



## RESPONSE BY THE PCC TO HMIC INSPECTIONS OF CLEVELAND POLICE

### INSPECTION DETAILS

Title of Inspection

**2015 Police Effectiveness, Efficiency and Legitimacy (PEEL) - Leadership**

Date Inspection Published

**25 February 2016**

Type of Inspection:

- Cleveland Specific  
 Follow Up  
 Partner Inspection

- National  
 Thematic

Is Cleveland Police quoted in the Report?

Yes

No

### EXECUTIVE SUMMARY

As part of the 2015 PEEL inspection, HMIC assessed how well forces understand and develop its leaders; whether it has set a clear and compelling future direction; and how well it motivates and engages the workforce. Unlike the other areas of assessment, this area was not subject to grading. To achieve this, HMIC posed four core questions with their findings as follows:

#### **How well does the force have a clear understanding of the current state of its leadership at every level?**

Cleveland Police has taken a number of steps to ensure that leaders across the force understand what is expected of them. The force set out its expectations of leaders through its leadership matrix, which it launched in 2015 at a half-day forum with senior leaders. The matrix describes the behaviours the force expects of its leaders which include 'putting the public first, striving for excellence, demonstrating compassion and care, and doing the right thing honestly and fairly'. HMIC found that although many in the workforce recognise the matrix, staff felt they had not been given the time to read and understand it.

To understand how leadership is perceived across the force, the force commissioned a local university to independently conduct a survey of the whole workforce. The force has received the initial findings, and is analysing them to better understand how its workforce perceives leadership.

#### **How well has the force provided a clear and compelling sense of the future direction of the organisation?**

The force has taken some steps to communicate its future plans and priorities, though requires further work to ensure its workforce fully understands this. The force has communicated its plans and priorities through its 'Towards 2020' vision at four half-day sessions for middle management and above. The vision describes the pressures on policing over the next five years, the proposed changes to the force and the high-level strategy for dealing with these pressures and changes.

Leaders across Cleveland Police are beginning to understand the force's future plans and priorities and the significant change it will involve. However, the workforce would welcome stronger direction from senior leaders on what are the force's priority areas of work in the light of insufficient resources to meet all demand.

The force is adept at seeking to understand and use new ideas, working practices and technological approaches. Members of the force's management team take responsibility for developing new ways of working and learning from other forces. Examples include the use of iMap, a mobile technology application which geographically maps crimes, incidents and repeat locations. This easily accessed application allows neighbourhood officers to better understand their local areas. Cleveland is also learning about predictive policing from other forces in order to forecast crime trends to better understand future demand.

### **How is the force developing leadership, motivating the workforce and encouraging staff engagement?**

Cleveland Police has taken some steps to provide effective programmes to develop leadership skills, however this is an area that could be improved. Although the force has invited influential speakers to staff events to talk about their experience of leadership, it relies on traditional training methods for managers and supervisors. The force provides a leadership development programme for promotion, though only for constables, sergeants and police staff equivalents. The programme covers leadership skills, but mainly focuses on people management skills with some operational skills and financial management. We found limited development of the wider workforce in some core leadership skills such as coaching and mentoring, understanding emotional intelligence, negotiating and influencing, and motivating and inspiring.

HMIC found no evidence of a force-wide approach to identifying and developing talented individuals towards promotion, though the force does offer some development programmes. The force supports officers through the high potential development scheme, as well as an internal fast track scheme for supervisors and managers. Further to this, a small number of senior staff are being supported on a national strategic leadership programme.

### **To what extent is leadership improving the effectiveness, efficiency and legitimacy of the force?**

Leadership in Cleveland Police is partly improving the legitimacy of the force, in how it keeps people safe and reduces crime, though we found areas where the force could improve its legitimacy. During our inspection, HMIC found that senior leaders are trying to instil the Code of Ethics and have introduced training, though middle managers and below showed little awareness of the code. The workforce felt strongly about behaving ethically and encouragingly stated that they felt more confident to raise issues, and that the force is more ethical in part due to the leadership of the chief officer team. In order to strengthen its ethical culture, the force has also introduced an internal ethics committee which oversee certain decisions to ensure they are ethical.

However, HMIC found that the workforce thought that wellbeing was not valued by the force's leadership. Some police staff and officers we spoke to detailed the negative impact that some aspects of their role had on them. Senior leaders have introduced a people strategy that covers leadership, wellbeing, ethics and integrity though this still has some way to go to achieve the benefits it aims to secure.

Leadership in Cleveland Police has had a limited impact on the efficiency of the force. The force has begun a detailed review of its policing model, though improvements have not yet resulted from this review.

## PCC RESPONSE TO FINDINGS

Comment by the PCC:

I am encouraged that HMIC has highlighted our Force's change initiative to support and deliver its vision over the coming years - 'Towards 2020'. Started in 2015, this holistic programme drives forward three core areas of organisational development - *local policing, operational collaboration and enabling services* - in order to deliver strategic priorities and place victims at the centre of all work undertaken. As a result, there will be a number of opportunities for collaborative activity and support from my office as these areas truly reflect my key priorities as Commissioner (i.e. retaining and developing neighbourhood policing; delivering a better deal for victims and witnesses; and, ensuring better links between agencies to make the best use of resources).

I am aware that the embedding of the Code of Ethics is at the heart of all work undertaken by Cleveland Police and is the key enabler of numerous current Force programmes. For example, in line with the principles set out in the "Towards 2020" strategy, the Force has recently launched its 'Everyone Matters' programme. Embracing diversity within communities ensures that policing services are culturally sensitive, inclusive, accessible and appropriate, so the Force makes a positive difference to individual lives.

As PCC, I attend numerous Force meetings, both as a participant and in a monitoring capacity, and I observe the great work undertaken on a daily basis by senior officers and staff managers. I know that powerful strategic messages are being disseminated to all staff, irrespective of rank and translated into our working practices. This has been noticed and complemented by members of the public at the numerous community meetings I attend throughout the year.

In the next term of office of the Police & Crime Commissioner, a new Chief Constable will be selected to serve our people. I am confident that the areas of improvement outlined by HMIC will be addressed by our current Temporary Chief Constable and his successor and that HMIC will recognise this in this year's annual inspection.