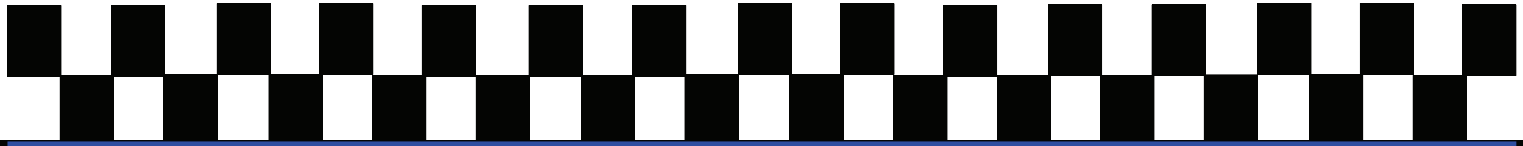




Cleveland
Police Authority



CLEVELAND
POLICE
Putting People First



Policing Plan 2010 to 2013

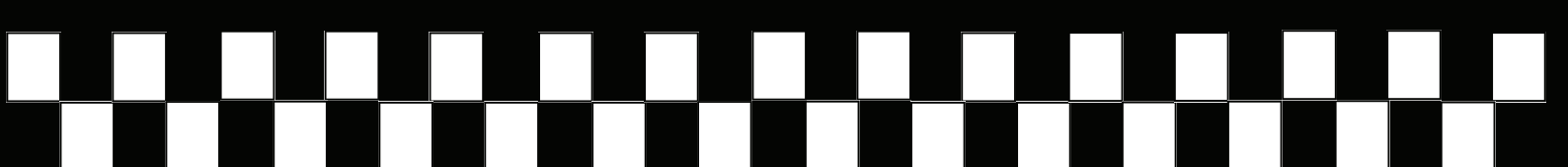
People

Partnerships

Professionalism

Problem Solving

Putting People First



The Policing Plan is an important document. It sets out the strategic vision for policing in Cleveland over the next three years, with a more detailed plan for the coming year.

Copies of this Policing Plan are available on the Cleveland Police website at www.cleveland.police.uk. If you require a copy in an alternative language or format please call 01642 326326

Did you know that in 2009:

- Cleveland Police recorded the lowest number of crimes in 19 years of records
- Burglaries fell by 16%
- Car theft fell by 18%
- Almost 60% of people agreed that the police and local councils are dealing with the anti-social behaviour and crime issues that matter in their area
- There were 26,300 less victims of crime than 7 years ago

We have achieved this by: *Putting People First*

People

Engaging with the public and ensuring the Force provides the service you deserve.

Professionalism

Providing the leadership and setting the standards to meet the challenges of the future.

Problem Solving

Working to find the root cause of the problem through analysis of the symptoms and seeking long term solutions.

Partnerships

Building strong links with our partner agencies to tackle crime and help regenerate our area.

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Introduction to Cleveland Police Authority

A message from the Chairman of the Police Authority



Dave McLuckie

I am pleased to present our latest Policing Plan updating our priorities over the next three years. As ever, this is a challenging time, but the Authority is committed to ensuring that our communities continue to receive a first class policing service. We continue to place strong emphasis on public confidence and our quality of service commitment, with a focus on neighbourhood policing and the delivery of the Policing Pledge. Cleveland Police is ranked within the top forces nationally in terms of the Home Secretary's key measure of confidence that we are dealing with the antisocial behaviour and crime priorities that matter in your area.

We will continue our monitoring of force performance, ensuring that the Authority holds the Chief Constable to account for delivering a good service to the people of Cleveland. We are pleased that the force continues to make excellent progress, particularly in reducing crime and increasing the detection rate.

I would like to thank all officers and staff of Cleveland Police, without whose efforts and commitment, we would be unable to achieve all that we set out to do. The future holds some real challenges to drive improvements in the service, while always ensuring we provide value for money in all we seek to achieve. To assist with this I invite you to contribute to the development of our service plans by writing to me or accessing our website www.clevelandpa.org.uk and through participating in consultation, such as our local public confidence surveys and the monthly neighbourhood policing meetings in your area.

What is Cleveland Police Authority?

Cleveland Police Authority is an independent statutory body, responsible for ensuring that Cleveland Police maintain a service that is efficient, effective and provides value for money to local people. Our ambition for Cleveland's communities is for people and businesses to be allowed to develop and prosper, free from crime and the fear of crime. We understand how we can support this by engaging with communities to identify and develop responses to local priorities for policing. To this end we fully support the Chief Constable's vision for the Force, which is set out in this Plan.

The Police Authority acts like a mini local authority, deciding on the budgets, strategies and policies for policing through key committees (termed panels). The responsibility for operational activities and the day-to-day management of Cleveland Police rests with the Chief Constable. Full details of the role and responsibility of Cleveland Police Authority can be viewed at www.clevelandpa.org.uk.

Authority Members provide a democratic link between the public and the police. The mix of people provides a wide range of skills, experience and backgrounds which all contribute to the work of the Authority. The Authority has 17 members:

- nine councillors
- eight independent members, of which at least one will be a lay justice.

Purpose and values of Cleveland Police Authority

We have a statutory duty to ensure that there is an effective and efficient police force and that local communities receive value for money from local policing services. We have to set the policing priorities for the Force and oversee police performance. We are tasked to continuously improve the Authority and Force's performance and deliver the highest standards of policing. We must represent the interests of all those who live or work in Cleveland. We must ensure that the views of local people are taken into account when we develop our policing priorities.

We have framed our duties and responsibilities in terms of our core values, as follows:-

- We will put people at the heart of all that we do;
- We will be fair in all we do, ensuring equality of access to our services;
- We will make the best use of our resources and seek continuous improvement in their use;
- We will value our staff ensuring they are properly trained and developed and will recognise their achievements;
- We will work with partners to improve what we do and the way in which we do it.

Police Authority Business Plan

Our latest Business Plan sets out the activities that Cleveland Police Authority regards as priorities for the three year period commencing 1st April 2010. It is a key strategic document, delivered alongside the Policing Plan and the Long Term Financial Plan to ensure that our service aspirations can be delivered with the resources available. We will measure our success in terms of improvements in public confidence measures.

Our aim, with our partners, is to engender healthy, inclusive and thriving communities. To this end we fully support the Chief Constable's vision for the Force, which is set out in this policing plan. We aim to concentrate our efforts on the following policing priority in the years ahead.

- **To enhance public confidence in Cleveland Police. We will:**
 - Deliver citizen focused policing to all our neighbourhoods
 - Reduce crime, antisocial behaviour and protect neighbourhoods
 - Reduce the harm caused by drugs and alcohol
 - Ensure efficient and effective use of our people and the public's money

To find out more about the Cleveland area or view our full Business Plan please access our website at www.clevelandpa.org.uk. Contact details for Police Authority Members can be found at Appendix 4 or on our website.

OUR PLEDGE TO YOU



The police service in England and Wales will support law abiding citizens and pursue criminals relentlessly to keep you and your neighbourhoods safe from harm. We will:

- 1** Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
- 2** Provide you with information so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
- 3** Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
- 4** Respond to every message directed to your Neighbourhood Policing Team within 24 hours and where necessary, provide a more detailed response as soon as we can.
- 5** Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely and as quickly as possible. In urban areas, we will aim to get to you within 10 minutes and in rural areas within 20 minutes.
- 6** Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and:
 - If you are vulnerable or upset we will aim to be with you within 60 minutes.
 - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes.
 - Alternatively, if appropriate we will make an appointment to see you at a time that fits in with your life and within 48 hours.
 - If agreed that attendance is not necessary we will give you advice, answer your questions and/or put you in touch with someone who can help.
- 7** Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
- 8** Provide monthly updates on progress and on local crime and policing issues. These will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
- 9** If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
- 10** Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

We want to do our best for you but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and you deserve.



Chief Constable Sean Price

Chief Constable's Vision

'By 2014 I want Cleveland Police to be a leading force in delivering citizen focused neighbourhood policing. We will achieve this whilst at the same time protecting our communities from the threat of serious crime and terrorism and engaging with all our neighbourhoods in delivering the problem solving and partnerships they want. I will underpin this vision by continuing to invest in the development and skills of all our staff.'

This policing plan sets out how we plan to turn these aspirations into reality.

Our policing priorities

We have set out our vision of the excellent service that we aspire to deliver by 2014. Delivering that vision means that we cannot rest on our achievements to date but must continuously review and improve what we do to ensure that we continue to be a one of the leading forces in the country.

The Force and the Authority review the local policing priorities every year to ensure that they remain relevant and that they reflect the needs of our communities. We also take into account other influencing factors, as shown in the diagram below.



The comments and views gained through our public consultation activity have been used when setting local priorities for your neighbourhood and in setting the policing priorities within this plan. Our local consultation activities have highlighted that antisocial behaviour and crime issues are the main priorities for members of the public. In addition to feedback from public consultation, we have taken cognisance of the drivers shown above including our vision, the Home Secretary's Strategic Policing Priorities, the aspirations of our partner agencies and have identified our priority areas for improvement. Our principal priority is to **continue to enhance your confidence in Cleveland Police**.

Continuing to improve public confidence will be underpinned by the achievement of progress in our other priority areas set out below:

- **Delivering citizen focused policing to all our neighbourhoods**
- **Reducing crime, antisocial behaviour and protecting neighbourhoods**
- **Reducing the harm caused by drugs and alcohol**
- **Ensuring efficient and effective use of our people and the public's money**

The following pages set out what we will achieve in these areas over the next three years. A number of targets have been set for each policing priority area. The targets provide goals to strive towards, enable us and you to assess how well we are performing and help focus the Authority and Force on the actions necessary to drive performance improvement in these important areas.

