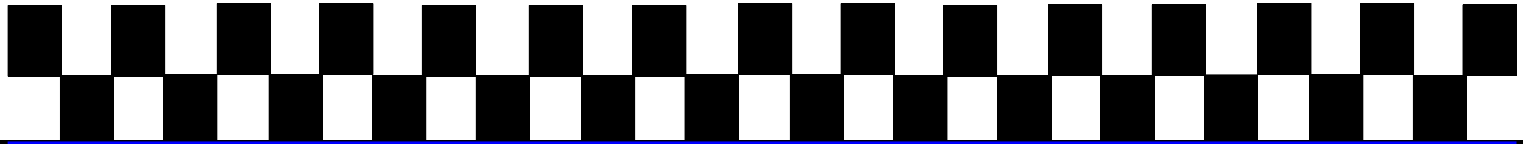




Cleveland  
Police Authority



CLEVELAND  
**POLICE**  
*Putting People First*



# **Policing Plan**

## **2011 to 2014**

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**People**

**Professionalism**

**Problem Solving**

**Partnerships**

**Putting People First**



# Putting People First Commitment



## People

Clear standards of expected service and conduct will ensure that we treat everyone fairly, with dignity and respect, and that we provide you with the best possible service. **We will** provide our staff with inspirational leadership and a clear vision and purpose in policing.

## Professionalism

**We will** respond promptly when you contact us and let you know what you can expect from us. **We will** be highly visible and keep you informed of what is happening. **We will** invest in the development of our staff, their training, skills and equipment, to ensure that we meet the challenges of the future. **We will** ensure efficient and effective use of our people and the public's money.

## Problem Solving

**We will** find long-term solutions to difficulties in your neighbourhood, with a focus upon identifying and tackling the root causes through developing the problem solving and partnership working skills of our staff. **We will** respond promptly if you are dissatisfied in any way with our service.

## Partnerships

**We will** work with you and our partner agencies, through our highly skilled neighbourhood policing teams, holding regular meetings and listening to your needs to make our neighbourhoods safer places.

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The Policing Plan is an important document. It sets out the strategic vision for policing in the Cleveland Police area over the next three years. The Performance section includes the Authority and Chief Constable's Annual Report. This Policing Plan sets out how we will turn our aspirations into reality. It is produced on a three-year rolling basis and submitted to the Home Office for their approval and scrutiny.

Copies of this Policing Plan are available on the Cleveland Police website at [www.cleveland.police.uk](http://www.cleveland.police.uk). If you require a copy in an alternative language or format please call the Planning & Development Officer, Corporate Planning & Governance on 01642 326326.

# Introduction to Cleveland Police Authority



## A message from the Chair of the Police Authority Peter Race MBE

Every year we produce an updated Policing Plan setting out our priorities for the coming three years. This time we are facing a very different outlook than past years - a future which raises very serious issues for the Force, the Authority and, above all, the communities we serve.

The most significant difference is, of course, the financial challenges faced by all parts of the public sector as we move into the 'age of austerity.' The implications for policing in Cleveland are stark - over the next two years we face a real terms reduction of £17m in funding from central government and by the end of four years our funding will have been reduced by 20% or more.

It would be dishonest to pretend that we can deliver spending reductions on this scale without an impact on services, but what I can assure you, on behalf of the Authority and the Chief Constable and his team, is that one thing will remain unchanged - our commitment to do everything possible to maintain the front-line services which protect people on their streets and in their homes.

Delivering that objective will involve significant changes across all parts of our operation - and indeed we have already begun making those changes, for example through our agreements with private sector partners for delivering support services ...the most ambitious exercise of its kind in the country.

The second major challenge we face is the proposals being put forward by the Coalition Government for major administrative changes in the way the police service is run. Under the Police Reform and Social Responsibility Bill it is proposed that Police Authorities will be replaced in 2012 by elected Police and Crime Commissioners and Police and Crime Panels. As an Authority we are united in our belief that these proposals will not assist in the delivery of an improved policing service for the people of Cleveland - and that, at a time when resources must be concentrated on protecting front-line service, the costs and upheaval of implementing the proposed changes cannot be justified.

It cannot be argued that the current system has not delivered - working together, the Force and Authority have delivered major improvements over recent years ...underlined by the fact that in 2010-11 once again crime was reduced to an all-time low, down by 9% on the previous year and we continue to deliver one of the highest levels of public confidence in the country. We do not believe there is a valid case for change, especially at such a difficult period.

I would like to pay tribute to everyone who has played a part in the progress we have made - the Chief Constable, his officers and staff, Authority members and staff, our many different partners ...and above all the public of Cleveland, who I know support and value their local police service.

We want you to contribute to shaping the future of the service, letting us know how you would like it to develop in the future. You can write to me, access our website at [www.clevelandpa.org.uk](http://www.clevelandpa.org.uk), take part in the consultation surveys and events we organise, and also attend your local neighbourhood policing meetings.

## **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](http://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.

# 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.'**



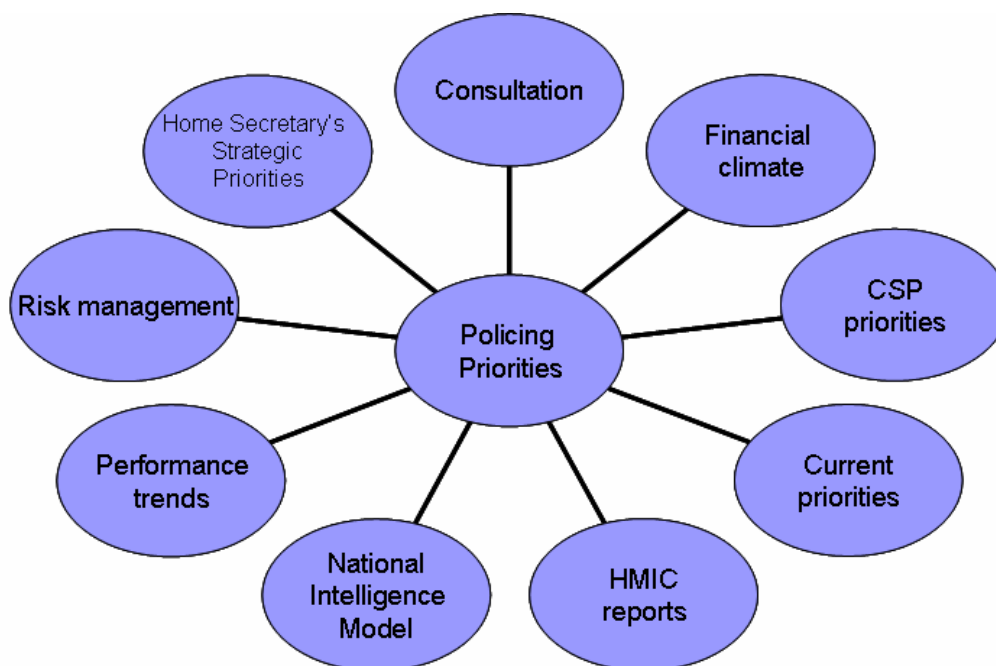
A handwritten signature in white ink, appearing to read 'Sean Price'.

Sean Price  
Chief Constable

# Our policing priorities

We have set out, on the page opposite, our vision of the excellent service that we aspire to deliver by 2014. Delivering that vision means that we must continuously review and improve what we do to ensure that we remain one of the leading forces in the country.

The Force and the Authority review their policing priorities every year to ensure that they remain relevant and that they reflect the needs of our communities. Part of this is taking into account other influencing factors, as shown below.



The comments and views gained through our public consultation activity are used when setting policing priorities for your neighbourhood and in setting the Force policing priorities within this plan. Our local consultation activities continue to highlight antisocial behaviour and crime issues as priorities for members of the public. In addition to feedback from public consultation, we have taken cognisance of other influences as shown above including our vision, government policy and the aspirations of our partner agencies and from these we have identified our areas for improvement.

We will continue to deliver Putting People First by making progress in the priority areas that matter to you:

- **Reducing crime**
- **Reducing antisocial behaviour**
- **Keeping you safe**
- **Delivering value for 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 to help focus the Authority and Force on the actions necessary to drive performance improvement in these important areas. The targets provide goals for us to strive towards and enable the Force, Authority and you to assess how well we are performing.



## Reducing crime

Reducing crime and the fear of crime continues to be a priority both for Cleveland Police and for the government. In June 2010 the newly appointed Home Secretary, in a speech to police leaders said *“I couldn’t be any clearer about your mission: it isn’t a thirty-point plan; it is to cut crime. No more, and no less”*. Consultation has shown that members of the public believe that the Force should allocate significant proportions of our resources to the investigation of local and serious and organised crime (PA budget consultation 2010). Crimes such as drugs and criminal damage continue to be identified as priorities for individual neighbourhoods.

In recent years the Force has been amongst the most successful in the country and crime is at its lowest level in the history of Cleveland Police. Our approach to reducing crime continues to 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.

The most frequently recorded crimes are other theft (eg. shoplifting, criminal damage) and violence, in which the use and misuse of alcohol and drugs remain significant influencing factors. We are committed to reducing the effects of these and other crimes on our neighbourhoods, communities and individuals.

