

**Report of the Chief Constable to the Cleveland Police Audit Committee on the 28th February 2019**

**Executive & Presenting Officer: Mrs Louise Drummond, Head of PQR for Brian Thomas, Assistant Chief Officer**

**Status: For Information**

**Progress report on Areas for Improvement made by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Service**

1. **Governance and Scrutiny Arrangements**

The governance and scrutiny arrangements associated with the delivery of HMICFRS’s Areas for Improvement (AFIs) are the responsibility of the Delivery and Accountability Board.

1. **Progress against current recommendations and Areas for Improvement.**

Progress has continued, since the last HMIC update to the Audit Committee. No further AFIs have been issued to the Force, neither has the Force been inspected under PEEL to allow any of the locally closed AFIs to be formally closed by the HMICFRS. The Force is currently actively engaged in progressing the following;

* 22 force specific AFIs; 7 of which we assess as being complete but await approval from HMICFRS to close them. The remaining 15 AFIs are all being progressed.
* 13 AFIs resulting from national reports; all are on-going, with 5 assessed as complete awaiting HMICFRS sign off.
* Recommendations from the non-PEEL inspections are being progressed within the relevant Commands.

Further details in relation to the AFIs can be found in Appendix 1.

**3. The 2018/19 inspection regime.**

In 2018/19 the Force will continue to be inspected against the PEEL framework. In addition it has also been subject to a number of thematic inspections, the status of these are as follows;

* National Fraud Inspection – inspected April/May 2018, thematic report expected early 2019.
* National Child Protection re-inspection – Inspected July 2018, report received.
* Integrated PEEL Inspection – due to commence 20th May 2019; insight work in relation to the inspection has already commenced with HMICFRS attending a number of Force meetings and reviewing specific areas of work.

Details of the 2019/20 inspection regime will shortly be issued to Forces as part of the HMICFRS’s consultation process.

**4. The Future inspection framework.**

In 2018/19 HMICFRS will inspect all forces via the ‘Integrated PEEL Assessment’ (IPA). The IPA draws together the three core pillars of Effectiveness, Efficiency and Legitimacy into a single annual assessment with Leadership featuring as a consistent theme throughout. Cleveland will be inspected in May 2019 for a period of up to 2 weeks.

The IPA will adopt a risk based approach allowing HMICFRS to concentrate their efforts in areas where risk to the public is greatest. In order to facilitate this approach, HMICFRS will undertake a range of pre-inspection activity. This will include, for example; a series of case file reviews (crime, stop and search and grievances), stakeholder interviews and attendance at key meetings.

In addition, HMICFRS will also undertake a review of the Force Management Statement (FMS); the Chief Constable’s annual self-assessment of the forces ability to meet current and anticipated demand. As such, the FMS will provide HMICFRS with a clear indication of current and future gaps as well as identifying those areas of business which are being delivered well i.e. notifiable practice.

The Force will shortly be embarking on FMS2, the second year of the FMS; which will build on the first submission and report on progress.

