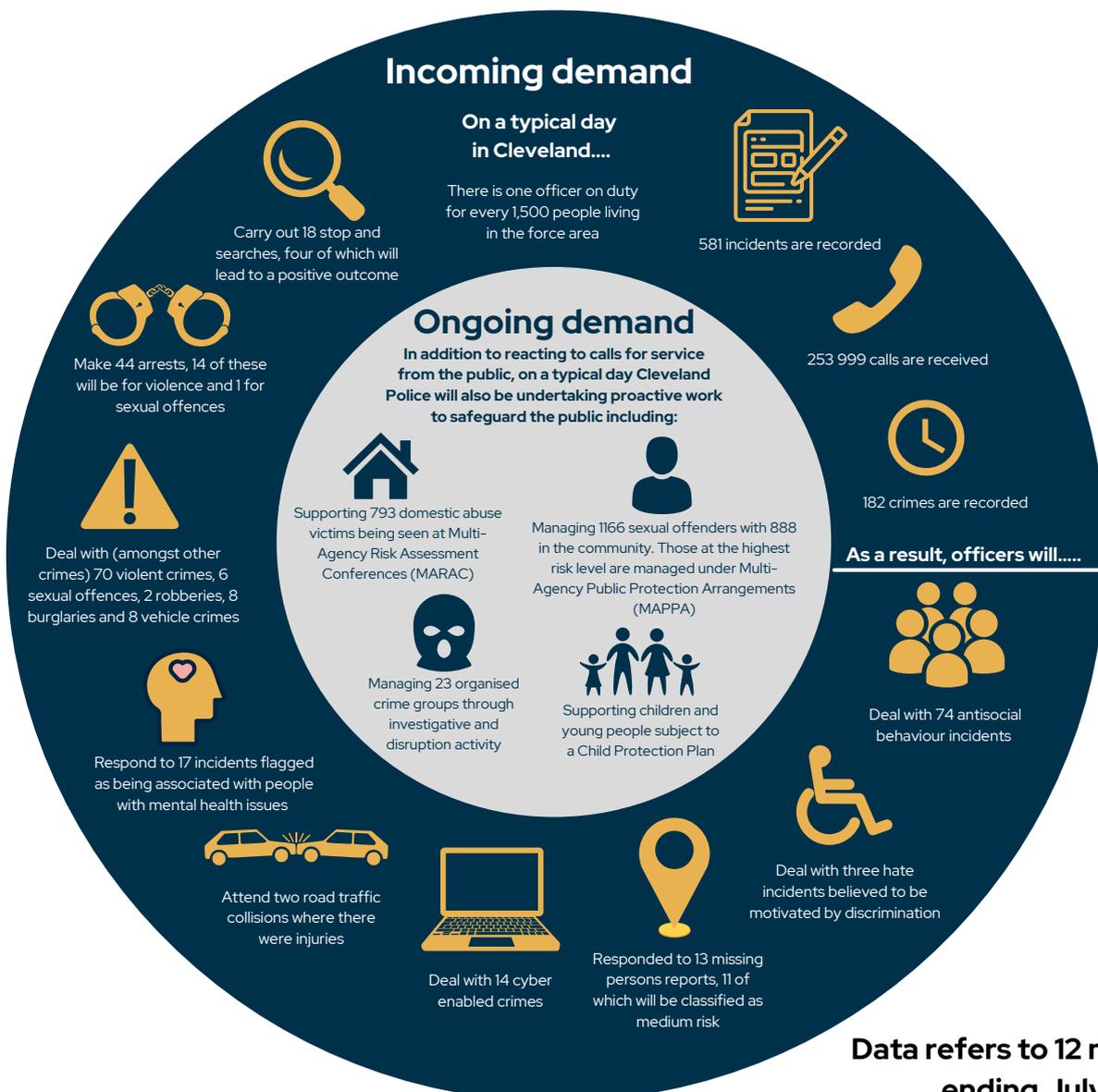
Policing at a glance



Although Cleveland is the smallest geographical area of all forces in England and Wales (with the exception of the City of London Police), it has high levels of deprivation and a number of problematic socio-demographic and economic factors, the challenges faced by Cleveland Police are more in keeping with those faced by the larger metropolitan forces.

This is recognised by the fact that Cleveland is currently considered to be 'most similar' to the policing areas of Greater Manchester, West Yorkshire, Merseyside, Northumbria, and Humberside.

The image below provides a snapshot of a typical day at Cleveland Police:



Data refers to 12 month period ending July 2021.

Compiled by Cleveland Police.

