



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

### INSPECTION DETAILS

Title of Inspection

**PEEL: Police Effectiveness, efficiency and legitimacy IPA 2018/19**

Date Inspection Published

**27 September 2019**

Type of Inspection:

- Cleveland Specific     National  
 Follow Up                       Thematic  
 Partner Inspection

Is Cleveland Police quoted in the Report?

Yes  No

### EXECUTIVE SUMMARY OF REPORT

The report was the first of the integrated PEEL assessment (IPA) approach which combined the existing PEEL (police effectiveness, efficiency and legitimacy) inspections. The areas had previously been inspected separately each year.

#### **Effectiveness**

#### **Graded – Inadequate**

HMICFRS found that the way that the Force prevented crime, tackled anti-social behaviour and protected vulnerable people was poor. It needed to improve the way it investigated crime but recognised that the Force was good at tackling serious and organised crime.

Crime prevention wasn't a priority for the Force which was a cause of concern, along with the lack of direction for staff. Limited resources were assigned to neighbourhood teams and future plans were uncertain. The Force didn't have a good enough understanding of local concerns and engagement with the public was poor.

The Force needed to improve how it investigated crime and that it didn't have the right number of people in the right place to manage investigation demand and supervisors needed to be trained to oversee investigations properly.

The report outlined that the Force needed to provide better support to victims and the wider

community and the Force were putting the public at risk by not being proactive enough. Too many examples were found of the Force failing to identify vulnerable victims, providing a poor or delayed response, failing to provide adequate safeguarding and investigating some cases poorly.

The Force's approach to vulnerability was unclear and enough hadn't been done to address the recommendations made by HMICFRS in their 2017 child protection inspection, which left some children at risk of harm.

The report recognised that the Force understood the serious and organised crime threats across the force area and had an effective strategy with a strategic assessment and clear priorities. It worked well with partners to gather intelligence and respond to threats and organised crime groups effectively. The Force understood the threat posed by firearms and responds well through a collaborative approach.

### **Efficiency**

#### **Graded – Inadequate**

The report noted that the Force had a poor understanding of its demand, not sufficiently prioritising between different types of demand. That lack of understanding meant that the Force wasn't adapting the services it provided and therefore couldn't provide them as promptly as it should be able to.

The report stated that the Force weren't making the best use of the resources it had. In trying to manage its functions it had created risks. The force didn't understand how effective its joint working was.

The financial management was good and the budget was managed tightly. However the Force based its plans on a poor understanding of demand and it hadn't aligned its financial and workforce strategies with no accurate plan to fill the skills or training gaps.

The Force had recognised that it needed to improve and had commenced a programme of change, however, at the time of the inspection, the future operating model was uncertain and the force didn't sufficiently understand what the public of Cleveland expected.

### **Legitimacy**

#### **Graded – Inadequate**

The report noted that the Force didn't treat its public fairly enough. It didn't give people the opportunity to voice their needs and concerns and didn't encourage a culture that valued engagement. The Force experienced higher levels of complaint allegations than most other forces.

The Force wasn't adequately maintaining an ethical workforce with many senior leaders not acting as positive ethical role models which had a profoundly negative impact on the Force's ability to be effective and efficient in what it does. Information that was presented to the

Chief Constable wasn't trustworthy.

The report recognised that improvements had been made within Counter Corruption but that there was more work to do.

Cleveland Police needed to improve its treatment of people, it didn't always listen to its workforce, arrangements regarding wellbeing services hadn't been communicated and the workforce weren't yet fully aware or seeing the benefits. The Force didn't manage the individual performance or development of its people effectively and had a limited way of identifying potential talent within the workforce, with too many officers and staff not perceiving the promotion process to be fair.

As a result of the inspection the Force was placed into the HMICFRS' national oversight process which would closely monitor the Force's performance.

## **DOCUMENTS INCLUDED WITHIN THIS RESPONSE**

**In addition to the usual response, for the purposes of transparency, the following documents have been included**

- Strategic Direction – issued by the PCC to the Chief Constable – appendix 1
- Cleveland Police Press Release in response to the publication of the PEEL inspection – appendix 2

## **FORCE RESPONSE TO RECOMMENDATIONS**

Cleveland Police fully accepts the findings of our 2019 PEEL inspection. We recognise, at all levels throughout the organisation that a range of significant improvements are required to ensure we deliver a high quality service to victims, vulnerable people and our wider communities.