Enhancing public confidence in Cleveland Police

In July 2007 the Home Office published its crime strategy which introduced a way of measuring public confidence in the police and local authorities to support its approach to reducing crime. This formed the basis of Public Service Agreement (PSA) 23 which aims to make communities safer and includes a commitment to increase public confidence in the local agencies involved in tackling crime and antisocial behaviour issues of greatest importance to local communities. In March 2009 the Home Office announced that improvement in the confidence measure would become the single government led target for the police. Since its introduction, we have consistently been amongst the top forces with the highest confidence ratings as measured by the British Crime Survey. Our goal is to achieve or exceed the stretch target for confidence set for us by the Home Office based on the following indicator:

“The percentage of people who agree that the police and local councils are dealing with the crime and antisocial behaviour issues that matter in their area.”

Baseline	54.0%
2010/11 Target	62.0%
2011/12 Target	66.0%

What we will do

In order to enhance public confidence we will deliver improvements in the other priority areas set out in the following pages. We will :

- Continue to deliver a citizen focused service to all our neighbourhoods through putting people first and our neighbourhood policing model
- Further reduce crime and antisocial behaviour whilst protecting neighbourhoods from harm
- Reduce the harm caused by drugs and alcohol
- Ensure efficient and effective use of our people and the public’s money
- Support the Home Secretary’s Strategic Policing Priority SPP1 – Continue to increase public confidence so that by March 2012, 60% of the public (nationally) agree that the police and local council are dealing with the antisocial behaviour and crime issues that matter in their local communities.

How we will measure our success

We will measure our success through the following indicators:

Indicator Number		Target
APACS 2.2	The percentage of people who agree that the police and local councils are dealing with the crime and antisocial behaviour issues that matter in their area.	62.0% by March 2011 and 66.0% by March 2012



Delivering citizen focused policing to all our neighbourhoods

Citizen Focus

We aim to build on the success of previous years by increasingly focusing on your needs in line with our vision of Putting People First. Although now a national priority, citizen focused policing is not new to Cleveland Police. It is a method of policing in which the needs and expectations of individuals and communities are reflected in the way in which we make decisions and provide you with policing services. Cleveland Police have been doing this for a number of years through Putting People First, and we will continue to do so, in order to ensure that you get the services you need and value. We also continue to work with other organisations within crime and disorder reduction partnerships (CDRPs). You can find out more about these partnerships on page 18.

Neighbourhood Policing

Neighbourhood policing is the cornerstone of our provision of a citizen focused policing service that is visible, accessible and responsive to your needs. The aim of neighbourhood policing is to reduce the fear of crime, resolve local crime and anti-social behaviour problems and increase satisfaction and confidence. Our approach is based on the Chief Constable's philosophy that every incident or event that happens in the Cleveland Police area happens in a neighbourhood, that is why neighbourhood policing is at the centre of all we do. Every department, officer and staff member is here to support our neighbourhood model of a named police constable for each neighbourhood supported by a minimum of one police community support officer (PCSO).

Neighbourhood policing teams have forged the way in making stronger links with local communities through a variety of engagement methods including community meetings, school visits and speaking with local people during the working day. The introduction of the [Policing Pledge](#) in 2008 ensures that we are fully engaged with the public, giving them significant influence and power to shape local policing. Neighbourhood teams are a visible presence in our communities and you can find out who your neighbourhood team are, the local priorities for your neighbourhood and where your local meetings are taking place by visiting the [My Neighbourhood](#) pages on the Force website.

What we will do

Cleveland Police aims to deliver a policing service that secures and maintains high levels of satisfaction and confidence through the consistent delivery of a first class policing service that meets the needs of our neighbourhoods and provides a service that people value. In order to do this we will:

- Continue to develop our neighbourhood policing approach by refreshing the Neighbourhood Policing Strategy.
- Improve from 'Fair' to 'Good' in Her Majesty's Inspector of Constabulary's (HMIC) Grading of Policing Pledge delivery.

- Ensure that we meet our commitments, as outlined within the Policing Pledge.
- Ensure that neighbourhood teams understand our communities' needs so that problems can be identified and resolved.
- Provide a quality service that meets the needs of individuals and communities and improve the experience of those people who have contact with the police.
- In addition to these Force wide activities we will support the activities defined in the four local CDRP community safety plans.

How we will measure our success

We will measure our success through the following indicators:

Indicator		Target
Number		
APACS 1.1	The percentage of users that are satisfied with the overall service provided by the police.	Increase to 84.2% by March 2011
APACS 2.1	The percentage of people who agree that the police and local councils seek their views on antisocial behaviour and crime issues in their area.	Increase to 49.7% by March 2011
APACS 2.3	The percentage of the public who think the police in their area are doing a good job.	Increase to 55.0% by March 2011



Reducing crime, antisocial behaviour and protecting neighbourhoods

Reducing crime

Our approach to reducing crime will concentrate on tackling the people who cause the most damage to communities, supporting those who are at most risk of being victims of crime and targeting the places that need attention to prevent or reduce crime. We will support the Government's crime strategy – 'Cutting Crime' by working with our partners in the following areas:

- Taking early action to prevent crime
- Turning the tables on offenders
- Delivering responsive, visible justice
- Putting the public in the driving seat

Reducing antisocial behaviour

Antisocial behaviour is "behaviour by a person that causes or is likely to cause harassment, alarm or distress to one or more other persons who are not of the same household as the person". We believe that people have a right to live their lives free from fear and distress caused by antisocial behaviour. We intend to put the interests of the law abiding citizen at the forefront of our operations.

Antisocial behaviour can affect whole communities, not just individuals. If left unchallenged, antisocial behaviour can be the cause of dissatisfaction within neighbourhoods and its cumulative effects may have long-term consequences for communities and individuals.

Protecting neighbourhoods

We aim to ensure that you are protected from terrorism, serious crime and other major challenges to public safety. These services are described as 'Protective Services'. They include:

- Counter terrorism and extremism
- Serious and organised crime
- Major crime
- Cross border crime
- Firearms
- Protecting vulnerable people
- Critical incident management
- Civil contingencies and emergency planning
- Public order
- Roads policing

What we will do

- We will continue to reduce crime and the fear of crime through supporting the objectives set out in the Government's Crime Strategy.
- Tackling antisocial behaviour remains a key priority and we will continue to use all means available to help rid our neighbourhoods of unacceptable behaviour by promoting effective, coordinated action through a partnership approach and engagement with communities and local agencies or groups.
- Through the continued development of good practice we will generate a consistent approach and a coordinated partnership response to meet needs at a local level. We will provide support for victims, continue to improve the exchange of information between agencies and improve communications with stakeholders and partners.

- Meet the ACPO minimum standards for Protective Services by 2011.
- Support the Home Secretary's Strategic Policing Priority SPP2 – Working jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with PSAs 14, 23 and 25, and in a coordinated approach with other Criminal Justice Service (CJS) partners deliver an effective criminal justice response in line with PSA 24, putting the needs of victims, including young victims, at its heart.
- Support the Home Secretary's Strategic Policing Priority SPP3 – Work jointly with police forces and other agencies, such as the Serious and Organised Crime Agency (SOCA) and the UK Border Agency (UKBA), to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime.
- Support the Home Secretary's Strategic Policing Priority SPP4 – Work jointly with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26.
- In addition to these Force wide activities we will support the activities defined in the four local crime and disorder reduction partnership community safety plans.

How we will measure our success

We will measure our success through the following indicators:

Indicator		Target
Number		
APACS 4.1	Percentage of people who perceive a high level of antisocial behaviour in their local area.	Decrease to 15.2% by March 2011
APACS 5.1	Number of most serious violent crimes per 1,000 population.	Reduce on levels observed in 2009/10
APACS 5.2	Number of serious acquisitive crimes per 1,000 population.	Reduce house burglaries by 4% and robberies and vehicle crime to below 2009/10 levels
APACS 5.3	Number of 'Assaults with less serious injury' (offences per 1,000 population as a proxy for alcohol related violent offences.	Reduce by 6% compared to 2009/10
LPI 1	Number of antisocial behaviour incidents per 1,000 population	Reduce by 5% compared to 2009/10
LPI 2	Total recorded crime per 1000 population	Reduce by 5% compared to 2009/10
LPI 3	Overall sanction detection rate	Maintain an overall rate of at least 37%
LPI 4	Number of other theft crimes per 1,000 population	Reduce by 8% compared to 2009/10
LPI 5	Number of criminal damage crimes per 1,000 population	Reduce by 10% compared to 2009/10
LPI 6	Number of assault without injury crimes per 1,000 population	Reduce by 6% compared to 2009/10



Reduce the harm caused by drugs and alcohol

Drugs

The link between drug misuse and crime is well documented continues to cause concern across the Force area. The Drug Intervention Programme (DIP) which was established in 2004 continues to be effective at tackling offenders who commit crime in order to fund a drug habit and Cleveland Police continues to support DIP across the Force area by working in partnership with local authorities, health services and voluntary organisations.

At the same time there has been a growing need to look at how resources can be most efficiently spent within the justice system, especially when tackling offenders who continue to reoffend. Integrated Offender Management (IOM) provides a comprehensive and coordinated response, bringing together DIP and Prolific and Priority Offender (PPO) schemes. It has been found that more integrated working can be especially valuable in preventing the most serious and violent crimes from occurring and in identifying those prolific offenders, who are mostly involved in serious acquisitive crimes such as burglary and street robbery that disproportionately damage our communities. Cleveland Police support IOM and have committed Officers to the schemes.

We will stop the growth in the availability of drugs across the area through the deployment of intelligence led initiatives, enforcing the law and the disruption of organised criminal groups involved in the supply of drugs.