Police and Crime Plan

Overall approach



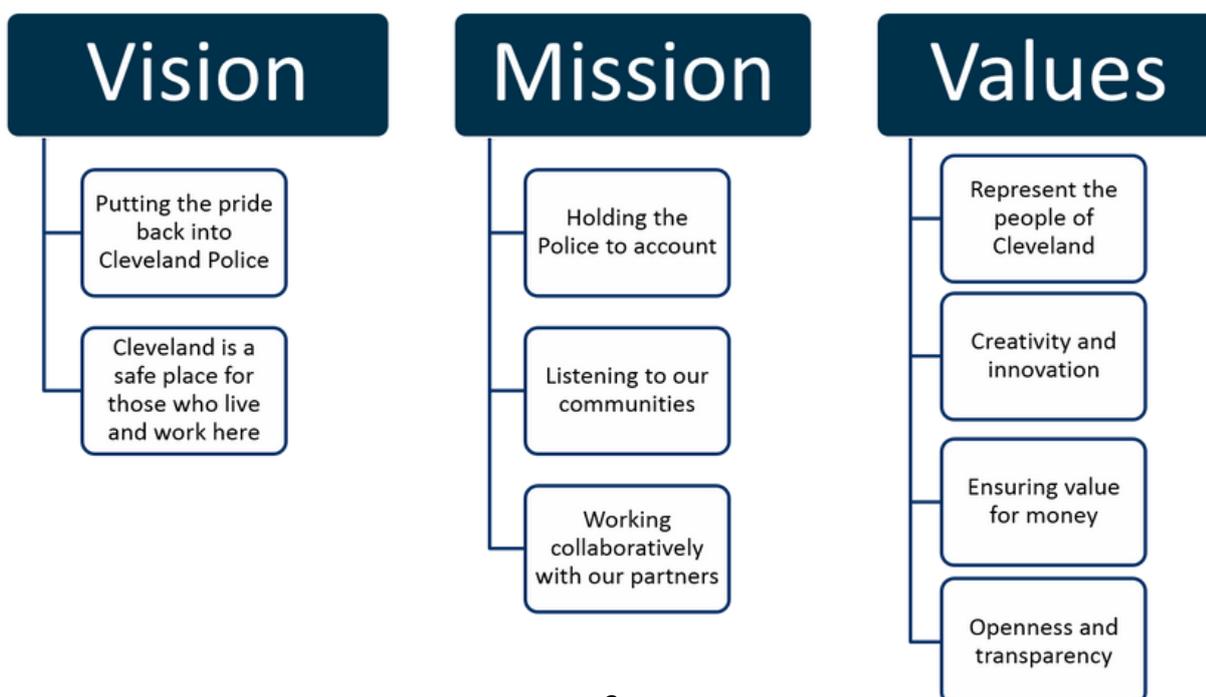
As a result of the challenges faced by Cleveland Police and community safety agencies over recent years, it is important to ensure long term sustainable improvements are made that truly benefit the communities of Cleveland, that are quality assured and hold up to robust scrutiny.

This Police and Crime Plan therefore adopts a new approach to the Plan it replaces. It has a greater emphasis on performance through the creation of clear outcomes, key deliverables and measures of success.

I have produced a vision statement, outlining my strategic vision for policing and crime, along with details on how I plan to achieve this - including the values I will uphold throughout my term of office.

Whilst this overarching plan and associated outcomes will remain in place throughout my term of office, I will produce and report on an annual delivery plan through my annual report, regular updates to the Police and Crime Panel and through accountability meetings with the Chief Constable.

I have been elected to represent residents of Cleveland and I want to be held accountable by you for the work that I am doing. Therefore in the interests of openness, transparency and accountability, my delivery plans will be published on my website to ensure the public are informed of the progress being made.



Strategic outcomes



I have centered the development of my plan around **four key strategic outcomes** that will remain throughout my term of office. Everything that is delivered as part of this plan should contribute towards or support one of these outcome areas.

I am aware that these outcomes are long term ambitions which is why I have committed to focusing on and prioritising these four to achieve lasting benefits.

These outcomes will be measured, monitored and reported on regularly, alongside more specific measures or indicators that are aligned to the key activities I have developed as part of the plan's delivery.

This document provides a snapshot of my 10-point priorities that will support successful delivery of my vision and outcomes.

As previously stated, more detailed delivery plans and performance updates are available to view on my website.

Key strategic outcomes:



To build public confidence and put the pride back into Cleveland Police



To work collectively with partners to reduce crime, specifically serious violence



To make greater use of technology that creates efficiencies and supports productivity



To provide high quality services to victims and the most vulnerable that effectively meets their needs

My 10-Point Plan

My 10-point plan has been developed following a thorough consultation and engagement process with communities, businesses and community safety partners.

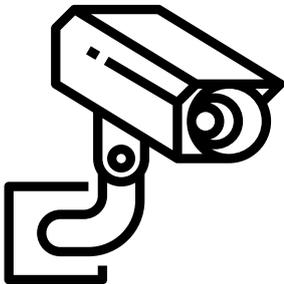


BRINGING OFFENDERS TO JUSTICE

Increasing opportunities for offenders to be held accountable for their behaviour with a focus on preventing reoffending.

GETTING TOUGH ON DRUGS AND GANGS

Introducing a holistic approach to drugs and gangs including prevention, early intervention and targeted intervention.