We have lost sight of our purpose, preventing and detecting crime and safeguarding vulnerable people. Our frontline staff have been frustrated by a lack of strategic vision and direction which has adversely affected our cultural norms and the behaviours and standards required of public servants.

To start the journey of improvement, a series of six work streams have been identified which are aligned to our force priorities and the HMICFRS causes of concern. We have recruited new members to our executive team, created a revised leadership structure from Chief Constable to Chief Inspector level and implemented a new management and governance framework to support decision making and accountability.

Between July and September 2019 our stabilisation plan, Operation Phoenix, was implemented across the force which had key strands linked to enhancing officer well-being by managing outstanding workloads, identifying risk in outstanding investigations, reducing numbers of suspects outstanding from crimes and internal and external communications strategies to build confidence in the operation and Cleveland Police.

To map our journey forward we have built a series of service improvement plans linked to the work streams. We have created a Service Improvement Team resourced by officers with a range of operational experience. Supported by colleagues across the force they will deliver on those plans. Each of the plans has an executive officer lead who has overall responsibility for delivery of those plans.

As part of our new management governance and structure we have established a series of assurance and delivery groups to provide a mechanism through which the chief officer lead is able to drive performance and service improvement activity, understand current and future demand and hold to account those responsible for service delivery.

Progress against these plans will be robustly monitored through these structures to ensure that strategic priorities drive all significant activity, our people, policies and systems are operating effectively and are focused on key service risks.

We recognise that our “road to improvement” will take significant time to fully deliver; we are actively committed to the Police Performance Oversight Group (PPOG) and the PCC scrutiny processes.

We also recognise that our journey as an organisation will not be without its challenges and will require the commitment of the whole organisation to make the necessary improvements. This is our golden opportunity for us to improve ourselves, our organisation and to deliver the service our public rightly deserve.

## **PCC RESPONSE TO INSPECTION**

Comment by the PCC:

### **In response to the publication of the HMICFRS PEEL report into Cleveland Police, Police and Crime Commissioner Barry Copping said:**

I share the public’s concern at the worrying contents of this report, in particular the failure of Cleveland Police to consistently protect the most vulnerable people in our communities. This is completely unacceptable to me. I am directly elected as the public’s representative for policing and victims and the Force’s recent performance is simply not good enough.

People expect more from their police service and the Force’s senior leaders. I’m thankful to HMICFRS for their engagement in such detail about the problems facing Cleveland Police, which allowed me to have frank conversations with the Chief Constable from a very early stage about where the Force is falling short.

I have sought assurance from Richard Lewis that immediate changes are being made to resolve the most serious issues highlighted in the report and he has informed me that swift action was taken as soon as he became aware of the failings. The public will have begun to see a difference over the summer as the Force rolled out Operation Phoenix to concentrate on priority aspects of policing.

Scrutiny by my Office, early indications from HMICFRS and the observations of the Chief Constable all identified significant failings within the Force earlier this year. In response, I

issued a Strategic Direction in June, (see appendix 1) requesting that the Chief Constable assesses the state of the Force and draws up an action plan for areas that need improvement.

I have only ever issued a formal Strategic Direction when it is in the public interest to do so. One of the reasons I'm so concerned is that it has become apparent that I have not been provided the full facts in recent times by the Force's leaders and therefore we could not gain a thorough understanding of the problems facing the organisation. We cannot scrutinise thoroughly if the information we are presented with doesn't give us the full picture.

Those expectations are that Cleveland Police must become and remain an organisation which

- Understands police demand;
- Plans ahead to ensure that resources and skills are in place and deployed efficiently to respond to that demand now and in the future;
- Sets clear priorities, ensuring that the Force
  - Acts both to prevent and to investigate incidents and crime effectively;
  - Understands the individual needs of and provides support for all victims;
  - Understands and addresses vulnerability;
  - Understands and engages with its communities
  - Treats people fairly, ethically and lawfully.
  - Has effective tactical and strategic working relationships with partners

It requires the Chief Constable to deliver to me both his assessment of the state of Cleveland Police as a service provider and employer and his diagnosis of the improvements required, across the board. It also requires him to deliver short, medium and long term plans for improvement.