Alcohol

There is agreement both nationally and locally that the misuse of alcohol and the resultant antisocial behaviour and disorder is a key issue to many neighbourhoods. It is now identified as a substantial and growing problem within the Force area because of the harm that it does to an individual's health, the levels of crime associated with it and the damage to the community. Tackling alcohol misuse at a strategic level is a fundamental requirement for all partner agencies within the Force, and Cleveland Police will ensure that it remains at the forefront of partnership working. Cleveland Police will continue to support Balance, the regional alcohol office.

We will take an active part in helping to promote responsible and safer drinking by working with local authority licensing officers, supporting pub watch schemes and by using the licensing legislation available to tackle antisocial behaviour resultant from alcohol misuse.

Tackling perception around alcohol is difficult but Cleveland Police will continue through its Alcohol Arrest Referral service to challenge those who commit low level crime often as a result of binge drinking, through educational and informative sessions with a trained alcohol worker.

Alcohol misuse amongst young people continues to cause concern to communities particularly where street drinking results in antisocial behaviour and criminal damage.

In line with the Government Youth Crime Action Plan we will continue working with our health and children and young people service partners to actively target enforcement where needed, share information to enable referral to positive activities, advice, information and support services where appropriate.

What we will do

To reduce the harm caused by drugs and alcohol we will:

- Continue to carry out drug testing when offenders are arrested for certain offences, with the aim of providing the individual with treatment, rehabilitation and support.
- Tackle drug misusing offenders by working in partnership to reduce the levels of drug dependency and offending by working in partnership within the Integrated Offender Management Model.
- Deter drink and drugs driving by carrying out intelligence led initiatives throughout the year.
- Tackle drug dealers by further developing the Drug Enforcement Strategy and by targeting people supplying drugs through operations such as 'Dealer A Day'. We will use the powers available in the Antisocial Behaviour Act 2003 and work with local authorities and other agencies to target and close crack houses.
- Target organised criminal groups by using the National Intelligence Model (NIM), to disrupt and dismantle drug supply networks and seize the assets gained from drug dealing.
- Develop a Force Alcohol Strategy.
- Carry out joint enforcement work with our partner agencies such as Trading Standards and the Securities Industry Association.
- Continue to develop and drive the Alcohol Arrest Referral scheme, looking at innovative ways of capturing alcohol related offenders.
- Continue to use the legislation available to tackle alcohol related disorder and antisocial behaviour, such as antisocial behaviour orders (ASBOs) and direction to leave notices.
- Continue to work with partner agencies in reducing youth alcohol related disorder through targeted enforcement, intervention and support and positive activities.

How we will measure our success

We will measure our success through the following indicators:

Indicator		Target
Number		
APACS 4.2	Percentage of people who perceive people being drunk or rowdy in public places to be a problem in their local area.	Decrease to 20.0% by March 2011
APACS 4.3	Percentage of people who perceive drug use or drug dealing to be a problem in their local area.	Decrease to 23.7% by March 2011

Ensure efficient and effective use of our people and the public's money

Every penny we get from the public must be used to deliver the best possible service to our communities and we must be able to demonstrate that clearly and openly. Cleveland Police operates in a demanding environment which calls for difficult decisions and complicated choices. The interests of the individual, the community and competing operational requirements must be balanced within the resources available to us.

The financial position beyond next year is in flux due to the relative weakness of public finances. This relative weakness will manifest itself in a reduction in the resources available to the entire public sector. The task over the next few months is to develop service models in response to the implications of potential future financial settlements. These are models which; maximise service levels within forecast resource levels and drives further value for money to ensure that we extract the maximum value from every pound we spend and demonstrate that funds are being used wisely to drive up quality and make continuous improvements.

We will support the Home Secretary's Strategic Policing Priority SPP5 -Ensure that value for money is central to the strategic vision for improving policing; that best use is made of resources in line with the policing White Paper and the Efficiency and Productivity Strategy for the Police Service, both within forces and through collaboration between forces and with the wider public sector; and that chief officers and senior leaders are visibly associated with the organisational priority.

What we will do

Value for Money Statement to be developed and inserted here prior to publication in June 2010.

How we will measure our success

We will measure our success through the following indicators:

Indicator		Target
Number		
SPI 12.1	Delivery of net cashable, efficiency and productivity gains	£2,502k cashable savings
SPI 13.1	Percentage of working hours lost due to sickness for police officers	Maintain a rate below the national average and is no higher than the 2009/10 level
SPI 13.2	Percentage of working hours lost due to sickness for police staff	

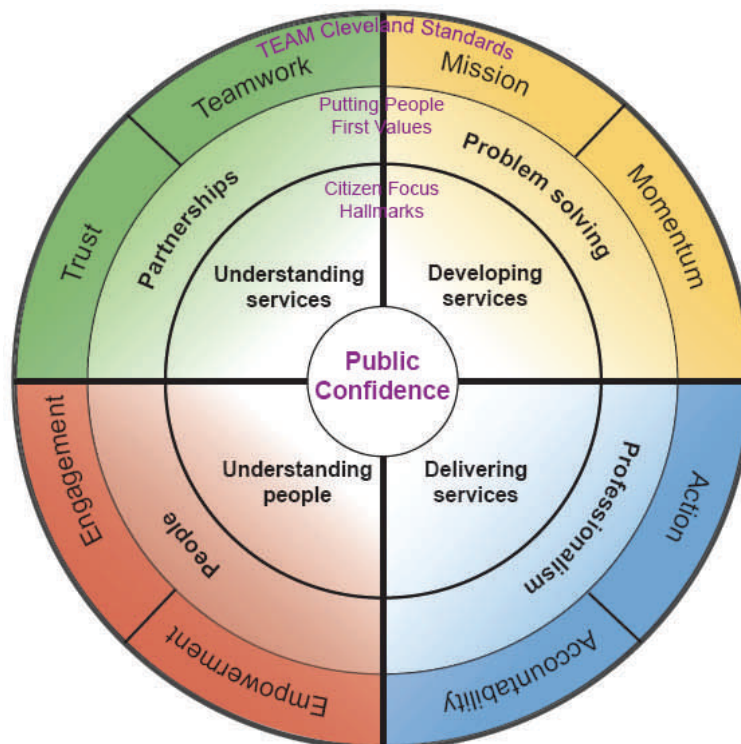
Supporting service delivery

Leadership and governance

Leadership

The whole organisation benefits from effective leadership at all levels. To excel in their roles, staff have requested empowerment within the context of clear strategic leadership. Our approach to leadership is set out in Putting People First and the TEAM Cleveland behavioural framework.

The TEAM Cleveland Standards (Trust & Teamwork, Empowerment & Engagement, Action & Accountability and Mission & Momentum) are the result of extensive consultation with Cleveland Police staff and officers. They are the key leadership standards that will help us to deliver Putting People First. The standards are supported by the TEAM Cleveland behaviours that all members of Cleveland Police are expected to demonstrate and be assessed against.



The diagram above shows how the Putting People First values and TEAM Cleveland standards link with the national Hallmarks of a Citizen Focus Service, and the focus on enhancing public confidence in the police.

Force structure

The Force is organised around the four territorial policing districts with centrally co-ordinated departments providing specialist support to ensure an efficient and effective delivery of service with a workforce that is able to meet the demands of the future. The structure of the Force is shown on the following page.



**Sean Price
Chief Constable**



**Derek Bonnard
Deputy Chief Constable**



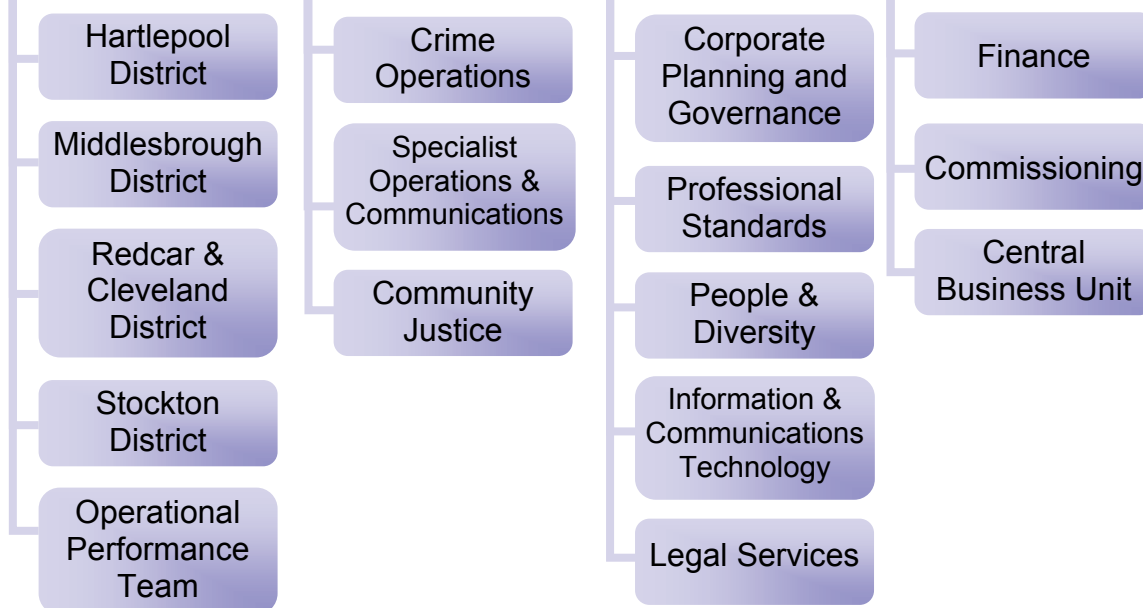
**Sean White
Assistant Chief Constable**



**David Pickard
Assistant Chief Constable**



**Ann Hall
Assistant Chief Officer**



Project I

As set out elsewhere in this Policing Plan, Cleveland Police Service, together with all public sector bodies, is facing potential unprecedented financial attrition. However, the Authority and Force are well placed to weather this storm and:

- Maintain and improve on current service levels
- Increase levels of frontline policing activity
- Deliver significant levels of cashable savings
- Protect employment opportunities for staff

Effective policing is supported by a range of back office services including ICT, control room, facilities management, human resource management, finance and administration. It is essential that these supporting functions operate effectively and provide good value for money.