We will continue to prevent, reduce and tackle both serious and volume crime, in order to ensure that fewer people’s lives are blighted by crime. We aim to reduce overall crime in line with the Home Secretary’s objective, and will achieve this through our specific crime reduction strategies and by working with our partners to deliver agreed local targets in the following areas.

The Community Safety Accreditation Scheme was launched in January 2005 with the aim of establishing minimum standards and powers for community wardens. Since then three local authorities have received accreditation with over 140 local authority employees being granted some police powers relating to community safety. Further work on the scheme will continue during the period of this plan.

### Violent crime

Alcohol and drugs continue to be significant factors for violence, much of which takes place over the weekend periods between the hours of 9 pm and 3 am. Research shows (source. Safe. Sensible. Social. The next steps in the National Alcohol Strategy) that young men between the ages of 16 and 24 years are at the highest risk of victimisation for violence, they are also the highest proportion of offenders. Over half of recorded alcohol and drug related violent crime is carried out in public places, pubs, clubs and bars by young males. We will continue to work with partners and the public to reduce violent crime particularly alcohol and drug related violence.

### Tackling drugs

The government published its new Drugs Strategy in December 2010 which highlights a shift of policy to put more responsibility on individuals to seek help and overcome their dependency. The strategy is structured around three

themes - reducing demand, restricting supply and building recovery in communities.

The Drug Intervention Programme (DIP), 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 re-offend. 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.

## **Organised crime**

Organised crime takes on many forms, with the broad estimate of the national economic and social cost between £20bn and £40bn per year, the effects of which are often felt in the most deprived and vulnerable communities. It is this complexity that represents the challenge to agencies involved in tackling it. We are committed to tackling organised crime at all levels through a broad range of activities with the involvement of our partners where appropriate.

## **What we will do**

- We will aim to reduce overall crime in line with the Home Secretary's intention by working in partnership and through our specific crime reduction strategies.
- We will continue to tackle violence using short, medium and long term problem solving activity in conjunction with partner agencies, with prioritisation given to alcohol and drug related violence.
- We will continue to tackle local drugs markets and associated criminality taking into account the harm to the community, impact of supply and opportunities for intervention.
- We will work with partners to reduce repeat offending through IOM and PPO schemes.
- We will continue to develop the Force's capability to tackle and disrupt organised crime groups.

## **Targets**

- Reducing the total level of recorded crime below that which was recorded in 2010/11.
- Maintaining a sanction detection rate of at least 37%.



# Reducing antisocial behaviour

Antisocial behaviour is defined as:

*“acting in a manner that causes or is likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator”*

Antisocial behaviour can affect whole communities, not just individuals. It impacts directly upon the level of crime and the fear of crime. 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.

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.

Local communities make no distinction between antisocial behaviour and crime. Antisocial behaviour is a priority for many of our neighbourhoods, with many placing more importance on dealing with antisocial behaviour than on crime. Antisocial behaviour is therefore a policing priority for Cleveland Police as a whole and we are committed to reducing the effect antisocial behaviour has on our neighbourhoods.

We will tackle antisocial behaviour along with our partners including criminal damage resulting from antisocial behaviour such as vandalism, graffiti or deliberate damage, and alcohol related antisocial behaviour such as drunk or rowdy people in public places.

## Vulnerable and repeat victims

A vulnerable victim is any person for whom the manner or frequency of antisocial behaviour has a significant adverse impact on their health, lifestyle, personal safety or quality of life. A repeat victim is a person or location that has suffered more than one incident of antisocial behaviour in a rolling 12 month period. We will try to identify vulnerable and repeat victims when they contact us, helping them to find long-term solutions to their problems.

## Tackling alcohol related antisocial behaviour

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. In particular, alcohol misuse amongst young people, and the problems associated with the night-time economy, continues to cause concern to communities particularly where street drinking results in antisocial behaviour and criminal damage. Alcohol misuse is estimated to cost Teesside £316 million every year (source. Balance. North East Alcohol Office), therefore every person is paying the price for alcohol misuse.

This 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, and Cleveland Police will ensure that it remains at the forefront of partnership working.

New legislation to promote the safe use of alcohol is being proposed for May 2012 which includes the ability for local authorities to consider the opinions of police, health professionals and the wider community, not just those living close to premises, in licensing decisions and charging a fee for late-night licences to pay for the cost of extra policing. It will also include the introduction of a ban on the sale of below cost alcohol and increases in fines for those found persistently selling alcohol to children.

## **Criminal damage**

Criminal damage is the permanent damage to an item or property and includes arson, damage to a building or dwelling and damage to a vehicle. Most criminal damage is as a result of antisocial behaviour and/or alcohol related behaviour and it affects many neighbourhoods. Mischief and Halloween nights are periods when the Force tends to record the highest level of criminal damage, to counter this the Force will continue to undertake a number of initiatives with partners.

## **What we will do**

- We will continue to use all means available to rid our neighbourhoods of antisocial behaviour by promoting effective, coordinated action through a partnership approach and engagement with communities and local agencies or groups.
- We will maximise opportunities for short and long term operational planning to tackle antisocial behaviour and criminal damage using the results of detailed analysis that highlights periods of increased activity.
- We will identify areas with long term problems of antisocial behaviour, criminal damage and other community issues using both local intelligence analysis and the vulnerable localities index, to inform the planning and coordination of sustained reduction activity in conjunction with partnership agencies.
- We will measure our success in tackling antisocial behaviour through analysing a wide range of recorded, survey and satisfaction data. We will engage with our communities and ensure we measure achievement based on the widest ranges of sources.
- We will continue to challenge those who commit low level crime often as a result of binge drinking, using educational and informative sessions with a trained alcohol worker.
- 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.

## **Target**

- Reduce recorded antisocial behaviour by 5% below the level recorded in 2010/11.



## Keeping you safe

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:

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

The police service has designed a set of quality standards in these areas that represent a minimum threshold every Force should be capable of delivering alone or in collaboration with other forces. Cleveland Police is committed to ensuring that these standards are met, and that you are adequately protected.

Recent consultation by Cleveland Police Authority showed that members of the public placed the highest emphasis on dealing with serious and organised crime when asked to allocate funding across a number of core police services.

In order to strengthen our ability to protect the most vulnerable members of our society we will create a strategic group to consider all those themes under the public protection umbrella including domestic abuse, forced marriage, honour based violence, child protection, sexual offences and crime to ensure effective service provision in these areas.

### Protecting children from harm

Following a pilot in four forces, including Cleveland, the Home Secretary announced in March 2010 that the Child Sex Offender review scheme would be rolled out nationally, with implementation in all forces by March 2011. The 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, was successfully piloted in Stockton District, and the scheme is now running in all four of our districts.

### Domestic abuse and honour based violence

The cross-government vision for tackling violence against women and girls (VAWG) has been published. The VAWG strategy, *‘Call to end Violence against Women and Girls’*, sets out the government’s long-term priorities for tackling violence against women and girls and will be followed by a full plan of action in spring 2011. The Home Secretary also announced that front-line services supporting victims of sexual and domestic violence will continue to receive central funding. The Home Office has allocated more than £28m for specialist services until 2015. These include local domestic and sexual violence advisors, services for high-risk domestic violence victims, national help lines and work to prevent forced marriage.

The Choice helpline, introduced in 2007, was the first dedicated helpline in the country to give advice and assistance to anyone suffering from honour based violence or has been or may be forced into marriage. Cleveland Police continues to support this valuable service, which can be contacted on **0800 5 999 365**.

## Road safety

Dealing with motoring offences, such as speeding, and ensuring road safety continues to be of importance to many neighbourhoods and to those responding to our consultation activities. The number of people killed or seriously injured in road traffic collisions is reducing; however we will continue to work with our partners to develop casualty reduction activities and targets for the future including tackling drink or drug driving and speeding. In addition to this, our road network continues to be used by criminals to commit crime, and there are concerns that certain types of offences may increase as a result of the economic climate during the coming months. We will continue to develop our capability to limit and disrupt the criminal use of our roads.

## What we will do

- We will ensure that the protective services minimum standards are met and where possible exceeded.
- We will monitor calls for service to identify vulnerable areas and individuals.
- We will support the Safeguarding Children guidance.
- We will continue to support the Choice Helpline for all people affected by honour based violence.
- We will further develop ANPR (Automatic Number Plate Recognition) as an intelligence tool to reduce and disrupt the criminal use of our roads.
- We will work with road safety partnerships to develop casualty reduction activities and targets.
- We will reduce casualties by tackling drink/drug driving and speeding.
- We will support the delivery of the Home Office business plan objective of protecting our citizens from terrorism.

## Targets

- Making progress in implementing the protective services improvement plan.
- Measuring the percentage of people whose quality of life is affected by fear of crime or antisocial behaviour.