The Strategic Direction specifically offers support in several of the areas for improvement which require renewed commitment, including

- Refreshing openness and transparency between the Force and the Office of the Police & Crime Commissioner and a joint commitment between us to empower our personnel to work openly with each other, to share information, resources and to deliver in the public interest;
- A joint strategic planning regime providing a clear framework enabling each of us to coordinate our decision making based on clear commissioning and policing priorities.
- Maximising the benefit of our respective approaches to community engagement
- Joint oversight and delivery of the revised and refreshed *Everyone Matters* Equality, Diversity and Inclusion Strategy.
- Joint oversight and delivery of a further programme of ethics and standards improvement, building on the *Transforming Professional Standards* programme.

Overall, my Strategic Direction is intended as a clear empowering framework within which the Chief Constable will be supported to deliver the necessary programme of improvements.

Under the ambit of my Strategic Direction, reforms have already been made to our approaches to governance. We have introduced a joint Executive Board structure and the Chief Constable has established a new operational management structure force-wide. In line with my Strategic Direction we will together direct corporate priorities and business change, address risk and the delivery of benefits and make decisions of significant public

interest.

Following on my Strategic Direction, I have already started to deepen and amplify my scrutiny programme, requesting evidence to back up the Force's claims and questioning any gaps or information they are unable to provide. I expect open, honest and candid responses to my scrutiny of the Force and I will ensure that we really know how the Force is performing.

An important key feature is my expectation that police personnel at all levels are transparent and candid with me – and with the Chief Constable - about their work. Amongst the most worrying aspects of the HMICFRS report was their finding that inappropriate behaviour of senior leaders was so profound that it was affecting the efficiency and effectiveness of the Force. This finding is drawn in stark terms and draws into sharp focus the extent to which such behaviours have undermined the ability of successive Chief Constables and my scrutiny programme, to drive and sustain improvement and lasting change within Cleveland Police. I have exchanged correspondence with HMICFRS about that Cause of Concern in particular and I support the Chief Constable's intention to develop a programme of work to improve ethical behaviour and culture.

I am in no doubt that in Chief Constable Lewis, I have appointed a remarkable police leader to take Cleveland Police forward on its road to improvement. He has already set clear strategic priorities for the Force as follows

- Our Communities – serving the public and putting our communities at the heart of all we do
- Vulnerability – recognising and safeguarding vulnerable victims
- Crime and Antisocial Behaviour – preventing crime and ASB; and tackling criminality
- Our People – caring for and supporting our people

Chief Constable Lewis has established an entirely new Chief Police Officer team and has my full support as he continues to seek to attract the very best police personnel to join Cleveland Police and contribute to the programme of improvement.

The *Towards 2025 Road to Improvement* represents the short and medium term plans anticipated by my Strategic Direction. I have been assured that the Chief Constable's teams are establishing detailed action plans aligned to the HMICFRS Causes of Concern and with a named, accountable Executive lead officer. The Chief Constable's Service Improvement Team will drive forward those plans and will support, empower and develop staff in so doing.

The Chief Constable and I are satisfied that it is right that the overall short, medium and long term strategic plans should be consolidated into a form suitable for publication so that the public are clear on what will be different and by when. The Chief Constable and I both consider that the future for Cleveland Police depends on the Force understanding and welcoming accountability and in so doing, putting communities at the heart of its service provision.

I have campaigned long and hard against the funding cuts imposed on policing and other public services in Cleveland. However, the report recognises that the Force has not effectively managed their increased levels of demand with reduced resources. The public expect the Chief Constable to use whatever resources he has to keep them as safe as possible. I agree with the public about that.

Operation Phoenix has demonstrated that Cleveland Police **can** offer a better service to people in Cleveland and has had success in closing down drug suppliers, arresting criminals wanted on warrants and protecting vulnerable people. With additional funding, I'm confident that the service provided during Phoenix could be sustained.