Although these services have been continually improved on an incremental basis, we now have an opportunity to increase productivity on the front line through a fundamental examination and reshaping of our support structures and processes that will deliver cheaper more effective services. By the implementation of proven business standard technology, the re-engineering of processes and a programme of civilianisation, we will drive up the ability of support functions to assist frontline policing, release significant cashable and non-cashable savings and reduce the burden of bureaucracy on our Police officers.

Given the scale of changes necessary to deliver the benefits there are significant risks in attempting to deliver the necessary changes in-house. The Authority and Force are currently exploring the establishment of a private sector partnership for the transition and delivery phases of Project I. A private sector partner would provide a significantly greater level of change management expertise and familiarity with the generic business systems being proposed than could be provided in-house and could deploy skilled resources to peaks in workload during the transitional period.

This builds on our experience of successful private sector partnerships for the provision of custody services and the provision of some of our state of the art buildings.

Diversity and equality

Equality, diversity and human rights are central to providing excellent policing services. A fairer society benefits everyone and Cleveland Police has a major role to play in promoting equality and human rights and tackling discrimination. British policing has a tradition of policing with the consent and co-operation of communities. To maintain this trust and confidence it is vital that the Force reflects the communities it serves.

The Force encompasses the principles of diversity and equality in its activities through *Putting People First* Strategy and the TEAM Cleveland Behaviours. We are keen to be recognised as a force that is at the forefront of work in this area. Accordingly in recent years we have developed:

- A Single Equality Scheme that includes race, gender, transgender, religion or belief, sexual orientation, age and disability;
- An equality action plan;
- Diversity and Equality Strategy and Action Groups;
- A number of Independent Advisory Groups;
- A range of support networks.

However, to ensure that diversity and equality work within the Force remains focused on those critical activities that will make a significant difference to the achievement of a citizen focused service, an independent review was commissioned during 2009 to benchmark the Force against national good and recommended practice. As a result of the review the following priorities for action were identified:

- A review of equality structures, policies and plans to ensure that they are aligned and integrated to ensure they drive the delivery of agreed diversity & equality objectives and are focused on key risks to the delivery of those objectives;
- Developing the Equality Impact Assessment process;
- Developing an action plan to meet the requirements of the Baseline Standard of the Equality Standard for the Police Service.

Consultation and partnerships

The Authority and Force do not operate in isolation, we act in response to the needs of the community and in partnership with other agencies and forces.

Consultation

We use a variety of methods to help ensure that you have an opportunity to comment on the services we provide, these include:

- The British Crime Survey, Local Public Confidence Survey and User Surveys
- Neighbourhood and community group meetings
- Representation through local councillors
- Discussion with local businesses

The comments and views gained through our consultation activity have been used when setting local priorities for your neighbourhood and in setting the policing priorities within this plan. Actions to tackle priority areas are detailed in pages 5 to 13. The full consultation reports can be viewed on the Police Authority web pages.

The British Crime Survey (BCS), a National survey carried out on behalf of the Government, is an important source of information about levels of crime and public attitudes to crime. With data collected at police force area level, the BCS measures the amount of crime in England and Wales by asking people about crimes they have experienced in the last year, including those crimes which have not been reported to the police. The BCS is also an important source of information about other issues, such as fear of crime, people's perceptions of antisocial behaviour and attitudes towards the criminal justice system. More recently the BCS has been expanded to cover the issue of public confidence, and now provides the data used to measure and monitor progress towards the National Public Confidence Target.

In October 2009 we launched the new Local Public Confidence Survey which replaces the previous Neighbourhood Survey. The new survey is conducted, via telephone interview, amongst a random sample of residents across the Force area on a rolling monthly programme with a minimum of 200 interviews per month. It provides statistically significant information at district level and has been designed with a view to helping us to understand what it is that actually affects public confidence. We have therefore included within the survey an 'Action Alert' facility. This provides an opportunity for respondents to bring to our attention any serious concerns they may have in relation to specific issues occurring in their neighbourhood.

We are committed to improving the service provided to victims of crime and those who have contacted the police for any reason. To achieve this, we carry out User Satisfaction Surveys amongst victims of violent crime, house burglary, vehicle crime, racist incidents and people involved in road traffic accidents attended by the police. The survey is conducted via the telephone amongst a random, representative sample of victims, 6 to 12 weeks after the crime or incident was reported. The User Satisfaction Survey asks questions around the key service areas of; initial contact, the actions taken by Cleveland Police, any follow-up the victim may have received, how the victim was treated by the officers or staff involved and the service received as a whole.

For face to face consultation we use an ongoing three tier framework that includes officers at community and neighbourhood level participating in local formal and informal community forums, meetings with local councillors, representatives from the local community, businesses and other statutory partnerships and agencies and annual public meetings with the Chair of the Police Authority, Chief Constable and District Commanders.

Partnerships

Policing is a key part of wider community safety and criminal justice services provided by a number of other agencies such as the local authority, the Crown Prosecution Service, the courts and the probation service. The activities of these bodies is co-ordinated through a number of statutory partnerships including Local Strategic Partnerships (LSPs), Crime and Disorder Reduction Partnerships (CDRPs) and the Local Criminal Justice Board (LCJB).

Local Strategic Partnerships (LSPs)

LSPs bring together the council, police and fire & rescue services, community and faith groups, charity groups, businesses, schools, health bodies and more. Pooling experience and expertise, they can understand local people, places and problems. And make sure the right actions are taken and right services delivered.

The LSPs in the Force area are coterminous with local authority boundaries:

Hartlepool Partnership
Middlesbrough Partnership
Redcar & Cleveland Partnership
Stockton Renaissance

The LSPs produce community strategies, including strategies for reducing crime and antisocial behavior and are the overarching body for the crime and reduction disorder partnerships (CDRPs).

Crime and Disorder Reduction Partnerships (CDRPs)

The Crime and Disorder Reduction Partnerships (CDRPs) comprise representatives from local authorities, police force, police authority, children's trusts, drug action teams (DATs), fire services, primary care trusts, probation services, youth offending services and many other private and voluntary sector organisations.

The CDRPs are charged with undertaking annual strategic assessments and preparing a three year rolling Community Safety Plan to tackle crime, disorder and drug misuse through addressing underlying social and environmental problems that contribute to crime and antisocial behaviour. The shared priorities and objectives relating to crime and disorder are reflected in this plan and influence the strategic policing objectives of the Police Authority and Chief Constable.

The Force is represented on the CDRP by the local District Commander the four CDRPs in the Force area are coterminous with local authority boundaries:

- Safer Hartlepool Partnership
- Safer Middlesbrough Partnership
- Redcar & Cleveland Safer Stronger Communities Partnership
- Safer Stockton Partnership

Children's Trust

Cleveland Police is a member of the Children's Trust Boards in each of the four Districts. Children's Trusts are local partnerships that bring together the organisations responsible for services for young people, children and families in a shared commitment to improving children's lives and focus on a number of key priorities:

- Identifying children and young people at risk of failure or harm, and intervening early to make sure children are safe and can thrive.
- Narrowing the gap – especially in educational attainment – between vulnerable children and young people and others, while also improving the lives of all children.
- Reducing child poverty.

Local Criminal Justice Board (LCJB)

The Criminal Justice System works to prevent and deal with crime and offenders. Core activities include: protecting the public and supporting victims and witnesses; bringing offenders to justice; turning offenders away from crime; and stopping crime from happening in the first place.

Within central government, three departments are jointly responsible for the criminal justice system and its agencies. They are the:

- Home Office
- Ministry of Justice
- Attorney General's office

Closer co-ordination and co-operation between the different parts of the system is already delivering benefits, for example, in greatly reducing the number of delayed trials, increasing the speed with which persistent offenders are handled and introducing new facilities and services for victims and witnesses.

The local Criminal Justice Board brings together the chief officers of the criminal justice agencies to co-ordinate activity and share responsibility for delivering criminal justice in their area. It is made up of the heads of local police force, prison service, CPS, courts, Victim Support, Youth Offending Scheme and probation services.

Crimestoppers

Cleveland Crimestoppers works closely with the Police and media to promote the Crimestoppers' phone number through which

people can pass information about crime anonymously. Calls are not traced or recorded and no personal details of the caller are taken. This means people who pass on information will never have to give a statement or go to court. People can also pass information to the charity anonymously through their website, www.crimestopper-uk.org.



Resources

People

With over 1,700 police officers, nearly 200 Police Community Support Officers and over 800 police staff, Cleveland Police is a significant employer in the Force area. The vast majority of our budget is spent on our workforce. Our people are our biggest asset: it is through their actions that we have seen crime fall and public confidence increase.

To make a difference in our neighbourhoods and deliver the services that matter we need to continue to make the best use of our workforce, ensuring the right people are in the right place, with the right skills to meet the challenges of policing and to build public confidence. To this end we are continually reviewing our services to ensure that increasing numbers are working on the frontline to meet your needs. In recent years we have redesigned services to:

- Introduce neighbourhood policing teams
- Civilianise our custody services enabling 34 police officers to be redeployed to frontline protective services
- Establish prisoner handling teams which free up response officers to react to calls more quickly
- Set up two specialist vulnerable persons units to create a more effective service
- Introduced new shift patterns more closely aligned to patterns of demand for neighbourhood and response officers.