## Delivering value for money

Value for money has always been important. The Police Authority has a statutory duty to ensure that local communities receive value for money from local policing services as 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 current funding settlement covers 2011/12 and 2012/13 with indicative proposals for 2013/14 and 2014/15. The detail of the settlement is given in the Finance section of this plan, however, it represents £12m of reductions in cash over the two year period. This equates to approximately £17m of cuts in 'real' terms.

The ministerial funding announcement stated that *'these reductions will be challenging but the Government is clear that forces can make the necessary savings while protecting the frontline and prioritising the visibility and availability of policing'*. It emphasised the important role of value for money, stating that *"The Government will play its part through continuing work with authorities and forces on value for money, including more effective procurement at national level, greater collaboration between force and other partners, and better use of comparative information; through the removal of unnecessary bureaucracy which adds costs and impedes a sharp focus on frontline policing; through its policy for public sector pay; and through careful consideration in due course of the recommendations from Tom Winsor's current independent review of police remuneration and conditions"*

The Value for Money (VfM) strategy outlines the financial objectives of the Force and Authority. These are to:

- Maintain and enhance front-line services.
- Optimise financial and operational resilience.
- Deliver Long Term Financial Plan savings targets.
- Demonstrate a robust corporate approach to VfM.
- Have auditable outcomes.

The Authority and Force's approach to addressing funding reductions is centred on:

- The delivery of the Project I strategic partnership.
- The civilianisation of back office functions currently undertaken by police officers generating significant cashable efficiencies.
- Although the overall numbers of officers will reduce from 2011/12, the front-line service will be maintained and improved through collaborative projects and further business process re-engineering.
- Improving scrutiny of all resource issues through the existing monthly performance review process and Police Authority scrutiny functions.

## What we will do

We will set a balanced budget for 2011/12 and Long Term Financial Plan for 2012/15 that delivers the savings required by the Grant Settlement but protects front-line services. This will be achieved through the implementation of Project I and through the work streams identified by the Futures Group.

### Project I

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.

In June 2010, the Authority approved a ground breaking strategic partnership with Steria UK for the outsourcing of the majority of these back office functions. These services, including our excellent control room, will continue to be delivered in the Force area.

Through a two year programme of service transformation including the implementation of proven business standard technology, the re-engineering of processes and a programme of civilianisation, Steria will drive up the ability of support functions to assist frontline policing, release £50m cashable and significant non-cashable savings over 10 years and reduce the burden of bureaucracy on our police officers.

The outsourced service started in October 2010 and transformation plans are well underway. Those staff that transferred to Steria have the benefit of extensive retraining and skills updates, extended TUPE protection and a no compulsory redundancy guarantee for 10 years.

### Futures workstreams

The Futures Group has been established to drive the Force's response to the requirement to identify and deliver savings that do not reduce front-line services. It has a wide ranging remit to examine any potential areas of greater value for money and saving. It is currently concentrating on the following areas:

- Force and departmental structures
- Workforce modernisation
- Estate rationalisation
- Fleet rationalisation
- Staff payments and allowances
- Income generation
- Procurement contracts.

The Futures Group has developed significant savings towards the 2011/12 budget and the Long Term Financial Plan.

### Targets

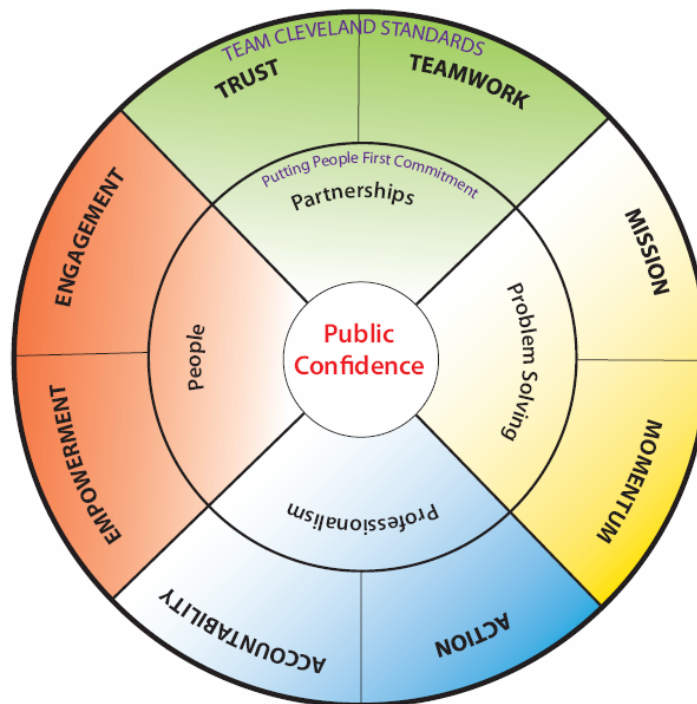
- Setting a balanced budget for 2011/12.
- Delivering a break even position or under spending for 2011/12.

# Supporting service delivery

## Leadership and governance

The whole Force 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 (PPF) and the TEAM Cleveland behavioural framework.

The TEAM Cleveland Standards are the result of extensive consultation with Cleveland Police staff and officers. They are the key leadership standards that help us to deliver our vision. The standards are supported by the TEAM Cleveland behaviours that all members of Cleveland Police are expected to demonstrate and be assessed against.



The PPF Board delivers PPF through a number of strategies including internal and external communication, consultation and engagement, neighbourhood policing and antisocial behaviour. The Board operates at a strategic level commissioning work from underpinning action groups and ensures the delivery of the PPF commitment:

### People

Clear standards of expected service and conduct ensures that we treat everyone fairly, with dignity and respect, and that we provide you with the best possible service. We will provide our staff with inspirational leadership and a clear vision and purpose in policing.

### Professionalism

We will respond promptly when you contact us and let you know what you can expect from us. We will be highly visible and keep you informed of what is happening. We will invest in the development of our staff, their training, skills and equipment, to ensure that we meet the challenges of the future. We will ensure efficient and effective use of our people and the public's money.

## Problem Solving

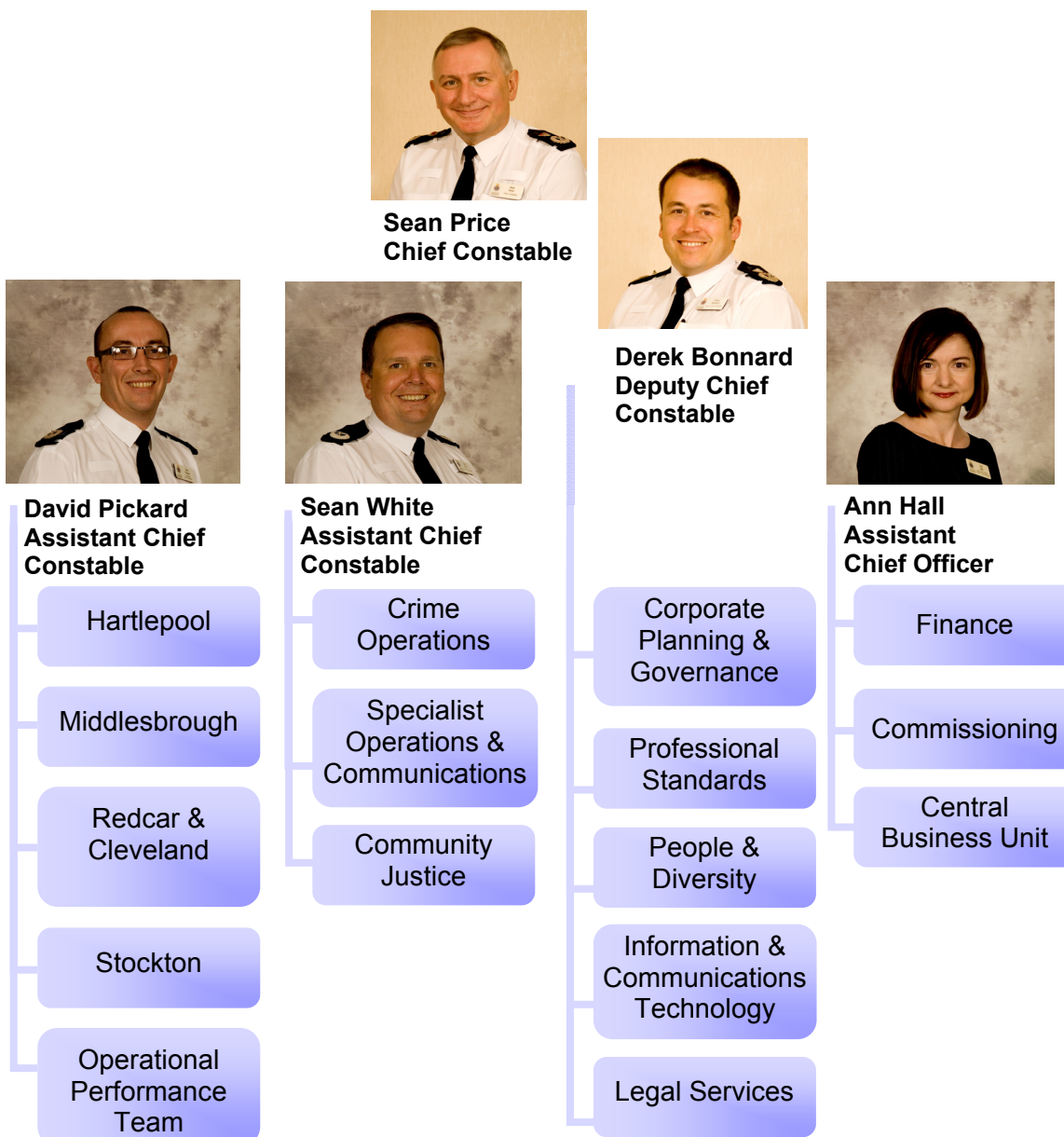
We will find long-term solutions to difficulties in your neighbourhood, with a focus upon identifying and tackling the root causes through developing the problem solving and partnership working skills of our staff. We will respond promptly if you are dissatisfied in any way with our service.