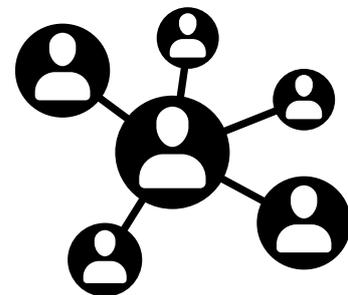


TACKLING ANTISOCIAL BEHAVIOUR HEAD-ON

Taking a strong stance on antisocial behaviour through partnership working and youth engagement.

EFFECTIVE POLICING AND CRIMINAL JUSTICE SYSTEM

Collaborate with and hold to account Cleveland Police and wider Criminal Justice agencies to increase public confidence.



PREVENT, REDUCE AND TACKLE SERIOUS VIOLENCE

Development of a Cleveland-wide Serious Violence Strategy in collaboration with Cleveland Police and Community Safety Partnerships.

My 10-Point Plan



Whilst my team and I will give all 10-points equal attention, they have been listed within this document in order of importance according to our communities and key stakeholders.



MORE POLICE ON OUR STREETS

Investing in the frontline community response.

TACKLING VIOLENCE AGAINST WOMEN AND GIRLS

Working in partnership with local services to ensure women feel safe and supported in our area.

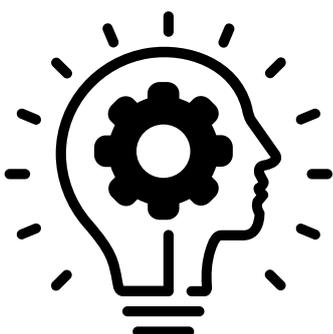
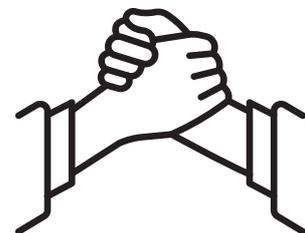


BUILDING CONFIDENCE IN OUR COMMUNITIES

Ensuring a high quality service is delivered by Cleveland Police, building pride and support for police across our local area.

EFFECTIVE QUALITY SUPPORT FOR VICTIMS AND WITNESSES

Ensuring high quality support is available for victims and witnesses of crime and antisocial behaviour through commissioning specialist support services.



USE TECHNOLOGY TO COMBAT CRIME

Maximise the use of technology, creating opportunities for efficiencies and additional support for the workforce.

Bringing offenders to justice



Here in Cleveland we continue to have some of the highest reoffending rates in the country for both adults and young people. This has been the case for far too long and I will do everything in my power to curb this plague on our communities.

Tougher sentences and community payback

Taking a tougher stance by ensuring that offenders are dealt with more robustly by the criminal justice system is key to success. I welcome the changes to the sentencing and release framework announced in the Government's 'Beating Crime Plan'. This will mean offenders will serve sentences that better reflect the severity of their crimes.

For those sentenced to community orders, I want to see visible and worthwhile work undertaken in the community, that directly benefits the people living there and repairs the harm caused.

Intervention and partnership working

However I am not naive - this alone will not solve our offending problems. To make significant and lasting change, the cycle of offending behaviour must be broken and underlying drivers of crime such as mental health, gambling and substance misuse must be addressed.

Preventing and reducing offending or reoffending requires a strong partnership approach. I am committed to support this through the co-ordination of a multi-agency partnership made up of Police, the Probation Service, prisons and courts. I am determined to explore every avenue available in our fight to make Cleveland a safer and better place to live and work.

What will success look like:

- Reduction in reoffending
- Positive partnership working
- Greater use of civil remedies to deter offenders
- Increased, effective and proportionate use of Out of Court Disposals

Getting tough on drugs and gangs

Drugs wreck lives. Residents have told me that people are tired of seeing drug dealing out in the open and on their streets, with the perception that little action is being taken. As a result, they no longer report concerns or intelligence to the police as they feel it is 'a waste of time'. I want this to change.

I will support Cleveland Police to undertake more targeted operations such as **Operation Endeavour**, which was aimed at disrupting organised crime groups, targeting offenders and hitting them where it hurts most in order to protect the most vulnerable in our society.

Operation Endeavour was a phenomenal success with over £2m worth of drugs taken off the streets - that's 200,000 potential drug deals. In my view, every drug deal is a possible death - that's 200,000 deaths possibly prevented through effective targeted operations. In addition to this, there were 150 arrests, hundreds of thousands of pounds taken out of criminals hands, dozens of weapons seized and vulnerable people protected across the area.

Operations such as this are visible and the public can see them happening, building confidence to report concerns and resulting in safer communities.



With neighbourhood policing teams on an operation



Alongside Ruth McNee from CrimeStoppers - I've funded Fearless to help young people report crime

County Lines

There is a hidden element to drug crime which people don't see and often forget - and that's the victims - the young people exploited to support organised criminals. **County Lines** is where illegal drugs are transported from one area to another, usually by children or vulnerable people who are coerced into it by gangs. These young and vulnerable people are often forced into committing other criminal acts which result in violence, debt, addiction and lies.