The challenges that we face continue to change, so it is essential that our workforce develops to meet those new threats and challenges. To do this we need to ensure we have the right balance of officers and staff, use the best support systems, give staff freedom to innovate, and continue to be highly efficient.

Project I will continue the fundamental reshaping of our services through the re-engineering of processes and a programme of civilianisation to provide the most effective mix and profile of officers and staff.

Finance

The continued success and development of policing is dependent upon a stable financial position which supports longer term planning and sustainable service delivery. The financial objectives of the Authority and Force remain unchanged and are:

- Retaining a frontline focus
- Embedding Neighbourhood Policing
- Strengthening Protective Services
- Enhancing the effectiveness of officers and staff
- Continuing to drive performance improvements
- Maintaining financial & operational resilience

There are significant uncertainties in developing a Long Term Financial Plan due to the flux caused by the relative weakness of public finances. The current 3-Year funding round ends in 2010/11. Indications are that due to the unprecedented economic conditions and consequent impact on public finances, future settlements are unlikely to be at the same level as those in the past. It is clear that an unprecedented level of cashable savings will be needed. The precise scale of the issues faced will not be known in detail until the Government commits to the next Comprehensive Spending Review.

The Authority's response to these anticipated financial pressures will need to be cognisant of issues raised in the Audit Commission's Use of Resources Assessment, HMIC's Value for Money profiles and Report Card and the recommendations of the High Level Working Group on Police Value for Money.

The Authority's strategic approach to addressing the potential pressures and maintaining financial stability is centred on:

- The delivery of Project I (see page 15 for more detail)
- The civilianisation of back office functions currently undertaken by warranted officers – this will mean an overall reduction in the number of officers and the generation of significant cashable efficiencies.
- Critically, whilst the overall numbers of officers will reduce, the front line service will be maintained and improved through collaborative projects and further business process engineering
- Improving scrutiny of all resource issues through existing Police Authority and performance management scrutiny functions

The operational activities set out in this Policing Plan are underpinned by the financial assumptions set out in the Long term Financial Plan 2010/13.

Information Communications Technology (ICT)

Information Systems Improvement Strategy (ISIS)

In 2008 the national Information Systems Improvement Strategy (ISIS) was launched. ISIS is the national, service wide strategy that will transform the way police information technology is developed, procured, implemented and managed. It will move towards the use of common, compatible standards of technology. ISIS aims to deliver:

- Joined up efficient processes and IT that enables officers to focus on policing
- Modern technology supporting officers in protecting the public
- Access for the public to police information as they need, in ways they want to access it - online or via their phone
- Re-usable investment and improved efficiency.

In Cleveland, Project I was set up to evaluate how the Authority and Force would meet the challenges and opportunities of ISIS via engagement with the private sector through a competitive dialogue process. (see page 15 for more detail)

Cleveland Universal Police Information Device (CUPID)

The Cleveland Universal Police Information Device (CUPID) project has delivered a hand held device to all front line officers that will enable them to access all the Force's main IT systems and intelligence systems from anywhere in the Force area. As well as providing remote access to intelligence and information about suspects it will also mean that officers no longer have to return to the station for the completion of records, dramatically increasing patrol time and visibility, providing an even more reassuring presence to the public.

Estate

The Authority's Asset Management Strategy sets out our approach to managing our property assets, driving better value for money and making more effective use of the estate as an enabler of cultural change in line with 'Putting People First' and the delivery of high performing police services and improved policing outcomes.

The key steps in delivering this strategy are the provision of improved Force and district headquarters buildings, supporting neighbourhood satellites and community offices. Accordingly, the Authority's estate has been significantly improved over the last 3 years and the cornerstones of this vision have been put into place:

- Action Stations PFI has delivered new district headquarters in Middlesbrough and Redcar & Cleveland, new town Police Offices in South Bank and Redcar and state of the art custody facilities for Middlesbrough, Redcar & Cleveland and Stockton.
- Hartlepool district headquarters and custody refurbishment was completed in April 2009 and brought custody facilities in Hartlepool up to the same standard as the PFI buildings. It has significantly extended the life of Hartlepool Police Station and offers a substantial degree of improvement.
- The two storey extension to Stockton district headquarters opened in 2006.
- The new Sexual Assault Referral Centre opened in 2007. Helen Britton House is accessible 24 hours a day—victims who contact the Police or seek help from health, social care and voluntary organisations can be taken to the Centre—and there will be the opportunity for people to go directly to the Centre for help or contact it by telephone on 01642 516888.
- A new Strategic Road Policing Unit opened at Wynyard Business Park in August 2009.



Environmental Strategy

Care and protection of the environment is to everyone's advantage and hence is everyone's responsibility. We have developed an Environmental Strategy which aims to minimise our environmental impact and prevent pollution wherever possible by proactively managing our natural resources, equipment and buildings to improve the quality of life for staff, residents and businesses. This five year strategy gives details of the Cleveland Police commitment to protecting the environment and the people it serves through the efficient and effective management of its resources. Its main objectives are:

- To increase efficiencies by reducing energy and resource consumption
- To reduce carbon dioxide emissions and the Force's overall carbon footprint
- To comply with the requirements of environmental legislation and approved codes of practice
- To help raise employees awareness of the impact of police activities on the environment and to encourage participation in initiatives to reduce energy and resource usage
- To increase the quality of life for people and businesses across the Force area by supporting local initiatives to protect the natural environment and to improve the safety and security of neighbourhoods and communities.

Appendix 1

Policing Priorities 2009/10

In 2009/10 the Force's policing priority was to enhance public confidence in Cleveland Police. We aimed to do this by:

- Delivering citizen focused policing to all our neighbourhoods
- Reducing crime and antisocial behaviour, and protecting our neighbourhoods
- Reducing the harm caused by drugs and alcohol
- Ensuring efficient and effective use of our people and the public's money.

Delivering citizen focused policing to all our neighbourhoods

Our pledge to you

During 2009/10, our communities received a better policing service because we maintained our promise to the public through the Policing Pledge. Our user satisfaction survey showed that 93.6% of people believe the police dealt with them fairly. The Force has a number of other measures related to the delivery of the Pledge which can be seen on our web page. The Policing Pledge acts as a 'contract with communities' and maps out a very clear commitment to delivering a first-class policing service to local communities. It states that we will:

- Treat everyone fairly with dignity and respect.
- Make sure you know your neighbourhood teams.
- Provide visible patrols when you need them most.
- Respond promptly to your messages.
- Respond quickly in an emergency.
- Answer non-emergency calls promptly.
- Arrange regular public meetings.
- Provide regular updates on crime and policing issues.
- Keep victims informed.
- Respond promptly if you are dissatisfied.

In addition to the Pledge, we support a number of initiatives and schemes with partners, these include:

Farm Watch

Farm Watch has been running since January 2009 and is a similar scheme to Neighbourhood Watch. It is a coordinated system where members can pass information to each other via the police about crime and other concerns relating to farming and rural communities. Neighbourhood policing officers were joined in the Scheme by farmers and smallholders from East Cleveland areas, as well as game keepers, estate managers, fisheries and forestry officials, colleagues from North Yorkshire Police, Redcar & Cleveland Borough Councillors.

Cuppa with a copper/brew with a bobby

Neighbourhood policing teams in Stockton and East Cleveland have arranged a series of coffee mornings throughout their wards inviting local residents to go along and meet their neighbourhood officers and discuss any concerns they may have over a cup of tea or coffee.

Desks in school scheme

Hartlepool neighbourhood policing teams have broken down barriers with young people by launching a desks in school scheme. The Scheme involves officers and Community Support Officers having a designated desk in over 30 primary schools to help them interact with young people and families. In addition the Scheme allows officers to conduct high visibility patrols within the school to build trust, whilst developing a partnership approach to safety.

Reducing crime and antisocial behaviour and protect neighbourhoods

The Cleveland area has seen a 14.2% decrease in crime over the past year. The operations performed by each of the four policing districts continue to prove successful in tackling crime and antisocial behaviour in local areas. Some of these are described below.

Operation Tornado

To increase public confidence, satisfaction and trust, the Force launched its largest operation of the year. Operation Tornado was a joint exercise with Community Safety Partnerships and involved more than 500 officers taking part in over 100 initiatives over the course of nine days. The aim was to address local problems in relation to crime, antisocial behaviour, drugs, alcohol and other local issues.

Cleveland Police and Community Safety Partnerships intensified their presence on the streets to deal directly with the local issues in communities and neighbourhoods. The operation delivered a structured period of intense policing and partnership activity in support of *Putting People First* and the local policing priorities identified by communities and neighbourhoods during 2009/10.

Operation Kinetic

Police in Stockton launched an operation to target young people involved in alcohol related antisocial behaviour. Uniformed and plain clothed officers worked throughout the districts area to identify young people causing disorder by their antisocial behaviour.

The revised 'Directions to Leave' legislation allows officers to take young people, from the age of 10, involved in disorder back to their home address for their own safety and to inform their parents of their behaviour. Officers also passed any details they recorded to Stockton Borough Council; in order for their antisocial behaviour team to take appropriate action.

Operation Sabre

Operation Sabre is a high profile, coordinated and intelligence-led campaign, aimed at reducing crime and disorder across the Force area. It involves partners from other agencies in order to make full use of all the Community Safety Partnership's resources. In addition to reducing crime and disorder, the operation aims to make considerable impact on the fear of crime and, in doing so; improve public reassurance and confidence in Cleveland Police.