## Partnerships

We will work with you and our partner agencies, through our highly skilled neighbourhood policing teams, holding regular meetings and listening to your needs to make our neighbourhoods safer places.

## Force structure

The Force is organised around four policing districts with centrally coordinated departments, including those services delivered as part of the strategic partnership with Steria, providing specialist support. With these arrangements we will ensure an efficient and effective delivery of service with a workforce that is able to meet the demands of the future. The individual responsibilities of the Force Executive members are shown below.





## 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 cooperation of communities. To maintain this trust and confidence it is vital that the Force reflects the communities it serves. Consent is vital and cannot be taken for granted. For consent to be earned and sustained, people need to have absolute confidence in us and the service we provide.

The Force encompasses the principles of diversity and equality in its activities through PPF and the TEAM Cleveland Behaviours. In order for us to effectively deliver our service we need to:

- Understand the needs of service users so that our services are accessible, appropriate, fair, proportionate and inclusive.
- Eliminate barriers, discrimination and other unfair practices.
- Earn the trust and confidence of the public to ensure crime is reported and intelligence is given.
- Ensure the needs of victims and witnesses from all communities are met.
- Become an employer of choice and increase the diversity of the workforce.

The Equality Act became law in October 2010. It harmonises and replaces previous legislation (such as the Race Relations Act 1976 and the Disability Discrimination Act 1995). The new Act is welcomed by Cleveland Police since it aims to fight discrimination in all its forms and helps to make equality a reality for everyone. The new general duty for public organisations will be to:

- Eliminate discrimination, harassment and victimisation.
- Advance equality of opportunity between persons who share a protected characteristic and persons who do not share it.
- Foster good relations between persons who share a protected characteristic and persons who do not share it.

To meet the challenges ahead the Force has embedded a variety of activities and tasks, these include:

- Putting People First Board.
- Diversity and Equality Strategy Group which meets quarterly.
- Diversity and Equality Action Group which meets bi-monthly.
- Diversity and Equality Action Plan.
- Diversity Advisers within each service unit.
- Staff Equality Forum.
- Cleveland Independent Advisory Group (IAG).
- Equality standards for the police service.
- Monthly Performance Reviews and Personal Development Reviews.
- Equality Impact Assessment.

# 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:

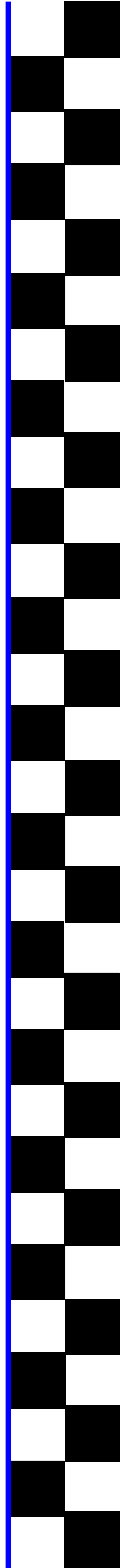
- The British Crime Survey, Local Public Confidence and User Surveys.
- Neighbourhood and community group meetings.
- Representation through local councillors.
- Discussion with local businesses.

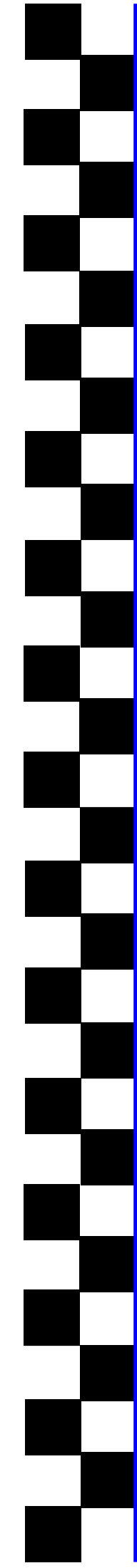
The comments and views gained through our consultation activity have been used when setting local priorities for your neighbourhood and in setting the policing priorities within this plan. Actions to tackle priority areas are detailed in pages 5-12. The full consultation reports can be viewed on the 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.

Our local public confidence 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 police district level and has been designed with a view to helping us to understand what it is that actually affects public confidence. We have 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 about 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, 6-12 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 a framework that includes officers at neighbourhood level participating in formal and informal community forums, meetings with local councillors, representatives from the local community, businesses and other statutory partnerships and agencies.

## **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 coordinated through a number of statutory and non statutory partnerships including Local Strategic Partnerships (LSPs), Community Safety Partnerships (CSPs) and the Local Criminal Justice Board (LCJB).

### **Local Strategic Partnerships (LSPs)**

LSPs bring together the council, police, fire and 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 and produce community strategies, including strategies for reducing crime and antisocial behavior and are the overarching body for the crime and reduction disorder partnerships (CSPs).

### **Community Safety Partnerships (CSPs)**

CSP 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 CSPs 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 the Chief Constable.

CSPs in the Force area are coterminous with local authority and police district boundaries. Each CSP has a Force representative, in our case the local district commander, and a police authority representative.

- [Safer Hartlepool Partnership](#)
- [Safer Middlesbrough Partnership](#)
- [Redcar & Cleveland Safer Stronger Communities Partnership](#)
- [Safer Stockton Partnership](#)

## Safeguarding Children and Young People

Cleveland Police is a member of the Local Safeguarding Children Boards (LSCBs) in each of the four Districts. LSCBs are local partnerships that bring together the organisations responsible for services for young people, children and families in a shared commitment to safeguard and promote the welfare of children. The scope of the LSCBs role is to:

- Safeguard all children and aim to identify and prevent maltreatment, or impairment of health or development, and to ensure that children are growing up in circumstances consistent with safe and effective care.
- Lead and coordinate proactive work that aims to target particular groups.
- Lead and coordinate arrangements for responsive work to protect children who are suffering, or likely to suffer, significant harm.

## Cleveland Criminal Justice Board (CCJB)

CCJB works to prevent and deal with crime and offenders. Funding and target changes have led the CCJB to realign its priorities so they relate more closely to local issues and concerns. The three main strategic themes of the group are; Reducing Re-offending, Communications & Engagement and Effectiveness & Efficiency in the CJS. Beneath these strategic themes there are a number of ongoing action groups that the Board has prioritised as essential in contributing to the on-going work of the CCJB. These include looking at the effectiveness of the Magistrate and Crown Courts and establishing a group designed to look at the multi-agency responses to domestic violence through the domestic violence court. The CCJB has also placed emphasis on ongoing work around Community Justice and its impact across Cleveland. To support this, the team has successfully implemented Community Impact Statements and problem solving in areas across Cleveland.

## Crimestoppers

Cleveland Crimestoppers works closely with the police and media to promote their 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.crimestoppers-uk.org](http://www.crimestoppers-uk.org).





# Resources

## People

With over 1,500 police officers, 180 Police Community Support Officers, over 250 police staff, 265 Special Constables and 65 volunteers, 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 front-line to meet your needs. In recent years we have redesigned services to:

- Outsource our back office services enabling a greater front-line focus.
- Introduce neighbourhood policing teams.
- Civilianise our custody services enabling police officers to be redeployed to front-line 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.
- Introduce new shift patterns to ensure that neighbourhood and response officers and staff are on duty when needed most.

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. In December 2010, the government announced force allocations which gave details of the Police Grant, Revenue Support Grant and National Domestic Rates funding for both 2011/12 and 2012/13, plus indicative amounts for 2013/14 and 2014/15 as part of the detail issued to underpin the Comprehensive Spending Review announced in October 2010.

The major points to note are overall cash reductions of 5.1% and 6.7% in 2011/12 and 2012/13 equating to £12m of reductions in cash over the two year period. These equate to approximately £17m of cuts in 'real' terms. In respect of precept increases, a freeze has been agreed for 2011/12 and the following assumptions made for future years:

- 2012/13 – 3.5%
- 2013/14 – 3.5%
- 2014/15 – 3.5%

This reflects the national assumptions made by the Office of Budget Responsibility of 3.4% adjusted to reflect the precept base in Cleveland.

This results in a savings target as set out in the table below.