I'm encouraged that Richard is committed to rebuilding neighbourhood policing in Cleveland, which remains the backbone of positive community relations and intelligence gathering. This reflects the longstanding commitment in my Police and Crime Plan.

I have had the privilege in recent weeks of joining officers on patrol in all four districts, the selfless dedication they display on a daily basis in risking their lives protecting the public, preventing crime and arresting criminals is truly remarkable and humbling. They are the true face of Cleveland Police.

Moving forward I expect the Chief Constable to implement an improvement plan for the Force and continue to engage with my Office in an open and transparent manner. I will be monitoring his progress by holding him to account day in, day out and will leave no stone unturned in seeking the best policing service for the people of Cleveland.

### **Chief Constable's Response to my Strategic Direction**

The Chief Constable responded to the strategic direction with a detailed and case specific response which, because of that case specific nature, will not be published in full at this stage.

However it did cover the following strategic themes and issues and included 2 areas

- Strategic Risks
- Operational Risks

Strategic risks covered the following areas

- Public Confidence – recognising that public confidence in Cleveland Police's ability to deal with their issues was low.
- Discrimination – outlining how the Everyone Matters agenda was to be refreshed, with an action plan available for scrutiny.
- Wellbeing – detailing how improvements in wellbeing were going to be addressed.
- Recruitment/People – outlining the need to ensure that the Force spends the resources it has and addressing the force culture of people 'acting-up' into more senior roles.
- Return of Sopra Steria Staff in 2020 – to address matters of culture and location.
- Demand – ensuring that the force understands its demand and has a central function for managing its resources.
- Collaborations – consideration of current collaborations.
- Culture – outlining current concerns about culture within the organisation.
- Accountability – Ensuring that teams are held to account on their performance.
- Legacy Cases – Focussing attention to deal with such cases.
- Capability of Senior Leaders/Staff Development – acknowledging a lack of strategic planning in this area.
- Governance Structure – acknowledging that there was no real governance structure
- Prevention Agenda – setting prevention as a strategic priority and building a performance regime to support that

Operational risks covered the following areas

- Force Communications room – acknowledging that a performance management regime to ensure staff have direction on priorities and being held to account for performance was needed.
- Responding to firearms incidents – the need to review how Cleveland deploys to dangerous incidents.
- Directorate of Standards and Ethics – acknowledgement that the Counter Corruption Team did not undertake pro-active work.
- Covert Standards Unit – awaiting the independent review of covert authorities which may further dent public confidence in the Force.
- Investigations – Recognising that the poor quality of volume crime investigations and a backlog of outstanding investigations was impacting on the ability to deal with new ones.
- Violent Crime and Vulnerability – Acknowledges the lack of attention on vulnerability.
- Neighbourhood Policing – outlining that the current plan for Neighbourhood Policing was not fit for purpose and needed to be redesigned

In conclusion it was noted that the appointment of a Chief of Staff meant that the Force could greatly accelerate the work due to the additional capacity within the team. The assessment was noted as an interim position until the plans were developed.

### **Transparency and Additional Work**

By way of transparency, updates on the HMICFRS PEEL inspection and details of the Police Performance and Oversight Group (PPOG) meeting have been given to the Police and Crime Panel and the Joint Audit Committee.

In addition work has been undertaken on the following in order to strengthen my assurance process

- Discussions have taken place with all of the External/Independent Chairs to consider how support/communication can be improved with Cleveland Police. It has been clear that previously these groups had not been used to best effect by the force. I will bring together these groups with the Chief Constable during December to confirm how use of the groups will improve.
- The internal structures for managing performance and governance have been reviewed with the OPCC and linkages identified in how external scrutiny will further be linked into formal meeting structures for holding to account.
- Regular updates are now in place with HMICFRS to ensure that requests for information and scrutiny requirements from Cleveland Police do not conflict, maximising use for external purposes.