Operation Scrooge

Operation Scrooge is an annual operation carried out by Redcar's neighbourhood policing teams, Redcar & Cleveland Borough Council and the Town Centre Manager to tackle the threat of crime such as thefts from shoppers, vehicles and shops. The operation celebrated another year of success in their Christmas retail crime initiative whereby Redcar achieved a 32% reduction in theft from shops and a 71% reduction in theft from the shoppers themselves.

Operation Anvil

Operation Anvil was set up to prevent, detect and disrupt crime patterns in the Whinney Banks area of Middlesbrough. The joint operation between Middlesbrough Council, Middlesbrough neighbourhood policing teams and local authority teams aimed to ensure everyone was working towards the same objectives. The operation involved the local community in an attempt to drive down crime in their area and improve the quality of life for people.

Operation Wire

Operation Wire involved Cleveland Police officers in Southbank, Grangetown, Teesville and Greater Eston clamping down on antisocial behaviour and criminal damage. It relied heavily on intelligence from the community to help officers to target areas where antisocial behaviour and the illegal use of off-road motorcycles had been blighting communities and neighbourhoods. Officers wore 'headcams' for evidence gathering whilst taking part in regular high visibility patrols and were supported by the Force's Off-Road Motorcycle Section, PCSOs and the Special Constabulary.

Ward surgeries were used as information sharing forums and progress was updated regularly to all attendees. Specific action was also taken to support those that had placed repeat calls for assistance.

During the operation, one arrest was made and a number of motorcycle riders were summonsed to appear in court; others were given prohibition notices. Alcohol was confiscated throughout the operation and anyone involved in disorder was issued antisocial behaviour forms so that their behaviour could be monitored.

Operation Tarrant

Operation Tarrant was carried out by Middlesbrough neighbourhood policing teams, and resulted in a 23% reduction in commercial burglaries compared to the same period the previous year. The first stage of the operation included the majority of businesses within the town centre undergoing a security 'health check' to point out any potential weaknesses in the security of their business premises.

The second stage involved high visibility and covert patrols, with officers working on foot, in cars and on bikes in a bid to reduce thefts and burglaries. The officers were supported by specialist crime analysts, who provided intelligence on people suspected of being involved in retail crime and information on emerging trends; in order to direct resources to key locations or individuals.

Child sex offender review pilot

The Safeguarding Children Arrangements involve a number of agencies working together to promote children's welfare and help protect children from abuse and neglect. The police already disclose information about registered sex offenders in a controlled way and to a variety of people including head teachers, leisure centre managers, employers and landlords, as well as parents.

Cleveland Police was a 'pilot' for this new scheme; which allows parents, carers or guardians to apply for information about individuals, who have regular contact with their children, in order to check if they are registered sex offenders.

The aim of the scheme is to enhance the child protection measures that are already in place. Under the Multi-Agency Public Protection Arrangements (MAPPA), or under the Safeguarding Children Arrangements, information is disclosed to an individual or group where it is felt necessary or proportionate to protect children from crime. MAPPA is the process through which the police, probation and prison services work together with other agencies to manage the risks posed by violent and sexual offenders living in the community in order to protect the public.

Following the success of the pilot a further eight forces are taking part and there are plans to roll-out the scheme to all forces in England and Wales by Spring 2011.

Reducing the harm caused by drugs and alcohol

Cleveland alcohol arrest referral scheme

The Alcohol Arrest Referral Scheme is a pilot running from Cleveland Police custody suites and has been praised by the former Home Secretary Alan Johnson, who visited the scheme in Middlesbrough and said: *"The success of the scheme in the Cleveland Police area is evident from the interventions being delivered and the results coming through. Given the clear link between alcohol and disorder, projects like this are really important. It was interesting to see first hand how the scheme works and meet those directly involved in delivering the service, as well as some of the people whose lives have been transformed by it."*

The overriding aim of the Scheme is to enable positive change with the consequence being a reduction on future re-offending. By November 2009 the Alcohol Arrest Referral Scheme had produced over 1,700 referrals. The success of the Scheme has led to a dedicated 24/7 helpline managed by the charity *Addaction*. This allows members of the public, professionals and service users to have access to support and advice for drugs and alcohol issues.

Operation Hammer

During a two month operation officers in the Eston and Teesville areas of Redcar & Cleveland's police district carried out over 140 stop checks. This resulted in over 100 containers of alcohol being seized from young people; one off-licence owner being issued a warning about selling alcohol to underage youths and one woman being banned from buying alcohol to pass on to youths. During the operation the area saw a 51% reduction in criminal damage compared to the same period the previous year. Continuing the crackdown into the next month resulted in a further 135 stop checks and eight antisocial behaviour forms issued.

Operation Staysafe

Operation Staysafe involved Hartlepool officers working with young people in the local area to ensure they are socialising in a safe and respectable manner and not underage drinking or behaving antisocially. Neighbourhood policing patrols monitored activity in the local area and if young people were found to be drinking on the streets or causing a problem they were taken to a designated reception centre where a range of staff from Children's Services were on hand to engage with them about their behaviour, until a responsible adult could collect them.

On a typical Friday night in Hartlepool, four young people were found to be in possession of alcohol and taken to their nearest reception centre by Neighbourhood policing teams. 27 units of alcohol were seized and disposed of and over 30 other young people were spoken to as part of the operation

Operation PiPSOL

Operation PiPSOL (Patrols in Public Spaces and Off-Licences) has been developed to support the Youth Crime Action Plan and to encourage the lawful use of parks and open spaces in Hartlepool and to break down barriers with young people. The operation also focuses on the sale of alcohol by off-licences to underage people and those who buy alcohol for people who are underage. In the first two weeks of the operation officers had completed 96 'Street Encounters'; visited 49 off-licences; served 27 antisocial behaviour forms and seized over 250 units of alcohol. A penalty notice for disorder was also issued to an 18 year old male who purchased alcohol from an off-licence for an underage female.

Operation Kiev

Operation Kiev investigated drug dealing networks in the Cleveland area. The investigation was conducted by Cleveland Police Organised Crime Unit, working in partnership with Kent Police's Serious Organised Crime Agencies and lawyers from the Crown Prosecution Service, to ensure the case could be put before the courts. Throughout the 12 month investigation, Cleveland Police recovered:

- 24 kgs of amphetamines
- 750g of crack cocaine
- 336g of powder cocaine and
- 300 ecstasy tablets.

The total street value of drugs recovered was over £3.2 million; £48,000 in cash was also seized. Overall, in Kent and Cleveland, 18 people received more than 70 years in prison sentences as a result of the operation.

Operation Basar

Middlesbrough's operation Basar was a series of raids on premises believed to be involved in the cultivation of drugs, five of the high profile raids resulted in Cleveland officers seizing over £1.5 million in cash. During the operation 18 people were arrested and in total jail terms in excess of 54 years were secured for 10 of the people involved.

Ensuring efficient and effective use of our people and the public's money

The Force is acutely aware of the financial pressures it faces and has been working pro-actively to solve the problems that may arise in the next few years. We have a number of on-going initiatives and activities as part of our transformation programme, these include:

Project I

Cleveland Police like most public sector organisations faces considerable financial pressures over the next few years. Partnership working is a vital part of modern policing and we believe that by outsourcing our back-office services we can improve services and protect our peoples' future. Following a two year process, the Authority awarded a 10 year £175 million contract to 'Steria' – our preferred bidder. Working with the Force and Authority they will use their expertise and experience to help us re-engineer our back-office services and introduce new technologies.

Major points of the partnership include:

- £50m of savings over the ten years of the contract to help protect front-line policing.
- A guarantee for the full 10 years of the contract, protecting current terms, conditions and pension rights plus a guarantee of no compulsory redundancies for all transferring staff (in total around 470 people)
- 999 calls will continue to be handled from the Force control room, which will remain at Force headquarters with responses to calls remaining under the control of the Force.
- Steria will set up a shared service centre in the area with the prospect of further job creation.

From October 2010, a programme of over 40 separate projects begins, some of these are enabling projects which prepare the Force for the future; others will introduce new applications and systems. An example of the new applications includes things such as a new finance, HR and procurement system. These changes, along with new processes, will improve efficiency in both back-office and front-line services and will allow the release of police officers currently performing back-office roles back to front-line duties.

Cupid

Cleveland Universal Police Information Device (CUPID) is a handheld computer system which allows officers and Police Community Support Officers to access computer systems while out on the beat. Officers can access the Police National Computer; submit intelligence, record crimes and fill out street encounter forms without the need for unnecessary paperwork. The use of CUPID has proved successful both in terms of officer visibility on the streets and improving efficiency for the Force. The device aims to contribute to the commitment of the National Policing Pledge for officers to spend 80% of their time working in their neighbourhoods, tackling local priorities. It also helps reduce unnecessary bureaucracy and improve efficiency while also contributing to raising public confidence in the police.

Air operations unit

In April 2009 Cleveland Police set up its own dedicated Air Operations Unit. With financial support from the Home Office and Cleveland Police Authority the Force was able to purchase a helicopter to cover the Cleveland Police Area. The Eurocopter takes just 12 minutes to search an area that would take 454 hours for officers on the ground. It is equipped with thermal imaging cameras, it can provide video footage, direct officers and other emergency services, provide evidence around vehicle pursuits and can also be used to transport people with life threatening injuries to hospital when the air ambulance is unavailable.