Summary Financial Position	2011/12	2012/13	2013/14	2014/15	2015/16
	£000s	£000s	£000s	£000s	£000s
<b>Savings Target</b>	<b>11,995</b>	<b>19,117</b>	<b>21,751</b>	<b>24,648</b>	<b>24,241</b>

Balanced revenue and capital budgets have been set for 2011/12 that provide for:

- The impact of the grant reductions and precept freeze.
- ICT infrastructure and service improvement plans.
- Planned operational equipment replacement including telecommunications and vehicles.
- Changes in National Insurance and pensions contributions.
- Forecast inflation and incremental credit.

The plans are based on an agreed savings programme mainly comprising savings from Project I and reductions in non-operational pay budgets. However, it is clear that this unprecedented level of saving requires a significant strategic review of the way support services are delivered and continued service improvements to front-line policing.

Further work to identify ongoing recurring savings must be completed along with the continued embedding of Project I in order to maximise the savings deliverable from 2012/13 onwards.



## **Information Communications Technology (ICT)**

### **Information Systems Improvement Strategy (ISIS)**

The national Information Systems Improvement Strategy (ISIS) was launched in 2008 to transform the way police information technology is developed, procured, implemented and managed. Following the change in government the programme has been reviewed and, in summary, the agreed way forward is:

- National delivery of police ICT: ISIS will establish common infrastructure (including secure data storage and network links) and common services (including operational and back office functions) in order to release savings, improve effectiveness and enhance the links to the wider criminal justice system. Over time, this will replace the existing local provision of police ICT.
- Delivery in partnership: to deliver national services ISIS will establish a series of partnerships with the private sector, forces and other organisations. This will replace in-house development and management of police ICT.
- A broader focus on common business processes: to underpin police ICT reform, ISIS will work with ACPO, the Home Office and other partners on the development of common business processes owned by the business.
- ICT delivered as a series of services: rather than owning its own ICT, policing will increasingly move to a model where forces access national services and pay for these services depending on their level of consumption. This aligns to the “cloud computing” model being adopted by industry.

Delivery of ISIS will be phased rather than in a “big bang”. The programme will agree the delivery priorities with ACPO and initially seek to focus on those areas where reform can be rapidly delivered in order to support forces to make savings in the near term.

### **Project I ICT Transformation**

The Force in partnership with Steria have a number of ICT infrastructure and application service improvement plans underway including:

- Refresh and rationalisation of desktop and laptop devices.
- Upgrade and virtualisation of servers.
- Upgrade of the intranet SharePoint system.
- Control room migration to STORM and Izuka.
- Additional applications on CUPID development (see below).
- Criminal Justice transition to NICHE Case and Custody system.
- Implementation of Oracle Enterprise Resource Planning system for support services.

### **Mobile working — Cleveland Universal Police Information Device (CUPID)**

The Cleveland Universal Police Information Device (CUPID) project has provided a hand-held device to all front-line officers allowing them to access all the Force’s main IT and intelligence systems from anywhere in the Force area.

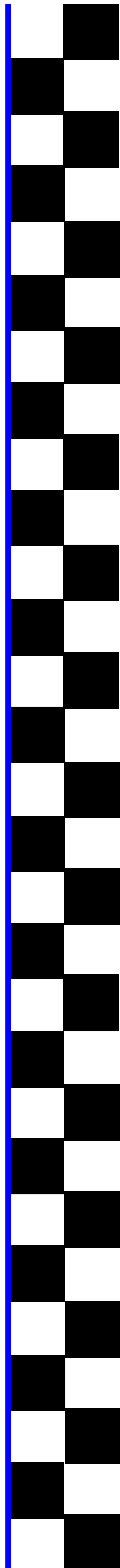
As well as providing remote access to intelligence and information about suspects it also means that officers no longer have to return to the station for the completion of forms, dramatically increasing patrol time and visibility, providing an even more reassuring presence to the public. Additional applications will be available on CUPID this year including recording custody information, missing persons and hate crime.

## **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 three years and the cornerstones of this vision have been put into place.

The Futures Group are undertaking a review of the Force estate in order to improve functionality and realise any potential savings. Plans are now being developed to provide a new Force headquarters based at Hemlington in 2013. As well as providing state of the art facilities the development will provide savings in revenue running costs and be self-financed from the sale of the Ladgate Lane site. The Group will also undertake a review of the current Force public finance initiative (PFI) contracts to identify any opportunities for renegotiation or cost reductions.





# Appendix 1

## Performance Indicators 2011-12

### Priority Indicator Set for 2011-12

Progress against the policing priorities is monitored using the Priority Indicator Set. This provides the framework upon which specific performance improvement targets are set. To measure Force performance during 2011-12, the Force has developed the 'priority indicator set' below.

#### Putting People First

- Improving the percentage of people who, taking everything into account, have confidence in the police in this area.
- Improving the percentage of people who think that the police in the local area are doing a 'good' or 'excellent' job.

#### Reducing crime

- Reducing the total level of recorded crime below that which was recorded in 2010/11.
- Maintaining a sanction detection rate of at least 37%.

#### Reducing antisocial behaviour

- Reducing recorded antisocial behaviour by 5% below the level recorded in 2010/11.

#### Keeping you safe

- Making progress in implementing the protective services improvement plan.
- Measuring the percentage of people whose quality of life is affected by fear of crime or antisocial behaviour.

#### Delivering value for money

- Setting a balanced budget for 2011/12.
- Delivering a break even position or underspending for 2011-12.

## Appendix 2

# Performance against policing priorities 2010-11

In 2010-11 the Force's policing priority was to continue to enhance your confidence in Cleveland Police. We aimed to do this by:

- Delivering citizen focused policing to all our neighbourhoods.
- Reducing crime, 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.

Progress against the above priorities is monitored using the Priority Indicator Set. This provides the framework upon which specific performance improvement targets are set. The targets together with our performance are listed on the following pages.

### Delivering citizen focused policing to all our neighbourhoods

#### Local Confidence

Every year we carry out a local confidence survey. Between April 2010 and March 2011, telephone interviews were carried out with a random selection of 2,400 residents from across the Force area. People were asked a variety of questions about their thoughts on Cleveland Police and the way their local area is policed.

- The overall level of confidence in Cleveland Police is 89.2%.
- 87.1% of people surveyed said that the police treat you with respect if you have to contact them for any reason.
- 81% of people surveyed said that the police treat everyone fairly, regardless of who they are.
- 81.4% of people surveyed said that the police understand the issues that affect their community.
- 50.2% of those people surveyed said on average, they see neighbourhood teams patrolling the area, either walking or cycling, at least once a week.

Following the elections in May 2010, the newly formed Coalition Government continued to signal strong support for both neighbourhood and partnership policing although they did removed some of the bureaucracy and restrictions around policing. One of these changes was the removal of the confidence target and the policing pledge. Home Secretary Theresa May said that she wanted to help police get back to basics and in her keynote presentation said:

*"In scrapping the confidence target and the policing pledge, I couldn't be any clearer about your mission: it isn't a 30-point plan, it is to cut crime, no more and no less."*

As part of Cleveland's resolve to deliver Putting People First, we have developed a set of standards that you can expect to receive from Cleveland Police. These are set out in our Putting People First Commitment.



## **Neighbourhood Policing**

During summer 2010 the Force reviewed neighbourhood policing and identified a range of improvements to further enhance and improve local policing. We continue to have dedicated neighbourhood officers supported by PCSOs to engage with communities to better understand and tackle the issues and concerns affecting people. The Force has improved accessibility to the public through the use of local police offices and the use of mobile devices, FaceBook and Twitter profiles.

The concerns and issues raised at neighbourhood level directly influence how the Force tackles local crime and antisocial behaviour and informs how we develop problem solving plans. Working with the public, our partners and other agencies we prepare joint agency problem solving and collaboration initiatives to help to improve the quality of life for people. A number of these initiatives have featured as 'good news' stories within the local media. Examples include the involvement of children from Lockwood Primary School to assist the local PCSO in addressing local concerns; launch of drug action week in Newtown, Stockton; Art of Safety competition; and provision of bicycles to Hartburn Neighbourhood team via a youth diversionary project.

The value of neighbourhood officers working with local communities and partners is evidenced in continued public confidence; the British Crime Survey results (12 months ending December 2010) indicated the Force had the highest public confidence in the country, whilst the Local Public Confidence Survey reports that 89.2% of residents have confidence in Cleveland Police.

## **Call Back Initiative**

The Force is the first in the UK to adopt a call-back initiative giving customers the opportunity to feedback information on the level of service they received from officers and staff following their initial contact with the Force. Staff and volunteers ask, on average 100 customers each day about the service and treatment they received. Nearly 17,500 people were re-contacted in the six months (Oct 2010 - Mar 2011) about the service they received. Results show that the overall level of satisfaction with Cleveland Police is high with over 82% of those re-contacted expressing a satisfaction level that was either very good or excellent concerning the response of officers attending to their call or incident.

## **Mystery shoppers**

The Authority introduced a team of volunteers as mystery shoppers to help check that our officers and staff provide the level of service you would expect and that officers listen to local people to ensure that we deal with the problems that matter most to you and your community.