This is happening in Cleveland! We must protect our vulnerable. I am committed to increasing the public's understanding around County Lines and wider exploitation including the signs to look out for and how intelligence can be shared with the police.

What will success look like:

- Positive Partnership Working
- Increased use of Stop and Search with positive outcomes
- Increased awareness and understanding of the signs of County Lines
- Criminals targeted and disrupted



Tackling antisocial behaviour head on

We all know that Antisocial Behaviour (ASB) is criminal behaviour and it blights our communities.

It is a key priority in my plan as during 2020 Cleveland had the highest rate of ASB in the country. As well as this, I have seen and heard first hand the impact this behaviour can have on individuals, families and communities.

ASB can come in many forms - from noisy neighbours, people being loud and noisy in the street to dog fouling, littering and riding motorbikes in a dangerous and unsafe way.

Combatting ASB is not just a police issue. To do so effectively requires a multi-agency response including local councils, health and social housing providers. I will ensure all local organisations play their part to address concerns in relation to ASB. Where this does not happen, I will use my powers under the Police Reform and Social Responsibility Act to request a formal report from Community Safety Partnerships.

Since being elected Police and Crime Commissioner, I have been contacted by local residents and councillors who have been affected by ASB, as well as attended a number of community walkabouts to understand directly the issues faced. I will continue to do this as required throughout the months and years ahead, including identifying and encouraging positive solutions to address and overcome these concerns.

On occasions if not nipped in the bud at the earliest opportunity, ASB can escalate. That is why I am keen to explore opportunities to understand how ASB can be dealt with swiftly through early intervention, whilst at the same time commissioning youth outreach provision to prevent it happening in the first place.

What will success look like:

- Reduction in antisocial behaviour
- Positive engagement opportunities available for young people
- Increased understanding of victim support available
- Increased understanding in terms of how to report antisocial behaviour
- Increased collaboration and partnership working

Effective policing and criminal justice system

The Criminal Justice landscape is complex and multi-faceted with no single agency responsible for the system as a whole. The importance of strong collaborative working is vital to address any challenges relating to the efficiency and effectiveness of the system and to improve the experience of victims and witnesses.

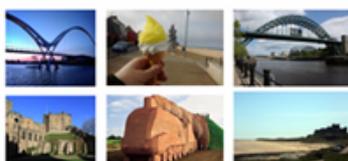
In support of these endeavors, myself and my team are members of the Cleveland and Durham Criminal Justice Partnership. This partnership is made up of all Criminal Justice agencies who are united in their ambition to work together and make a difference locally.

North East Probation Service

Following the unification of the Probation Service in June 2021, partnership working has been highlighted as a central principal for Probation North East. This is extremely important and positive as we move towards opportunities for co-commissioning, contributing towards positive outcomes for victims, communities and people on probation.



Probation Service North East
2021-2024



Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS)

I will continue to hold Cleveland Police to account as a result of the Police Efficiency, Effectiveness and Legitimacy Inspection in 2019 where an inadequate grading was given across all three strands.

I will receive regular detailed briefings on progress from the Chief Constable, seeking assurance on delivery of the Towards 2025 improvement plan.

Cleveland Police is currently in the 'engage' period of its relationship with HMICFRS, which means the Inspectorate is closely monitoring how quickly the force improves in several 'causes of concern'.

As the force continues on its journey of improvement, I will make sure there is in-depth scrutiny of each individual area to cover any ongoing feedback received from HMICFRS.

What will success look like:

- Increased public confidence
- Effective partnership working
- Improved victim satisfaction / confidence
- Improved HMICFRS grading



Prevent, reduce and tackle serious violence

Serious violence is a major challenge here in Cleveland. The statistics are horrendous and speak for themselves, with Cleveland being the third most violent place in the country to live per head of population (2020), as well as well as having:

2nd highest rate of violence

4th highest rate of offences involving knives

3rd highest rate of firearms offences

3rd highest rate of domestic abuse

Community funding

I am dedicated and committed to working to prevent serious violence and deter our young people from getting dragged into a cycle of dangerous offending behaviour. I will work with and provide funding to community organisations and charities across Cleveland so that they can work with young people - providing engaging activities that discourage them from a life of crime.

National portfolio

I am honoured and proud to be taking on the joint portfolio lead for serious violence at the Association of Police and Crime Commissioners. This gives me a national platform to campaign on and speak about the issues we face in Cleveland and how best to combat them.

Violence Reduction Unit

Since being elected, I have hosted visits from the Home Secretary and the Policing Minister, allowing them to hear about and see first-hand the challenges that we face. I have lobbied for additional funding to enable Cleveland to establish a Violence Reduction Unit, and I will continue to do so until we are provided with the resources needed to develop a sustainable model that can work to reduce serious violence in the long term.