Vulnerability unit

On the 13th of July 2009 Cleveland Police launched the Crime Departments, Vulnerability Unit. The Unit covers the North and the South of the Force area, each having dedicated officers and staff specially trained to deal with domestic abuse, child abuse investigations and vulnerable adult abuse investigations. The units have been set up to put Cleveland Police in a position to provide an even more effective, improved service and to protect and support all vulnerable people. The Vulnerability Unit aims to increase convictions and prosecutions against offenders and to also reduce the number of crimes being committed. Cleveland Police already does much to protect vulnerable people with initiatives such as the regional 'Choice' helpline and work carried out in relation to honour-based violence.

Commissioning award

Cleveland Police's Commissioning Department received a prestigious national award after cutting costs of £600,000 in just six months. The 'Best Use of Technology' award was presented at the National Conference of the Association of Police Procurement and Contract Professionals. The award follows a transformation programme that was undertaken to support front-line services and deliver value for money. As a result the Department undertakes a best practice approach that is used by many private sector and some leading public sector organisations.

Inspections and Audits

To ensure that we continue to provide a high quality of service we are subject to a number of inspections and audits throughout the year. During 2009/10 the HMIC published 'Police Report Cards' for all the 43 police forces in England and Wales

The report card covers four headings:

- Local crime and policing
- Protection from serious harm
- Confidence and satisfaction
- Value for money (not graded).

Cleveland was one of only four forces to receive a 'Good' grade in all three of the graded domains. Our report was very positive with Her Majesty's Inspector of Constabulary for Cleveland, saying: "*Cleveland is one of the top performing forces in the country in terms of public confidence in the police and in the way it handles calls from the public.*"

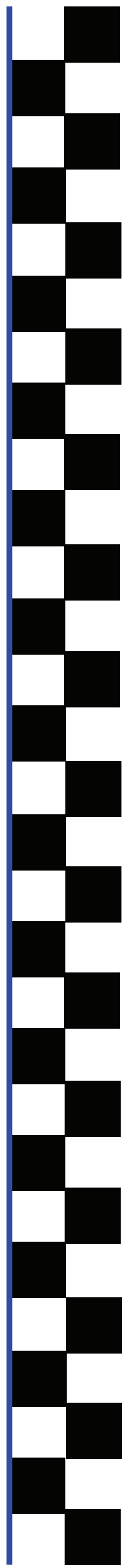
The Report Card was designed to provide the public with easily understandable Information about their risk from crime and antisocial behaviour, the performance of their local police force and how much it costs them. The Police Report Card will be refreshed on a yearly basis and can be viewed at the HMIC website: www.hmic.gov.uk/PoliceReportCard

In addition to the grades and commentary on performance, the Report Card also contains a number of areas for improvement, which will be considered and incorporated into Force action plans as part of our business planning process. They include recommendations to:

- Improve support and information for victims of crime
- Improve the way in which we deal with reports of dissatisfaction
- Improve the recovery of assets seized from criminals
- Deal with drug abuse, notably crack cocaine and heroin
- Improve attendance to incidents relating to local priorities and vulnerable and ups callers.

Audit

Auditors report on the final accounts and internal audit. The results of audits are presented to the Police Authority's Performance and Audit Panel and are published on their website at www.clevelandpa.org.uk



2009-10 PERFORMANCE OVERVIEW

Over the previous finance year the Force achieved some exceptional results in reducing crime and increasing sanction detections. We have reduced crime by 14.2% and increased our detection rates to 39.8%. These results are summarised below.

Recorded Crime Performance 2008/09

The table below shows recorded crime from April 2009 to March 2010.

RECORDED CRIME	Financial Year (April - March)			
	2009-10	2008-09	Change	%Change
Violence	9360	10683	-1323	-12.40%
Robbery	286	404	-118	-29.20%
Sexual	595	566	29	5.10%
House burglary	2460	2909	-449	-15.40%
Other burglary	3082	3266	-184	-5.60%
Theft of motor vehicle/Taken Without Consent (TWOC)	1168	1588	-420	-26.40%
Theft from motor vehicle	2483	3082	-599	-19.40%
Vehicle interference	437	554	-117	-21.10%
Other theft	11513	13697	-2184	-15.90%
Criminal damage	11183	13746	-2563	-18.60%
Forgery and fraud	807	905	-98	-10.80%
Drugs	2972	2636	366	12.70%
Other crime	906	1056	-150	-14.20%
TOTAL	47252	55092	-7840	-14.20%
<i>Violent crime</i>	10241	11653	-1412	-12.10%
<i>Vehicle crime</i>	3651	4670	-1019	-21.80%
<i>Acquisitive crime</i>	6397	7983	-1586	-19.90%

The Performance Framework

Assessment of Policing and Community Safety (APACS)

ORGANISATIONAL MANAGEMENT				
Indicator Number		Performance 2007-08	Performance 2008-09	Performance 2009-10
SPI 3.1	Proportion of police recruits from minority ethnic groups compared to proportion of people from minority ethnic groups in economically active population	0.00%	3.17%	0.00%
SPI 3.2	Percentage of female officer strength	20.68%	20.89%	20.92%
SPI 12.1	Delivery of cashable and non-cashable efficiency targets	Not available.	Not available.	-
SPI 13.1	Percentage of police officer working hours lost due to sickness	3.46%	3.25%	2.67%
SPI 13.2	Percentage of police staff working hours lost due to sickness	4.71%	4.43%	3.79%

PROMOTING SAFETY				
Indicator Number		Performance 2007-08	Performance 2008-09	Performance 2009-10
SPI 4.1	Perception of antisocial behaviour	18.20%	20.5%	18.55% (Dec 2009)
SPI 4.2	Perception of drunk/rowdy behaviour	26.00%	27.7%	25.04% (Dec 2009)
SPI 4.3	Perception of local drug use/drug dealing	28.60%	36.1%	31.88% (Dec 2009)
SPI 7.1 (i)	Arson and deliberate fire (Primary)	Not available.	Not available.	Not available
SPI 7.1 (ii)	Arson and deliberate fire (Secondary)	Not available.	Not available.	Not available
SPI 9.1 (i)	Number of people killed in under 30 days or seriously injured in road traffic collisions	192.00	192.00	181
SPI 9.1 (ii)	As above, per 100 million vehicle km travelled	4.20	4.20	3.96
LPI 1	Antisocial behaviour rate	116.07	115.61	112.30

SERIOUS CRIME AND PROTECTION

Indicator Number		Performance 2007-08	Performance 2008-09	Performance 2009-10
SPI 5.1	Serious violent crime per 1000 population	0.66	0.57	0.58
LPI 2	Serious violent crime detection rate	52.75	51.27%	56.54%
SPI 5.4	Domestic homicide rate	0.01	0.00	0.01
SPI 5.5	Gun crime rate	0.06	0.09	0.06
SPI 5.6 (NI 28) (PSA)	Serious knife crime rate	0.31	0.37	0.41
SPI 6.1 (i)	Number of serious violent offences brought to justice	121.00	155	153
SPI 6.1 (ii)	Percentage of serious violent offences brought to justice	33.24%	47.17%	45.35% (Dec 09)
SPI 6.4 (i)	Number of serious sex offences brought to justice	184.00	236	173
SPI 6.4 (ii)	Percentage of serious sex offences brought to justice	43.40%	55.2%	50.49% (Dec 09)
SPI 8.1	Asset recovery	Not available.	Not available.	Not available

TACKLING CRIME

Indicator Number		Performance 2007-08	Performance 2008-09	Performance 2009-10
LPI 3	Total recorded crime per 1000 population	120.55	98.44	84.08
SPI 5.2 (NI 16) (PSA 23)	Serious acquisitive crime per 1000 population	18.44	14.26	11.38
KDI 1	House burglaries per 1000 households	15.30	12.54	10.27
KDI 2	Vehicle crime per 1000 population	11.12	8.34	6.5
KDI 3	Robberies per 1000 population	0.90	0.72	0.51
SPI 5.3	Assault with less serious injury per 1000 population	9.17	8.23	7.85
LPI 4	Domestic abuse enforcement	33.16%	28.78%	24.18%
LPI 5	Overall sanction detection rate	33.16%	37.64%	39.79%
LPI 6	Percentage of serious acquisitive crime resulting in a sanction detection	15.40%	20.23%	19.5%
LPI 7	Percentage of domestic burglary resulting in a sanctioned detection	16.88%	21.76%	18.9%
LPI 8	Percentage of vehicle crimes resulting in a sanctioned detection	13.71%	19.4%	18.8%

LPI 9	Percentage of robberies resulting in a sanctioned detection	25.65%	31.93%	32.9%
LPI 10	Other theft per 1000 population	29.24	24.47	20.49
LPI 11	Criminal damage per 1000 population	31.73	24.56	19.9
LPI 12	Assault without injury per 1000 population	6.14	5.27	4.05
LPI 13	Percentage of other theft resulting in a sanctioned detection	32.96%	40.31%	43.70%
LPI 14	Percentage of criminal damage resulting in a sanctioned detection	14.66%	17.10%	18.20%
LPI 15	Percentage of assault without injury resulting in a sanctioned detection	48.59%	50.36%	45.70
SPI 6.3	Percentage of racially or religiously aggravated offences resulting in sanction detection	46.92%	46.88%	56.99%
SPI 6.2 (i)	Number of serious acquisitive offences brought to justice	1272.00	1556	1404
SPI 6.2 (ii)	Percentage of serious acquisitive offences brought to justice	12.48%	19.50%	20.70% (Dec 2009)
SPI 10.1	Prolific and priority offender re-offending rate	Not available.	Not available.	Not available.
SPI 11.1	Adult re-offending rate	Not available.	-2.06%	-3.01% (Dec 2009)
SPI 11.2	Youth re-offending rate	Not available.	1.44	1.39% (Dec 2009)
SPI 11.3	First time youth offending	Not available.	2110	Not available
SPI	Race equality in criminal justice	Not available.	Not available.	Not available

Appendix 2

Get Involved!