**Gillian Currie**

**HMIC Liaison Officer**

**Cleveland Police**

**Appendix 1: Summary of HMIC ‘Areas for Improvement’**   
(Position Statement as at 20th June 2018)

| **Ref** | **Inspection** | **Owner (Head of..)** | **AFI** | **Status** | **Milestone date** | **Comments** |
| --- | --- | --- | --- | --- | --- | --- |
| 355 | Effectiveness  2015 | C&J | Establish a multi-agency safeguarding hub. |  | Dec 18 | North side children’s hub fully operational. Progress has been made with the anticipated opening of Southside Hub in April 2019. |
| 356 | Legitimacy  2015 | P&D | Better understand and address the wellbeing concerns of its workforce. |  | Sep 18 | Progress acknowledged by HMIC during Spring Inspection. The wellbeing team and new processes are being established. Work continues to fully address the AFI. |
| 358 | Legitimacy  2015 | TC & OPs | Ensure stop and search records include sufficient reasonable grounds and officers fully understand the grounds required |  | Jun 18 | Progress acknowledged by HMIC during Spring Inspection. Compliance is improving, some technical issues to be solved with the introduction of new devices. Alternative training has been identified and dates set. |
| 361 | Legitimacy **(National)**  2015 | S&E | Review complaints and misconduct arrangements to assess whether or not there is any bias in the way decisions regarding the management of complaints are made and take action to remove it. |  | Jul 18 | A process is followed to ensure a complaint is investigated by a suitably qualified investigator. The Independent Scrutiny panel have held their first meeting in which a number of complaints were reviewed against a specific framework, the terms of reference detail the procedures for concerns raised. Future meetings are already planned in. |
| 366 | Effectiveness  2015 | NPP | Use evidence of ‘what works’ drawn from other forces, academics and partners. Ensure routine evaluation of tactics and sharing of effective practice at a local level. |  | Sep 18 | Progress acknowledged by HMIC during the 2016 Inspection. The force has made significant improvements over the last 2 years in order to advance an EBP approach with Teesside University. Further work is in progress to develop the portal to improve access to information. |
| 442 | Legitimacy  2016 | S&E | Ensure it complies with all aspects of the current national guidelines for vetting. |  | Jun 18 | Improvements have been made, additional staff in situ and backlogs significantly reduced. |
| 443 | Legitimacy  2016 | S&E | Review the capacity and capability of its counter-corruption unit, to ensure it can manage its work effectively. |  | N/A | Closed locally 9.10.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 444 | Legitimacy  2016 | S&E | Improve the way corruption intelligence is assessed, graded and stored. |  | N/A | Closed locally 29.5.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 445 | Legitimacy  2016 | P&D | Improve the management of individual performance. |  | Dec 18 | Progress in relation to succession planning acknowledged by HMIC during Spring Inspection. New PDR system procured, PDR road shows rolled out across the Force and further training planned ahead of go live in April. |
| 446 | Legitimacy **(National)**  2016 | S&E | All forces should comply with current national vetting policy or should have implemented a sufficient plan to do so.  Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles. |  | Dec 18 | Improvements have been made, additional staff in situ and backlogs significantly reduced. The Force is working towards compliance with the National Vetting Policy. |
| 447 | Legitimacy **(National)**  2016 | S&E | Forces should 1) complete a retrospective review of allegations and consider referrals to the IPCC and 2) establish effective procedures to identify future allegations of abuse of authority for sexual gain and make appropriate referrals to the IPCC. |  | N/A | Closed locally 29.5.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 448 | Legitimacy **(National)**  2016 | S&E | All forces should have started to implement a plan to achieve the capability and capacity required to seek intelligence on potential abuse of authority for sexual gain. |  | N/A | Closed locally 9.10.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 449 | Effectiveness  2016 | NPP | The force should consider widening its approach to integrated offender management to maximise its impact on reducing threat, harm and risk. There should be clear measures of success which enable the force to evaluate how effectively it is protecting the public from prolific and harmful offenders. |  | N/A | Closed locally 15.11.17 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 450 | Effectiveness  2016 | C&J | Ensure that the risks posed by registered sex offenders are managed effectively. |  | N/A | Closed locally 11.9.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 452 | Effectiveness  2016 | C&J | Ensure that referral of standard-risk domestic abuse victims for ongoing safeguarding is made at the appropriate time. |  | N/A | New PPN process introduced to improve the quality of information collected. Force working to improve the input/referral process. |