## **Cleveland Police and National Autistic Society Launch**

A joint initiative was launched between the Force and the National Autistic Society for the introduction of Autism Alert cards in the Cleveland area. The cards are available to anyone in the Cleveland area who has autism. By carrying the Autism Alert card, similar in size to a credit card at all times, people will be able to let the police and other emergency services know that they have a disability.

Each card contains a helpline/contact number as well as the bearer's details. On the reverse side it lists how a person's behaviour might be affected by their condition. The initiative is being fully supported by Hartlepool, Redcar & Cleveland, Stockton and Middlesbrough Borough Councils, Hartlepool United Disabled Supporters Association, the Cleveland Criminal Justice Board and a range of other non-statutory groups, such as the Main Project, from across the Cleveland area.

The aim of the initiative is to improve communication between the police and those who suffer from an autism spectrum disorder and raise the awareness of officers and staff. The Autism Alert card is a simple but effective way of identifying anyone who is vulnerable through their condition ensuring that communication difficulties are quickly resolved and appropriate support for the person is found. The Autism Alert card can be obtained from local branches of the National Autistic Society and for more information about the Autism Alert card or autism spectrum disorders, NAS can be contacted via telephone helpline 0845 070 4004 or their website [www.nas.org.uk](http://www.nas.org.uk)

### **Ask the Police**

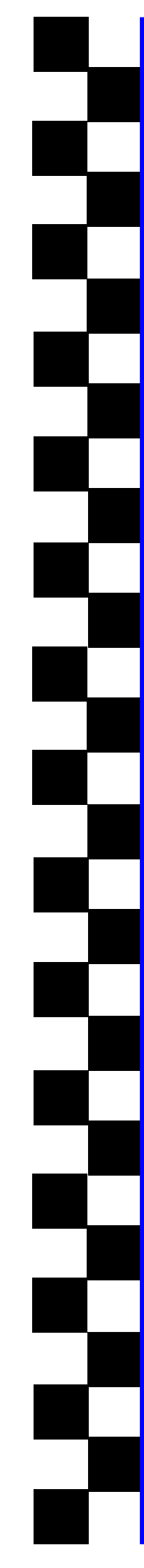
The Force is supporting the national initiative – [Ask the Police](#) - to help people to find solutions to those niggling everyday problems. The easy-to-use website offers a range of answers and useful contacts.

The site holds a comprehensive range of questions and answers, covering a wide range of subjects including pets, noisy neighbours, road traffic, harassment and public order. New questions are being continually added and we are encouraging people to submit any questions they may have to the editors of the website who will consider them for inclusion nationally.

Visitors to the website are able to rate the information supplied, find rankings of the popularity of the questions asked and will be intrigued by many of the answers it contains. The database can be accessed directly from the Cleveland Police main website <http://www.cleveland.police.uk/advice-information/Ask-the-police.aspx>.

### **Community Click**

The Force introduced Community Click to give people the opportunity to ask local officers questions about their priorities and to find out what is happening where they live via an interactive web chat. Details of meetings and transcripts of past meetings are published on the Force website at <http://www.cleveland.police.uk/get-involved/community-click.aspx>.



The initiative works to engage with people of all ages, and allows officers to reach those who may not be able to attend public meetings. It is a positive addition to face to face public meetings. People can go online to talk to officers about a range of issues including police recruitment, neighbourhood policing in the area and neighbourhood watch.

## **Reducing crime, antisocial behaviour and protecting our neighbourhoods**

The Force has made significant improvements in relation to performance and the delivery of the 2010-11 Policing Plan priorities. We have continued to achieve high levels of public confidence and satisfaction whilst reducing crime significantly and maintaining a high rate of detection. Total recorded crime is down 9%, recorded antisocial behaviour is down 9.3% and our detection rate is one of the highest in country at 39.3%. Highlighted are some of the initiatives we have carried out over the 2010-11 period.

### **Operation Tornado**

Operation Tornado has seen Cleveland Police work with our partners to tackle issues that really matter to communities. In direct response to concerns raised by members of the public, the Force carried out a week long crackdown on issues around crime and justice in January 2010. Over the week, 111 people were arrested following a range of operations and initiatives in all four Districts supported by the Force's Specialist Operations and Communications, Community Justice and Crime Operations Departments.

Initiatives included targeting people wanted on warrant, the transportation of stolen metal, under-age drinking, drugs, warrants, retail crime, domestic abuse, speed enforcement, neighbourhood patrols, witness care, burglary initiatives, crime and antisocial behaviour, reassurance visits to repeat callers of antisocial behaviour, licensing, off-road motor cycles and initiatives around the night-time economy.

### **Alcohol Arrest Referral Scheme**

Former Home Secretary Alan Johnson praised the success of the alcohol arrest referral scheme in Cleveland during a visit to Middlesbrough. The project was set up in November 2008 to reduce alcohol related crime by delivering a brief intervention to arrestees who are brought into custody within the Force area.

The pilot is a custody based scheme and operates from the three custody suites within the Force area. It is supported by the drug arrest referral service which operates 24 hours a day and both the alcohol and drug referral services are provided by Addaction. Funding is provided by the four local Community Safety Partnerships. The scheme currently carries out an average of 233 interventions per month making over 80 referrals to other agencies.

The scheme is offered to all offenders over the age of 18 years who are brought into custody for an offence that was alcohol related, all offenders who request to see an alcohol worker, all offenders who are referred by the custody based medical services and all offenders who are intoxicated at the time of their arrest. The interventions are predominantly voluntary, being delivered while the offender is in custody, after they have been declared 'fit' by the custody sergeant. Each intervention takes approximately one hour and is very much focused on the individual's alcohol consumption.

### **Operation Scrooge**

Operation Scrooge is a campaign to reduce the number of shoplifting offences, bag and purse thefts and car related offences in the Redcar area during the Christmas period. This is the third year of running the operation which has resulted in a reduction of thefts from retailers from 34 offences to 17 – a 50% reduction of retail crime. Through this operation we have also raised our visibility on the streets providing reassurance to people visiting and working in the town centre at what is traditionally a busy time of the year. Key to our success has been the tremendous team work with retailers and Redcar Business Against Crime, effective communication, sharing of intelligence and drawing on the benefits of the extensive local authority CCTV network.

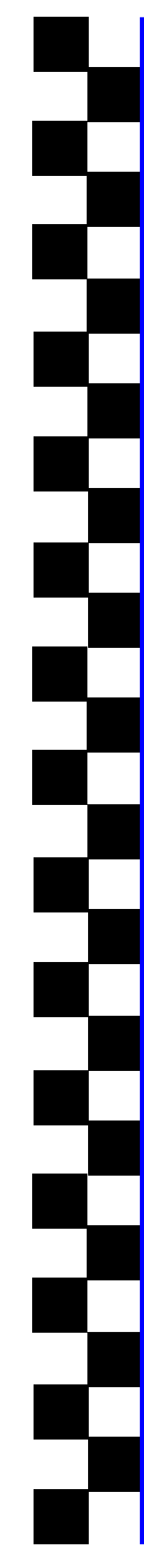
### **Operation Peacemaker**

The focus of the policing team at Greater Eston is to identify ways to reduce crime and antisocial behaviour by working with our partners, the voluntary sector and most importantly the community. Operation Peacemaker focuses police resources by providing extra patrols in areas where our intelligence and the community have highlighted problems. The operation has successfully focused on reducing antisocial behaviour in the precinct area of Eston square. Redcar & Cleveland police district is also designing new ways of working to tackle issues of violence across the district. The emphasis will be on 'being safe' no matter where you are; within the home, at school, on your estate or out in the night-time economy, with the intention of increasing police presence at peak periods of demand.

### **Ridewell**

The 10th Ridewell event proved a great success, with around 16,000 people attending. Ridewell, Cleveland's biggest biking event and now one of the largest in the country, is aimed at promoting biker safety and reducing the number of motor cycle casualties and deaths on roads around Cleveland and bordering policing areas.

New sponsors this year were Winn Solicitors and Simon Bailes Peugeot, who kindly provided the Ridewell team with a fleet of vehicles to use at the event. The regular Ridewell attractions were in attendance, with Guisborough Motor Club running an excellent Motor Cycles Trials competition, which attracted a fantastic entry field from National riders. The crowds were delighted to see not just the regular Rob Mac Racing Yamaha British Superbike team in attendance, but also



the factory supported Hydrex Honda British Superbike Team, who collectively brought along their factory race trucks, a variety of bikes and riders and team members for people to talk to. The partnership agreements between Winn Solicitors and Simon Bailes Peugeot have enabled the Ridewell Team to put more into the pre-event promotion, and our Motor Cycle Section hope to continue these links for the future. The record crowds on the day have enabled the Ridewell teams to make significant donations to a variety of local and national charities.

### **Keeping Children Safe**

The Child Sex Offender Disclosure scheme was introduced in four areas nationally, including Stockton as part of a 12 month pilot. Following its success where more than 60 children were protected from potential abuse, the scheme has now been rolled-out to all forces and to all Cleveland's police districts. The child sex offender disclosure scheme allows parents, carers and guardians to formally ask the police to tell them if someone has a record for child sexual offences. Its aim is to keep children safer.