What will success look like:

- Reduction in murder and other homicide
- Reduction in offences involving knives
- Reduction in offences involving firearms
- Reduction in Violence Against the Person
- Public health approach to serious violence with support from Community Safety Partnerships



On patrol with Policing Minister Kit Malthouse

More police on our streets

Communities often tell me that they never see the police in their local area. Recruiting more police officers, supporting neighbourhood policing and driving down crime is all part of my priority of more police on our streets.

The public expect and deserve to be able to make contact with their community officers and to understand their local policing priorities.

I am therefore committed to exceeding the police officer recruitment targets set by Government to ensure we have a strong workforce that can provide effective, local, visible policing. Part of this will include the requirement for Cleveland Police to report regularly to me on workforce numbers, as well as how resources are being deployed and the positive impact this is having.

Supporting the workforce

I will stand up for and speak out about the incredible work that officers and staff do on a day-to-day basis. I want the workforce to feel supported and heard and I will seek to protect them in their public duties.

Special Constables

Special Constables are amazing community members who give up their time for free to support the work of Cleveland Police. During my term of office, I will ensure the number of Special Constables is more than doubled and I will monitor the hours invested by them in support of our communities.

Performance monitoring

Finally for this priority is something that is at the very core of my role. Working with Cleveland Police to fight crime, prevent crime, keep our communities safe and reduce overall levels of crime. I will scrutinise police performance on a quarterly basis and I will ask difficult questions to ensure everything is being done to keep our communities safe.

What will success look like:

- Increased frontline support including Police Officers, Police Community Support Officers, Special Constables and Police Support Volunteers
- Police understand the issues that affect local communities
- Improved public confidence in Cleveland Police
- A workforce that feels supported and heard

Tackling violence against women and girls

Violence against women and girls (VAWG) includes a wide range of issues including domestic abuse, sexual violence, stalking, female genital mutilation and trafficking. The stark reality is that woman and girls are disproportionately affected by these types of crimes.

In a recent survey into women's feelings of safety conducted by my office (May 2021), over 80% of women and girls that took part told me that they felt unsafe in their area after dark. These results are truly shocking and I will work to influence the changes needed to improve this.

Through acknowledging the gendered nature of such crimes, I will encourage people to come forward and report them. The police will listen to you and they will believe you. At the same time, I will ensure I commission high quality specialist services that can provide support from the beginning and throughout the criminal justice process.

This year, the landmark Domestic Abuse Act was passed. This will go a long way to improve the response to domestic abuse at every level, strengthening protection for victims whilst also ensuring perpetrators are held to account for their behaviour. This will be supported locally by the publication of a Domestic Abuse Deep Dive review completed by SafeLives. This review has been jointly commissioned by the Office of the Police and Crime Commissioner and the Children and Adult Safeguarding Boards, and seeks to improve the response across Cleveland.



With sexual violence support service Arch Teesside

What will success look like:

- Improved victim support
- Improved victim satisfaction
- Improved public confidence
- Effective partnership working

Building confidence in our communities

As your Police and Crime Commissioner I want to be visible and accessible to all communities so I can hear and understand your concerns and priorities for the area.

Through my newly-developed, open and transparent consultation and engagement strategy, I will routinely seek views on public confidence in policing. When necessary I will ensure the force are held to account on any issues raised.

I recognise the importance of reaching out and engaging with a wide range of communities, including those with protected characteristics, through a variety of different approaches.

A fair service for all of Cleveland's residents

My vision for equality, diversity and inclusion is one where everyone is treated fairly and has equal access to services and support. I value the differences between individuals and communities, and I am committed to ensuring policing services demonstrate dignity and respect based on the needs of individuals.

This also means that everyone in Cleveland should have the right to live as themselves, without the fear of abuse or violence. I'll work to encourage more people to report hate crime and aim to prevent it through anti-racism and diversity education inputs.

Supporting local businesses

Local businesses are often at the heart of our communities. I am keen to collaborate with them on areas of joint interest from awareness raising in relation to topics such as protecting themselves from fraud, to other themes that support us in making Cleveland a safer place to live and work.



Meeting residents at a community event

Enhancing the police complaints model

When it comes to complaints about the police, I have repeatedly been told that 'the police are marking their own homework'. For that reason, and to build public confidence in the process, I will develop a new approach to the handling of complaints, through the creation of an Office of the Police and Crime Commissioner-led Resolution Team.

This team will act as the single point of contact for all complaints about Cleveland Police, providing a customer focused service to resolve complaints at the earliest possible opportunity.

Making Cleveland's roads safer

Sadly too many people are still injured or killed on our region's roads. I am committed to raising awareness of the dangers of the 'fatal four' - drink and drug driving, speeding, using a mobile phone while driving and not wearing a seat belt.

I will strengthen relationships with our Road Safety Partnership to make Cleveland's roads safer.

What will success look like:

- Improved public confidence
- Increased openness and transparency

Effective, quality support for victims and witnesses of crime

Being a victim of crime can have a devastating effect on someone's life. Without the right support at the right time people may live in fear and become isolated from friends, family and support networks.

As part of this priority, I plan to introduce a new-look victim advice service that will enhance the support already available and aim to reach more victims than ever before.