| 455 | Effectiveness  2016 | C&J | Take immediate steps to understand the reasons why such a high proportion of crimes related to domestic abuse fall into the outcome category 'Evidential difficulties and rectify this to ensure that it is pursuing justice on behalf of victims. |  | Sep 18 | The Force has conducted the analysis and research and proposals have been made to the HO in relation to the outcome categories.  Body Worn Video is being dip sampled by the Chief Inspectors for IRT.  Outcome 16 forms part of the domestic abuse action plan meeting. |
| 456 | Effectiveness  2016 | Intel | Develop plans, with partner organisations, to reflect activity across the 4Ps and assess the impact on organised crime and communities. |  | N/A | Closed locally 22.2.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 457 | Effectiveness  2016 | Intel | Take steps to identify those at risk of being drawn into serious and organised crime, and ensure that preventative initiatives are put in place with partner organisations to deter offending. |  | N/A | Closed locally 22.2.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 458 | Effectiveness **(National)**  2016 | NPP | Immediately after national guidance has been issued, all forces should review their own approach to neighbourhood policing to determine whether the service they provide to local communities meets these guidelines. |  | N/A | Closed locally 19.4.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 459 | Effectiveness **(National)**  2016 | Intel | Review current procedures for apprehending wanted suspects, assess the number of wanted suspects on the PNC and those whose details have yet to be circulated on the PNC, and take prompt and effective action to apprehend those suspects. |  | Jun 18 | A review has been undertaken in relation to force procedures and policy, with new guidance issued, supported by an e-learning package which is the final stages of development. In terms of procedural changes, this includes implementation of a new process within the force’s integrated records management system (Niche) in relation to circulation of wanted people. This involves a specific wanted person form (incorporating PNC wanted), with associated workflow requiring supervisory oversight. |
| 460 | Effectiveness **(National)**  2016 | Intel | By September 2017, transfer the responsibility for mapping organised crime groups from the force to the regional organised crime unit |  | N/A | Closed locally 15.11.17 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 472 | Efficiency  2017 | P&D | Undertake appropriate activities to fully understand workforce’s capabilities, identify any gaps and put plans in place to address them. |  | Dec 18 | We now undertake a systematic approach to identify the key skills requirements across all service areas through quarterly review meetings between Senior Management Teams and the HR Advisors. |
| 473 | Efficiency  2017 | P&D | Conduct a leadership skills audit that will allow it to understand leadership capacity and capability. |  | Dec 18 | Requirements for this AFI have been fed into the PDR project to ensure the system is procured with the capability to measure individual leadership capability. The ability to assess against competencies, values and potential for career progression incorporated in all the systems being considered gives us confidence that we can meet this requirement in the roll out of the new system. |
| 485 | Efficiency **(National)**  2017 | ICT | By September 2018, produce an ambitious plan to improve digitally-enabled services within the force. |  | N/A | Closed locally 9.10.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 486 | Legitimacy  2017 | NPP | Improve external scrutiny (including training) and involve young people in scrutiny arrangements on the use of police powers. |  | Jun 18 | Significant progress has been made in this area with the introduction of a youth scrutiny panel, work with the cadets and a ride along scheme. |
| 487 | Legitimacy  2017 | S&E | Comply with IPCC statutory guidance for keeping complainants informed at all stages of the complaints process. |  | Dec 18 | DSE have now developed specific update logs to ensure all updates are recorded centrally and in a place that can be scrutinised with ease. Recruitment process in place which will bolster the dip sampling of the process. |
| 488 | Legitimacy  2017 | P&D | Reassure the workforce, improve timeliness and ensure wraparound support in relation to grievances |  | Jul 18 | Grievances are now being monitored via the Strategic PIB to look for any patterns and trends and to provide updates on how long a grievance has been running for. The ER team on receipt of a grievance hold an initial meeting to discuss the process and focus on early resolution at an informal stage. Although the number of grievances has continued to increase the number of days to conclude cases has significantly reduced. |