Since its introduction in 2008, the Force has processed over 150 applications from concerned parents and almost 30 disclosures have been made. As a result 84 children have been removed from potential harm. The Force has a dedicated helpline for the scheme, details of which can be found at <http://www.cleveland.police.uk/advice-information/Child-Sex-Offender-Review-Pilot.aspx>.

### **Reducing the harm caused by drugs and alcohol**

#### **Seizure of drugs**

Over the year the Force has used a number of initiatives and operations to disrupt and reduce the availability of unlawful drugs from our communities. These are outlined below. The success of the operations led to the seizure and recovery of

- 7.2kg Class A drugs
- 48.3kg Class B drugs
- 14,595 Class C tablets.

#### **Operation Caterpillar**

In October 2010, officers were called to attend a burglary when they uncovered one of the biggest cannabis farms ever found in Cleveland. The discovery was made as part of Operation Caterpillar which is an on going operation regarding crime in and around industrial areas. The cannabis farm, which has been referred to as more of a 'jungle' was uncovered at a unit on Eaglescliffe Industrial Estate and was worth in excess of £1m.

This was a highly sophisticated and well established operation, three rooms were packed full of cannabis plants at various stages of development. The plants had been grown with the use of 'hydroponics', which is a system designed to grow as many crops as quickly as possible and there was enough equipment and space in the unit to grow significantly more plants. This suggests to us that this was an expanding operation.

Uncovering a cannabis farm this size has undoubtedly kept a huge amount of cannabis off our streets and signals a warning to anyone involved in drugs that no matter what size your operation, we will find you and we will stop you. Within 24 hours two men in their 40s and a woman in her 30s were arrested in connection with the find.

### **Operation Atlanta**

A crackdown on drug dealing in Middlesbrough led to 52 arrests over the course of four days. The raids were part of a police operation targeting those involved in the supply of Class A drugs. Addresses in the North Ormesby, Pallister Park, Longlands, Gresham and town centre areas of Middlesbrough were targeted.

A total of 33 people have been charged so far for a variety of offences including supplying Class A drugs and possession of Class A drugs. We will continue with our fight against drugs and street level drug dealers in an effort to remove drugs from the streets.

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

### **Working in Partnership**

Cleveland led the way as the most significant and wide ranging partnership agreement between a police authority and a private sector partner came into effect in October 2010. The Authority entered into a 10 year, £175m contract with Steria to provide support services. The contract includes providing services in information technology, call handling, criminal justice and business services and is expected to deliver savings of £50m over the 10 year period. Major points of the partnership include:

- A guarantee of no compulsory redundancies within the 10 year contract, protecting current terms, conditions and pension rights for all staff transferring – in total around 470 people.
- A commitment that the 999 calls will remain within the Cleveland Police headquarters Control Room. Steria has set up a Shared Service Centre at Stockton which houses business services staff.
- Police officers will be given access to back-office systems and processes through mobile devices as part of the roll-out of mobile working and project CUPID (Cleveland Universal Police Information Device).
- The recruitment of volunteers within the Force Control Room to support the call-back initiative.



## **New Force Headquarters**

Plans are underway on a proposed new Police Headquarters at Hemlington Grange. Modern policing requires modern buildings and facilities. Police headquarters at Ladgate Lane in Middlesbrough was not originally built for police purposes, it is costly to maintain and is simply too big for our future requirements. The Hemlington Grange site would offer a compact footprint, with a high degree of visibility and would be a gateway building to a new mixed use development. The proposal is to sell the existing land at Ladgate Lane for residential purposes, with the proceeds funding the cost of acquiring the new site and constructing the new building. If the plans go ahead the new building could be ready for use by 2013. Application for the relocation of headquarters from Ladgate Lane to Hemlington Grange and an outline planning application for residential housing for the Ladgate Lane site was submitted in February 2011. Planning permission is awaited.

## **Roads Policing Unit**

The Force and Authority welcomed Her Majesty's Chief Inspector of Constabulary Denis O'Connor to open the new Roads Policing Unit at Wynyard Park. The £5.25m project is expected to meet the strategic requirements of the Force for the next 25 years and offers a range of new facilities including:

- A new building for the Roads Policing Unit.
- Rapid access to the A19 and other road systems in Cleveland.
- New office accommodation for Fleet Management and Roads Policing Administration.
- A central garage facility for the Roads Policing Unit with additional parking.
- The ability to house 135 staff and over 70 vehicles.
- Improved layout and improved staff facilities.

The state of the art building offers the latest technology to allow us to deliver the best service. Its location gives easy access to the A19 and other major routes throughout Cleveland, which is vital for emergency and operational response. The new unit shows our commitment to Putting People First by equipping our staff with the facilities they need to provide an efficient and effective policing service.

## Appendix 3 Performance Overview 2010-11

Over the year the Force achieved some exceptional results in reducing crime and increasing sanction detections. We have reduced crime by 9% and increased our detection rates to 39.3%. Our performance is summarised on the following pages.

### Recorded Crime

RECORDED CRIME	Financial Year (April 10 - March 11)			
	2010-11	2009-10	Change	% Change
Violence	8753	9360	-607	-6.5%
Robbery	295	286	9	3.1%
Sexual	562	595	-33	-5.5%
House burglary	2384	2460	-76	-3.1%
Other burglary	2569	3082	-513	-16.6%
Theft of motor vehicle/Taken Without Consent (TWOC)	876	1168	-292	-25.0%
Theft from motor vehicle	2076	2483	-407	-16.4%
Vehicle interference	429	437	-8	-1.8%
Other theft	11749	11513	236	2.0%
Criminal damage	9197	11183	-1986	-17.8%
Forgery and fraud	704	807	-103	-12.8%
Drugs	2567	2972	-405	-13.6%
Other crime	857	906	-49	-5.4%
<b>TOTAL</b>	<b>43018</b>	<b>47252</b>	<b>-4234</b>	<b>-9.0%</b>
Violent crime	9610	10241	-631	-6.2%
Most serious violence	317	330	-13	-3.9%
Assault With Injury (AWI)	4221	4413	-192	-4.4%
Assault Without Injury (AWOI)	2186	2277	-91	-4.0%
Vehicle crime	2952	3651	-699	-19.1%
Acquisitive crime	5631	6397	-766	-12.0%

### Priority Indicator Set

To enhance public confidence in Cleveland Police by Putting People First				
Indicator Number		Performance 2008-09	Performance 2009-10	Performance 2010-11
SPI 2.2	Dealing with local concerns (agencies)	56.5%	53.9%	59.9%*

\* Jan - Dec 2010 figure

<b>Deliver citizen focused policing to all our neighbourhoods</b>				
Indicator Number		Performance 2008-09	Performance 2009-10	Performance 2010-11 * Jan - Dec 2010 figure
SPI 1.1	Satisfaction with Overall Service (Police)	83.3%	83.9%	84.8%
SPI 2.1	Understanding Local Concerns (agencies)	50.4%	47.9%	48.5%*
SPI 2.3	Confidence in Local Police	55.6%	54.6%	59.9%

<b>Reduce crime and antisocial behaviour and protect our neighbourhoods</b>				
Indicator Number		Performance 2008-09	Performance 2009-10	Performance 2010-11 * Jan - Dec 2010 figure
<b>Antisocial Behaviour</b>				
SPI 4.1	Perception of antisocial behaviour	20.5%	19.0%	15.2%*
LPI 1	Antisocial behaviour rate	115.61	112.30	102.24
<b>Crime and Detections</b>				
LPI 2	Total Recorded crime per 1000 population	98.44	84.08	76.82
SPI 5.1	Serious violent crime per 1000 population	0.57	0.58	0.57
SPI 5.2	Serious Acquisitive Crime per 1000 Population	14.26	11.38	10.06
SPI 5.3	Assault with less serious injury per 1000 population	8.23	7.85	7.54
LPI 3	Overall Sanction Detection Rate (%)	37.64%	39.79%	39.32%
LPI 4	Other theft per 1000 population	24.47	20.49	20.98
LPI 5	Criminal damage per 1000 population	24.56	19.90	16.42
LPI 6	Assault without injury per 1000 population	5.27	4.05	3.90

<b>Reduce the harm caused by drugs and alcohol</b>				
Indicator Number		Performance 2008-09	Performance 2009-10	Performance 2010-11 * Jan - Dec 2010 figure
SPI 4.2	Perception of drunk/rowdy behaviour	27.7%	25.9%	27.4%*
SPI 4.3	Perception of local drug use / drug dealing	36.1%	33.8%	34.5%*

<b>Ensure efficient and effective use of our people and the public's money</b>				
Indicator Number		Performance 2008-09	Performance 2009-10	Performance 2010-11
SPI 12.1	Delivery of cashable and non cashable efficiency targets	Not available	Not available	Not available
SPI 13.1	Percentage of police officer working hours lost due to sickness	3.25%	2.77%	2.58%
SPI 13.2	Percentage of Police staff working hours lost due to sickness	4.43%	3.88%	3.28%

## Appendix 4

# Value for money statement

Improving Value for Money is integral to the delivery of 'Putting People First'. We want to ensure that every penny we get from the public is spent wisely and spent on the best possible policing services for the people of Cleveland. This is embodied in our key policing priority of 'Delivering Value for Money'.