The current Victim Care and Advice Service does an amazing job in supporting victims and this was recently acknowledged in an independent evaluation, commissioned by my office. The new service will launch in April 2022 and will offer a broader range of support options for vulnerable people.

COVID-19

The impact of COVID-19 remains a priority for us all, from increases in the number of victims accessing support, to the impact on the progress of cases through the criminal justice system.

I will be the voice of victims locally and seek additional investment from Government to enable us to build on and continuously develop new and innovative ways to offer and provide support.

COVID-19 also brought the importance of mental health into focus and the demand on services remains high. I'll work with partners to ensure mental health is considered in the delivery of their services.

The Victims' Code

The Victims' Code of Practice

The Victims' Code of Practice sets out the level of service that victims should receive from the criminal justice system. To ensure victims are receiving a high quality service I will monitor performance against the code. Where beneficial, I will provide support to improve adherence and increase public confidence. Victims must be heard and helped at every stage of the process.

Vulnerability

Protecting vulnerable people is a key priority for myself and Cleveland Police. I will ensure support is available for the most vulnerable in our society that effectively meets their needs and prevents them from being exploited.

This includes victims of crimes such as:

- Modern Slavery
- Domestic Abuse
- Fraud
- Sexual Abuse / Exploitation
- Hate Crime

What will success look like:

- High-quality support available for victims and witnesses of crime
- Increased awareness of victim services
- Specialist services available for victims of domestic abuse and sexual violence
- High-levels of victim satisfaction

Use technology to combat crime

Technology has the ability to transform the way policing is delivered and I want Cleveland to lead the way.

It is important that policing keeps up with the increasingly digital world we live in from online engagement to new methods to investigate crime and protect communities. As a result, technology will play a central role in my ambition to improve the way Cleveland Police responds to and investigates crime.

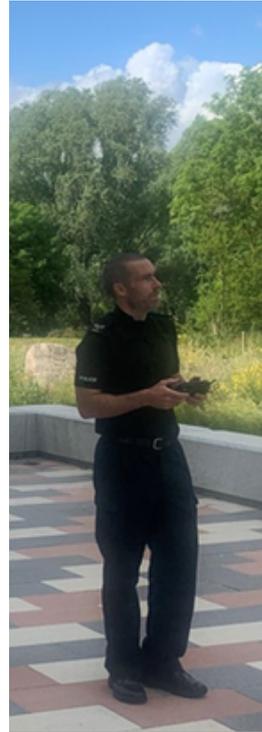
Through the creation and development of a smartphone app, I will ensure a convenient and effective way for individuals to engage with the police. The possibilities of this app are endless and I will seek to build on it throughout my term of office.

Technology and criminal justice

I have been vocal about the need for the criminal justice system to use technology to help them detect, apprehend and manage offenders in our communities, particularly those who repeatedly offend.

GPS tagging

Our communities have been plagued for too long by the same small cohort of offenders who are not deterred and continue to offend. I will ensure we are making the greatest use of technology already available to us to manage offenders in the community, including when appropriate the use of GPS tagging. I have written to the Policing Minister to request Cleveland is considered as part of the Government's acquisitive crime tagging project.



A demonstration by Cleveland Police's drone unit

Drones

Drones have a real opportunity to support policing - from saving lives to staying one step ahead of criminals.

I see drones as another tool at the police's disposal to support specialist policing operations, which can be much more efficient, cost effective and help save officer time.

Technology and investigations

I will support the force in raising investigative standards by exploiting new and existing technology that can create efficiencies, enabling officers to focus on providing a high-quality service to victims. This will be particularly important in tackling emerging crimes, such as those that take place online and on social media.

What will success look like:

- Increased operational capability and efficiencies
- More effective use of offender tagging
- Additional opportunity for communities to engage with Cleveland Police

Measures and indicators



Measures and indicators are a really important part of monitoring the success of any plan and I want you to have confidence in my plan. That means being open and transparent in relation to the measures and indicators being monitored and scrutinised, to show the direction of travel and progress being made.

The measures below provide a snapshot of the key indicators or measures being collected to support delivery of this plan. These will be further built on as our annual delivery plans mature and develop on a regular basis:

Build public confidence and put the pride back into Cleveland Police

- % of people who have confidence in the police in this area
- % of people who think the police understand the issues that affect local communities
- % of people who think the police are dealing with the things that matter to local communities
- Number and rate of complaints received (by type)
- Number and % of complaints upheld
- Number of 999 calls received
- Average call wait time for a 999 call
- Number of non 999 calls received
- Number and % non 999 calls answered within 2 minutes
- Average call wait time for a non 999 call
- Number of police officers and staff working for Cleveland Police

Work collectively with partners to reduce crime, specifically serious violence

- Number and % of stop and search resulting in an arrest/positive outcome
- Number and % of stop and search resulting in a linked outcome
- Violent crime volume and rate per 1000 population (by type of violence)
- Knife crime volume and rate per 1000 population involving young people
- Neighbourhood crime volume and rate per 1000 population including burglary robbery, theft from person and vehicle theft
- Hospital admission of under 25-year-olds for assault with sharp object