| 489 | Legitimacy **(National)**  2017 | TC & Ops | All police forces should be regularly and frequently monitoring a comprehensive set of data and information on use of stop and search powers to understand disproportionality, identify disparities and publish the analysis. |  | Jul 18 | As of March we now have a comprehensive data set that demonstrates Stop Search use in Cleveland. This has been compared against the intelligence picture and Force hot spot information. There is nothing to suggest BAME groups are negatively disproportionately affected in the Cleveland area. The Force recognises the importance of external scrutiny and a number of panels have taken place, future scrutiny will take place in the SIAG. |
| 498 | Leadership **(National)** 2017 | P & D | Use PDR in line with CoP guidance. To assist in understanding leadership skills and capabilities and effective succession planning, using targeted leadership development and to make sure that wellbeing provisions are communicated effectively to all ranks and grades within the workforce. |  | Dec 18 | All of the elements of this National AFI are covered in other Force specific AFIs within the People & Development Service Unit. The associated AFIs are as follows:  356 Wellbeing  445 PDR  473 Leadership skills audit |
| 499 | Effectiveness 2017 | TC & Ops | The force should improve the quality of information that officers record on the DASH risk assessments at initial response. |  | Jul 18 | The Force is working on improving awareness of Domestic Abuse, ensuring approaches to DA are consistent and identifying and addressing the barriers to the effective management of DA. The Force has introduced Public Protection Notices to capture more information at the scene; performance data in relation to quality and improvements is not yet available. |
| 500 | Effectiveness 2017 | C & J | The force should ensure its process to obtain feedback from victims of domestic abuse include those victims who do not support police action. |  | N/A | Closed locally 19.4.18 - However, yet to be tested by HMIC therefore remains under local monitoring |
| 501 | Effectiveness 2017 | C & J | The force should review the MARAC referral process and consider the need for greater partner involvement in the decision-making process to ensure high-risk victims of domestic abuse are not being placed at risk as a result. |  | Jun 18 | Strategic MARAC now in place and representatives attending from across the Tees.  Improvements to the MARAC referral process have been identified and the Force is working towards these. |
| 502 | Effectiveness **(National)** 2017 | NPP | By October 2018, all forces should review their own approach to neighbourhood policing to check whether the service they provide to local communities meets these guidelines. As soon as possible, they should make any changes they need to implement the guidelines. |  | Oct 18 | Readiness assessments have been completed against the guideline; An action plan has been developed which the Force is working to complete. |
| 503 | Effectiveness **(National)** 2017 | C & J | By September 2018, all forces with a shortage in qualified detectives and/or other investigators should develop an action plan. The plan should set out in detail what the force will do to address the shortage in the short, medium and long term. It should be in line with the national plan to develop investigative capacity and capability that all chief constables in England and Wales have agreed. |  | Sep 18 | Strategic aims and associated tactical options in support of this are currently being developed as part of the forces plan to meet the shortfall in detectives. This work has clear interdependencies with the PIP requirements and the pressure to meet the required number of detectives to satisfy operational demand has been significantly increased by the creation of the Historical Investigation Unit, which has responsibility for investigating three homicide cases and a high volume of associated CSE crimes.  A task and finish group will oversee the delivery of the force strategy to upscale the number of specialist investigators, once it has corporate agreement, and this will be supported by the forthcoming NPCC advice. 20 Trainee Detective Constables have recently been attached to Crime and Justice to increase resilience. |
| 504 | Effectiveness **(National)** 2017 | C & J | By September 2018, all forces should review how they are implementing changes to pre-charge police bail, working with the National Police Chiefs’ Council lead. The review should include an assessment of how far vulnerable people are being affected by these changes. |  | Sep 18 | Review of Cleveland processes has taken place; improvements are now embedded as business as usual and work well.  Bail managers keep bail cases under regular review to ensure cases are expedited within timescales and prioritised where appropriate.  A self-assessment of the Force’s custody performance has been completed and no areas for improvement were identified in this area. |

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|  | Action is complete but has not yet been signed off by external body where required |
|  | Successful delivery is highly likely and there is no evidence to suggest that this will change |
|  | Successful delivery appears feasible but there are some issues which require management attention |
|  | The action cannot be completed as planned due to issues which at this stage cannot be resolved |
|  | Not yet started |