Special Constabulary

The Special Constabulary is made from volunteers from our local communities. Special constables have full policing powers and perform police duties under the supervision of, and supported by regular officers. If you want to assist in making your community a safer place to live and work then we would like to hear from you. For an informal chat and/or an application pack telephone: **01642 301784** or email your name address and contact telephone number to : specials.recruiting@cleveland.pnn.police.uk.

Independent Custody Visitors

Independent Custody Visitors monitor the welfare of people detained in police custody and report on custody conditions. If you would like to find out more about becoming an independent custody visitor please contact Cleveland Police Authority on **01642 301467** or visit www.icva.org.uk

Volunteers

Cleveland Police Volunteers make a valuable contribution to the safety and security of our communities. They also provide the Force with additional skills, knowledge and resources, allowing police officers to spend more time doing what they do best – patrolling the streets. If you have approximately four hours a week to spare and want to make a difference please telephone the Volunteer Management Team on **01642 301784** or email your name address and contact telephone number to volunteers@cleveland.pnn.police.uk and we will send you an information and application pack. You can also refer to the volunteer section of the Cleveland Police website at www.cleveland.police.uk.

Cadets

The Cleveland Police Cadet Scheme provides an opportunity for 13 to 17 year olds to gain knowledge and experience, which can benefit them as individuals, as well as making a genuine contribution to their local communities. To find out more you can telephone the Force Cadet Programme Manager on **0845 271 3883** or refer to the cadet section on either the Cleveland Police website at www.cleveland.police.uk or the Safe in Tees Valley website at www.safeinteesvalley.org.

Independent Advisory Groups

Independent Advisory Groups (IAGs) help criminal justice agencies understand the needs of their diverse communities. Members of the IAG have an interest in improving policing services and bring knowledge and experience of, for example, minority ethnic groups, lesbian, gay, bisexual and transgender communities, those with physical and learning disabilities, gypsies and travellers, faith communities, refugees and asylum seekers.

Neighbourhood Watch

Neighbourhood Watch is the most effective example of the community working together to prevent crime, reduce the fear of crime and improve quality of life. If you do not have a neighbourhood watch scheme in your area, you can set one up. Visit www.neighbourhoodwatch.net and request an information pack. Details of local neighbourhood watch schemes can be found by contacting the Force neighbourhood watch coordinators (Contact details can be found at Appendix 3).

Appendix 3

Contact Us

Cleveland Police Headquarters

Police Headquarters

tel. 01642 326326

PO Box 70

Ladgate Lane

Middlesbrough

TS8 9EH

web. www.cleveland.police.uk

Hartlepool District Headquarters

Open to the public 24 hours every day

tel. 01429 302126

Hartlepool Police Station

Avenue Road

Hartlepool

TS24 8AJ

Hartlepool Neighbourhood Policing

tel. 01429 235811

Neighbourhood watch co-ordinator

tel. 01429 302562

Middlesbrough District Headquarters

Open to the public 24 hours every day

tel. 01642 303126

Middlesbrough Police Headquarters

Bridge Street West

Middlehaven

Middlesbrough

TS2 1AB

Middlesbrough Neighbourhood Policing

tel. 01642 302900

Neighbourhood watch co-ordinator

tel. 01642 303199

Redcar and Cleveland District Headquarters

Open to the public 24 hours every day

tel. 01642 302626

Redcar and Cleveland Headquarters

Troisdorf Way

Kirkleatham Business Park

Redcar

TS10 5AP

Redcar and Cleveland Neighbourhood Policing

tel. 01642 302929

Neighbourhood watch co-ordinator

tel. 01642 302629

Stockton District Headquarters

Open to the public 24 hours every day

tel. 01642 302930

Stockton Police Headquarters

Thistle Green

Stockton-on-Tees

TS18 1TZ

Stockton Neighbourhood Policing

tel. 01642 302930

Neighbourhood watch co-ordinator

tel. 01642 302341

Appendix 4

Police Authority Membership (as at February 2010)

Dave McLuckie

Chair of the Police Authority
Ex Officio on all Panels
Appointed: 14/06/07 – 13/06/11

Labour Councillor appointed by Redcar & Cleveland Council and Chair of the Police Authority

dmcluckie@clevelandpa.org.uk

Peter Race MBE **Vice Chair**

Ex Officio on all Panels
Appointed 28/06/08 – 27/06/12

Peter was re-appointed as an Independent Member for Cleveland Police Authority in June 2008 after serving on the Authority since 2004. In March 2009 Peter was elected as Vice Chair for the Authority.

prace@clevelandpa.org.uk

Caroline Barker

Audit & Internal Control Panel
Professional Standards Panel
Appointed: 14/06/07 – 13/06/11

Liberal Democrat Councillor appointed by Hartlepool Council. Caroline is a member of the Safer Hartlepool Partnership

cbarker@clevelandpa.org.uk

Barry Coppinger

Operational Policing Panel (Chair)
Policy & Resources Panel
Audit & Internal Control Panel
Leadership Panel
Appointed: 14/06/07 – 13/06/11

Labour Councillor appointed by Middlesbrough Council. Barry is an executive member for community Protection and a member of the Safer Middlesbrough Partnership

bcoppinger@clevelandpa.org.uk

Mary Lanigan

Professional Standards Panel (Vice Chair)
Operational Policing Panel
Policy & Resources Panel
Appointed: 14/06/07 – 16/06/11

Independent Councillor appointed by Redcar & Cleveland Council. Member of the Redcar & Cleveland Children's Trust Board and Redcar & Cleveland Community Safety Partnership. mlanigan@clevelandpa.org.uk

Hazel Pearson OBE

Operational Policing Panel
Policy & Resources (Vice Chair)
Professional Standards
Appointed 14/06/07 – 13/06/11

Conservative Councillor appointed by Middlesbrough Council. Hazel is a member of the Middlesbrough Children's Trust Board.

hpearson@clevelandpa.org.uk

Paul Kirton

Policy & Resources
Appointed: 14/06/07 – 13/06/11

Labour Councillor appointed by Stockton Council Paul was appointed as Mayor of Stockton in April 2009

pkirton@clevelandpa.org.uk

Ron Lowes

Audit & Internal Control Panel
Appointed: 14/06/07 – 13/06/11

Independent Councillor Member appointed by Middlesbrough Council.

rlowes@clevelandpa.org.uk

Joe McCarthy is the Chief Executive of the Police Authority,
joe.mccarthy@cleveland.pnn.police.uk
Cleveland Police Authority FREEPOST NEA3893 Middlesbrough TS8 9BR

Ted Cox JP

Policy & Resources
Professional Standards Panel (Chair)

Ted's responsibilities are ensuring compliance with the processes for investigating complaints against Police and monitoring the implementation of recommendations made in reports of the Independent Police Complaints Commission.

tcox@cleveland.pa.org.uk

Victor Tumilty

Operational Policing Panel
Policy & Resources
Audit & Internal Control Panel

Independent Councillor appointed by Hartlepool Council. Victor is a member of the Hartlepool Children's Trust Board

vtumilty@clevelandpa.org.uk

Aslam Hanif

Operational Policing Panel
Policy & Resources Panel
(Chair)
Professional Standards Panel
Appointed 8/05/08 – 7/05/10

Independent Police authority Member

ahanif@clevelandpa.org.uk

Chris Coombs

Operational Policing Panel
Policy & Resources
Audit & Internal Control Panel
Appointed: 1/08/07 – 31/03/11

Chris joined Cleveland Police Authority in 1999 as a Councillor Member and in 2008 was appointed as an Independent Member. Member of the Safer Stockton Partnership.

ccoombs@clevelandpa.org.uk

Stephen Wallace

Operational Policing Panel (Vice Chair)
Audit & Internal Control Panel
Professional Standards Panel
Appointed: 14/06/07 – 13/06/11

Labour Councillor appointed by Hartlepool Council

swallace@clevelandpa.org.uk

Mike McGrory JP

Audit & Internal Control Panel
(Chair)
Professional Standards Panel
Leadership Panel
Appointed: 12/02/07 – 30/09/12

Mike has been a Magistrate on the Teesside bench since 1988 and also sits in the Family Proceedings Court.

mmcgrory@clevelandpa.org.uk

Peter Hadfield

Audit & Internal Control Panel
(Vice Chair)
Professional Standards Panel
Appointed: 1/10/08 – 30/09/12

Independent Police Authority Member

phadfield@clevelandpa.org.uk

Pamela Andrews-Mawer

Operational Policing Panel
Policy & Resources
Leadership Panel
Appointed: 1/04/07 – 31/03/11

Independent member of Cleveland Police Authority appointed in 1999. Trained Police Recruitment Assessor and Police Tribunals member. Board of Cleveland Crimestoppers, member and represents CPA on Stockton's Children's Trust Board

pandrewsmawer@clevelandpa.org.uk

Your Police Authority



1 is an independent body of 17 local people including councillors, one magistrate and members of the public.



2 sets annual objectives and targets based on consultation with local people for the police to deliver in the year ahead.



3 manages the police budget and consults with local councils before setting the police part of the council tax.



4 appoints the Chief Constable and senior police officers.



5 monitors police performance including value for money and holds the Chief Constable to account on behalf of the community.



6 checks that the Chief Constable delivers a police service which balances both national strategic priorities with the concerns of local people.



7 ensures that citizens have a say in how they are policed.



8 monitors complaints against the police and the treatment of people in police cells.



9 promotes equality and good relations between different groups of people. As part of this, it ensures people know their rights if they are stopped or searched by the police.



10 makes sure the police service does everything it can to keep improving policing for your community.