Measures and indicators



Make greater use of technology that creates efficiencies and supports productivity

- Number of drone deployments / Number of drone pilots
- % of crime victims surveyed who are satisfied with ease of contact
- Increase in online reporting
- Number of tags deployed to support the management of offenders
- Number of breaches as a result of tag deployment

High quality service for victims and the most vulnerable that effectively meets their needs

- % of crimes where Victims Code Of Practice (VCOP) meet the required quality standard
- % of crimes with an up to date VCOP review
- % of victims who discussed and agreed the frequency of updates (as reported via the Victim Experience)
- % of victims who received updates as agreed
- VCOP rights compliance measures
- % of crime victims surveyed who are satisfied with the overall service provided
- % of hate crime victims surveyed who are satisfied with the overall service provided
- % of domestic abuse victims surveyed who are satisfied with the overall service provided
- % of domestic abuse victims surveyed who are satisfied with ease of contact
- % of domestic abuse victims surveyed who are satisfied with initial actions taken
- % of domestic abuse victims surveyed who are satisfied with the treatment they received
- % of domestic abuse victims surveyed who are satisfied with the follow up they received

Scrutiny and accountability



The scrutiny of Cleveland Police is one of my main responsibilities as Police and Crime Commissioner. Delivered through my standards and scrutiny programme, effective checks and balances are undertaken through a schedule of scrutiny approaches including, but not limited to:

- Daily review of the force control room logs
- Weekly meetings with the Chief Constable
- Formal monthly scrutiny meetings focused on thematic areas
- Quarterly performance meetings including updates on delivery against the Police and Crime Plan and Chief Constable's improvement plans
- Independent Panels including Joint Audit Committee and Ethics Committee

Good Decision Making

The process of making decisions and implementing them (or not) is called governance. The scrutiny process is a way of exploring how those decisions are made, the outcome of decisions and challenging them where necessary.

Good governance should always be able to show that it is:

- Efficient and effective
- Open and transparent
- Lawful
- Ethical
- Competent
- Forward thinking and innovative
- Sustainable
- Financially sound
- Accountable
- Has human rights, diversity and social cohesion at its core



More information on my approach to scrutiny can be found in the scrutiny handbook on my website.

Strategic Policing Requirement



Strategic Policing Requirement

In addition to the response to local crime and antisocial behaviour, myself and the Chief Constable have responsibility to ensure Cleveland Police can respond to the Strategic Policing Requirement.

The Strategic Policing Requirement is set by the Home Secretary and requires police forces to be able to effectively adapt and plan for challenges that may go beyond force boundaries. Current functions include:

Terrorism

Civil
Emergency

Organised
Crime

Threats to
Public Order

Cyber
Incidents

Child Sexual
Abuse/
Exploitation

As your Police and Crime Commissioner, I will:

- Ensure an effective policing contribution - alongside other partners - to national arrangements, to protect the public from other cross-boundary threats in line with the strategic policing requirement.

National crime and policing measures



The government has set out clear expectations of Police and Crime Commissioners to achieve significant reductions in crime and to restore public trust and confidence in the criminal justice system. As part of this I am required to publish a statement on the contribution of Cleveland Police towards achieving improvements against the national priorities for policing. The national priorities for policing are:



These national measures compliment my existing local priorities as set out in this plan. I will publish the required statement on my website and will commit to refreshing it on a quarterly basis. As well as embedding within the performance management of this plan, as per the published guidance, my statement will include:

- Reflections on force performance and how the force has contributed towards the delivery of national measures, including contextual information that might help explain that contribution
- A summary of planned action for the next quarter to drive the force's performance against applicable measures

Finance and resources



The main driver of police funding over the last couple of years has been the national programme to increase the number of police officers across the country by 20,000 by March 2023.

2020/21

The Home Office announced: *"We are giving police forces £700 million for the recruitment of 6,000 additional officers by the end of March 2021, which represents an increase of almost 10% of the core grant funding provided last year. Assuming full take up of precept flexibility (which was a £10 increase limit), overall funding for Police and Crime Commissioners (PCCs) will increase by £915 million".*

As a result, Cleveland received £8.4m more funding from the Government and around £2.1m from the £10 precept increase. **In total, the area received an overall increase of £10.5m of funding in 2020/21.**

2021/22

The Home Office announced: *"Available funding to PCCs will increase by up to an additional £703 million, including local flexibility to increase council tax precept."*

This increase was broken down as follows:

- A £415 million increase in Government grant funding to PCCs. This additional funding supported year 2 of the Police Uplift Programme (6,000 more Police Officers). £100 million of this funding was ring-fenced and allocated according to funding formula shares and will be paid in line with progress on recruitment.
- Up to £288 million additional funding from council tax precept, if all PCCs maximise their precept flexibility. PCCs were able to increase precept by up to £15 for a Band D equivalent property.