The Value for Money (VfM) statement outlines the financial objectives of the Force and Authority. These are to:

- Maintain and enhance front-line services.
- Optimise financial and operational resilience.
- Deliver Long Term Financial Plan savings targets.
- Demonstrate a robust corporate approach to VfM.
- Have auditable outcomes.

We intend to make cumulative cashable efficiency gains worth £20.4m by March 2014 broken down into the following new savings per year:

2011/12	£10.9m
2012/13	£7.2m
2013/14	£2.3m.

We have developed an action plan to improve value for money and increase the efficiency and effectiveness of our processes, largely based on workforce modernisation, business process re-engineering economising and cost control.

Cleveland Police will collaborate with any other force, public or private sector organisation in any area of business if this proves to deliver better services to the public and/or better value for money.

### **Overtime**

We will reduce overtime by 33% of 2010/11 levels by March 2012.

### **Support Service Business Process Improvement**

In October 2010 the Authority's ground breaking strategic partnership with Steria UK for the outsourcing of the majority of their back office functions commenced. Through a two year programme of service transformation including the implementation of proven business standard technology, the re-engineering of processes and a programme of civilianisation, Steria will drive up the ability of support functions to assist front-line policing, release £50m cashable savings over 10 years and significant non-cashable savings and reduce the burden of bureaucracy on our police officers.

### **Procurement**

We ensure that we get the best value for money from our contracts by looking at national frameworks, collaborating with regional and national partners whilst making it as easy as possible for local small and medium sized enterprises to do business with us.



## Appendix 5 Contact Us

### **Cleveland Police Headquarters**

Police Headquarters

tel. 01642 326326

PO Box 70

Ladgate Lane

Middlesbrough

TS8 9EH

web. [www.cleveland.police.uk](http://www.cleveland.police.uk).

### **Hartlepool District Headquarters**

Open to the public 24 hours every day

Hartlepool Police Station

tel. 01429 221151

Avenue Road

Hartlepool

TS24 8AJ

Hartlepool Neighbourhood Policing

tel. 01429 235811

Neighbourhood watch coordinator

tel. 01642 302562

### **Middlesbrough District Headquarters**

Open to the public 24 hours every day

Middlesbrough Police Headquarters

tel. 01642 303110

Bridge Street West

Middlehaven

Middlesbrough

TS2 1AB

Middlesbrough Neighbourhood Policing

tel. 01642 302900

Neighbourhood watch coordinator

tel. 01642 303199

### **Redcar & Cleveland District Headquarters**

Open to the public 24 hours every day

Redcar and Cleveland Headquarters

tel. 01642 302626

Troisdorf Way

Kirkleatham Business Park

Redcar

TS10 5AP

Redcar and Cleveland Neighbourhood Policing

tel. 01642 302929

Neighbourhood watch coordinator

tel. 01642 302629

### **Stockton District Headquarters**

Open to the public 24 hours every day

Stockton Police Headquarters

tel. 01642 302930

Thistle Green

Stockton-on-Tees

TS18 1TZ

Stockton Neighbourhood Policing

tel. 01642 302930

Neighbourhood watch coordinator

tel. 01642 302341

# Appendix 6

## Get Involved!

### Special Constabulary

The Special Constabulary is made up from volunteers from our local communities. They 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](mailto: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](http://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](mailto:volunteers@cleveland.pnn.police.uk) and we will send you an information and application pack. You can also refer to the get involved section of the Cleveland Police website at [www.cleveland.police.uk](http://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 young people (cadet programme) on either the Cleveland Police website at [www.cleveland.police.uk](http://www.cleveland.police.uk) or the Safe in Tees Valley website at [www.safeinteesvalley.org](http://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](http://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 5).

# Appendix 7

## Police Authority Membership (as at June 2011)



**Chair of the Police Authority**  
**Peter Race MBE**  
Ex Officio on all Panels  
Appointed: 28/06/08 – 26/06/12  
[prace@clevelandpa.org.uk](mailto:prace@clevelandpa.org.uk)



**Vice-Chair of the Police Authority**  
**Mayor Stuart Drummond**  
Appointed: 09/07/2010 – 08/07/2011  
Mayor and Independent Councillor appointed by Hartlepool Council. Stuart is Chair of the Hartlepool Partnership and the Safer Hartlepool Partnership  
[sdrummond@clevelandpa.org.uk](mailto:sdrummond@clevelandpa.org.uk)



**Chris Abbott**  
Appointed: 23/06/11 – 22/06/15  
Liberal Democrat Councillor appointed by Redcar & Cleveland Council  
[cabbot@clevelandpa.org.uk](mailto:cabbot@clevelandpa.org.uk)



**Pamela Andrews-Mawer**  
Operational Policing Panel, Policy & Resources Panel, Leadership Panel  
Appointed: 1/04/07 – 10/05/12  
Independent member appointed in 1999. Trained Police Recruitment Assessor and Police Tribunals member. Board of Cleveland Crimestoppers and Chair of Sexual Assault Referral Centre Board  
[pandrewsmawer@clevelandpa.org.uk](mailto:pandrewsmawer@clevelandpa.org.uk)



**Chris Coombs**  
Operational Policing Panel, Policy & Resources Panel, Audit & Internal Control Panel  
Appointed: 1/08/07 – 10/05/12  
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](mailto:ccoombs@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  
[bcoppinger@clevelandpa.org.uk](mailto:bcoppinger@clevelandpa.org.uk)



**Ted Cox JP**  
Policy & Resources Panel, Professional Standards Panel (Chair), Leadership Panel  
Appointed: 1/10/08 – 30/09/12  
Ted's responsibilities are ensuring compliance with the processes for investigating complaints against Police  
[tcx@cleveland.pa.org.uk](mailto:tcx@cleveland.pa.org.uk)



**Geoff Fell**  
Operational Policing Panel, Audit & Internal Control Panel, Stockton Children's Trust  
Appointed: 01/03/10 – 28/02/2014  
Independent Police Authority Member  
[gfell@clevelandpa.org.uk](mailto:gfell@clevelandpa.org.uk)



**Ray Goddard**  
Appointed: 23/06/11 – 22/06/15  
Labour Councillor appointed by Redcar & Cleveland Council  
[rgoddard@clevelandpa.org.uk](mailto:rgoddard@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](mailto:phadfield@clevelandpa.org.uk)



**Aslam Hanif**

Operational Policing Panel, Policy & Resources Panel (Chair), Professional Standards Panel, Leadership Panel  
Appointed 8/05/08 – 10/05/14  
Independent member of Cleveland Police Authority  
[ahanif@clevelandpa.org.uk](mailto:ahanif@clevelandpa.org.uk)



**Terry Laing**

Appointed: 23/06/11– 22/06/15  
Conservative Councillor appointed by Stockton Council  
[tlaing@clevelandpa.org.uk](mailto:tlaing@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](mailto:rlowes@clevelandpa.org.uk)



**Mike McGrory JP**

Audit & Internal Control Panel (Chair), Professional Standards Panel, Leadership Panel  
Appointed: 12/02/07 – 30/09/12  
[mmcgrory@clevelandpa.org.uk](mailto:mmcgrory@clevelandpa.org.uk)



**Sean Pryce**

Appointed: 23/06/11– 22/06/15  
Labour Councillor appointed by Redcar & Cleveland Council  
[spryce@clevelandpa.org.uk](mailto:spryce@clevelandpa.org.uk)

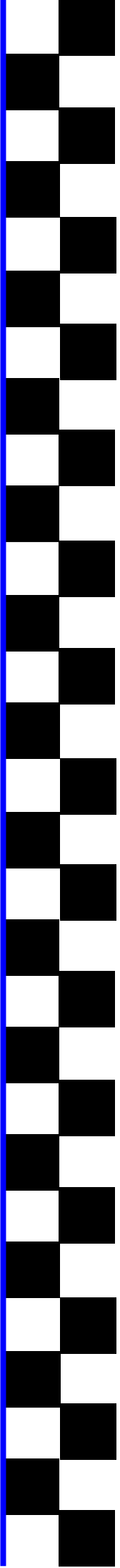


**Carl Richardson**

Operational Policing Panel, Policy & Resources Panel, Hartlepool Children’s Trust Appointed 09/07/2010 - 08/07/2011  
Labour Councillor appointed by Hartlepool Council  
[crichardson@clevelandpa.org.uk](mailto:crichardson@clevelandpa.org.uk)

**Vacancy**

Julie Leng is the Acting Chief Executive of Cleveland Police Authority.  
[Julie.Leng@cleveland.pnn.police.uk](mailto:Julie.Leng@cleveland.pnn.police.uk)  
Cleveland Police Authority FREEPOST NEA3893 Middlesbrough TS8 9BR



## Your Police Authority



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



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



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



appoints the Chief Constable and senior police officers.



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



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



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



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



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.



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