As a result, Cleveland received £5.0m more funding from the Government and around £0.8m from a £5.19 precept increase. **In total, the area received a recurring overall increase of £5.8m.**

What will we need in 2022/23 and beyond?

To complete the Police Officer uplift programme in Cleveland by the Government target of March 2023, **will require additional funding of around £9.4m in 2022/23.** By this date, the number of Police Officers in Cleveland will have increased by at least 240 full-time equivalents (FTEs) since 1st April 2019.

The funding required to deliver this will be through a combination of Government grants and the Police element of the Council Tax bill. Currently around 25% of the total funding available comes from the Police precept.

Resources



Expenditure Plans

The current plan is to invest around £160-180m per year across the life of this plan on Policing and Crime services across Cleveland, as per the table below:

	Actual Budget 2021/22	2022/23	2023/24	2024/25
TOTAL OVERALL FUNDING AVAILABLE TO THE PCC	£162,125,000	£163,385,000	£165,340,000	£169,210,000
Office of the PCC	£920,000	£940,000	£960,000	£980,000
<u>Community Safety/ Victims and Witnesses</u>				
Community Safety Initiatives	£1,005,000	£1,005,000	£1,015,000	£1,020,000
Victims and Witnesses Services	£1,725,000	£1,485,000	£1,440,000	£1,480,000
Total Planned Expenditure	£2,730,000	£2,490,000	£2,455,000	£2,500,000
Corporate Services	£10,425,000	£10,055,000	£10,180,000	£10,210,000
<u>Police Force Planned Expenditure</u>				
Police Pay	£80,214,000	£82,289,000	£83,991,000	£86,110,000
Police Overtime	£2,103,000	£2,093,000	£1,956,000	£1,904,000
PCSO Pay	£3,897,000	£4,033,000	£4,242,000	£4,483,000
Staff Pay	£31,433,000	£30,825,000	£31,824,000	£32,942,000
Pay Total	£117,647,000	£119,240,000	£122,013,000	£125,439,000
Non-Pay Total	£27,398,000	£27,730,000	£28,002,000	£28,261,000
Total Planned Force Expenditure	£145,045,000	£146,970,000	£150,015,000	£153,700,000
<i>Percentage Change in Expenditure</i>	5.3%	1.3%	2.1%	2.5%
(Surplus)/Deficit	(£3,005,000)	(£2,930,000)	(£1,730,000)	(£1,820,000)
Contribution to Capital Programme	£3,585,000	£3,185,000	£1,985,000	£1,985,000
Planned Transfers to/(from) Ear Marked Reserves	(£580,000)	(£255,000)	(£255,000)	(£165,000)
Net (Surplus)/Deficit After Reserves	(0)	(0)	0	0

In addition to this, a further £22m is expected to be invested in Capital Investments, to maintain and improve the IT, fleet, buildings and equipment required to deliver policing in Cleveland.

Capital Investment Plans	2021/22	2022/23	2023/24	2024/25
Digital Strategy	£5,434,000	£3,240,000	£2,875,000	£3,402,000
Estates Strategy	£723,000	£750,000	£750,000	£250,000
Fleet Replacement Programme	£1,021,000	£1,049,000	£1,046,000	£1,071,000
Other schemes	£238,000	£131,000	£131,000	£256,000
Total Capital Programme	£7,416,000	£5,170,000	£4,802,000	£4,979,000

Grants and commissioning



Most of the funding I receive – from government grants and council tax precept – goes towards the police. But I also commission services, principally for the care of victims, whether or not they want to report a crime to the police.

- Victims Services
- Independent Sexual Violence Advisors (ISVAs)
- Sexual Assault Referral Centre (SARC)
- Independent Domestic Violence Advisors (IDVAs)
- Restorative Justice (Restorative Cleveland)

I will refresh my Commissioning Strategy on a regular basis. The strategy will set out my approach to commissioning services and provide a breakdown of the overall commissioning budget.

Community Funding and Grants

I have two types of grant funding available to community organisations: the **Community Safety Fund** and the **Police Property Act Fund**.

These funding streams allow the PCC to provide one-off and long-term grants to local people and organisations who are actively working to reduce crime, disorder and the fear of crime.

Whilst Property Act Funding can be applied for all year, the Community Safety Fund will be themed to one or more of the PCC's **objectives**, with applicants required to demonstrate how they meet this criteria within their application.

These funding pots are managed in line with Section 143 of the Antisocial Behaviour and the Crime and Policing Act 2014, with full visibility of spending published on our website.

Additional Income

During the 2020/21 financial year, my office has secured additional investments of **£3,548,031** to further support locally commissioned victims services and to ensure communities feel safe in their local area.

As a team we will continue to submit bids as opportunities arise and to ensure this additional investment reaches our communities.



Office of the Police and Crime Commissioner for Cleveland
Cleveland Police Central HQ
1 Cliffland Way
Middlesbrough
TS8 9GL

Tel 01642 301213

Email. pcc@cleveland.pnn.police.uk

Website. www.cleveland.pcc.police.uk