Details of my scrutiny programme can be found via the following link

<https://www.cleveland.pcc.police.uk/Decisions/Scrutiny-Meetings.aspx>

This response can be found via the following link

<https://www.cleveland.pcc.police.uk/Decisions/HMIC-Inspection-Responses.aspx>



For Office Use Only

Response forwarded to Home Office

Response published on PCC website



## Strategic Direction to the Chief Constable

Exercising my responsibility as the elected individual with responsibility for the totality of policing in Cleveland, I have decided to issue an overarching, supportive strategic direction following on from the appointment of the Chief Constable on 29 April 2019, in particular in the light of:

- My wish to acknowledge the high quality leadership of Chief Constable Richard Lewis during his initial 60 days in office as Chief Constable of Cleveland Police; and
- A joint understanding of the need for refreshed, clear priorities to be set for Cleveland Police, arising from the strategic assessment of threat and risk which underpins how best to keep Cleveland's communities safe; and
- Our initial joint understanding of the corporate health of the Force and its fitness for the future in terms of efficiency, effectiveness and standards.
- The forthcoming appointment of the Deputy & Assistant Chief Constables for Cleveland Police – and the opportunity that provides for the setting of a clear vision and priorities for the Force.

My Police & Crime Plan sets out the overall strategic plan for policing and crime; and the expectations I have of the pivotal part that Cleveland Police (working locally, regionally and nationally in partnership) play in the delivery of those policing and crime objectives. Those objectives have been consistent throughout my current term and remain

- Investing in Our Police
- A Better Deal for Victims & Witnesses
- Tackling Offending & Reoffending
- Working Together to Make Cleveland Safer
- Securing the Future of Our Communities

In the delivery of those objectives and in line with the law and best practice, I respect the operational independence of policing. I know from our initial 60 days of working together that we will work together to deliver our responsibilities for strategic decision-making, coupled with scrutiny which allows me to work alongside the Chief Constable to hold Cleveland Police to account for being the very best that it can be.

We know that the officers, staff and volunteers of Cleveland Police come to work every day to deliver the very best for all of the communities of Cleveland. We will wish to pay tribute, now and at every opportunity, to their dedication hard work and commitment.

At the same time it is important that we recognise that to permit them to do so, Cleveland Police must be an organisation which

- Understands police demand;
- Plans ahead to ensure that resources and skills are in place and deployed efficiently to respond to that demand now and in the future;
- Sets clear priorities, ensuring that the Force
  - Acts both to prevent and to investigate incidents and crime effectively;
  - Understands the individual needs of and provides support for all victims;
  - Understands and addresses vulnerability;
- Understands and engages with its communities
- Treats people fairly, ethically and lawfully.
- Has effective tactical and strategic working relationships with partners

Much progress has been achieved over recent years – not least, the programmes of standards reform, organisational development and approaches to equality diversity and human rights that flowed from my previous Strategic Direction of December 2015.

However, we know that there is considerable room for improvement across the board, we have to make best use of what we have despite the challenge of unfair overall funding. There may be many reasons for

that – including but not limited to change in strategic leadership, the changing nature of policing, resources and the impact on capacity and morale which result from those and other factors.

One thing can be said for certain: the public and our officers, staff and volunteers deserve the clearest of vision and commitment.

I appointed Richard Lewis as Chief Constable in the light of the very clear vision, drive, passion and commitment that he demonstrated to me.

With those matters in mind, in consultation with the Chief Constable I now set a strategic direction as follows

1. Chief Constable's Strategic Assessment. I ask that as soon as practicable – and annually thereafter - Chief Constable Lewis reports to me – and through me, to the public – setting out
  - a. his assessment of the current state of Cleveland Police as an employer, organisation and service provider across the following strategic domains
    - i. Strategic Planning & Priorities
    - ii. Engagement with Communities to inform priorities, planning and response
    - iii. Operational Performance, including
      - a) Vulnerability
      - b) Victims
      - c) Prevention
      - d) Enforcement – e.g. Detection, Investigation & Prosecution
    - iv. Communication – Internal and External
    - v. Governance, Assurance and Accountability
    - vi. Demand & Resources
    - vii. Risks & Opportunities
    - viii. Organisational Development, including
      - a) Leadership
      - b) Workforce Planning
      - c) Values & Culture
      - d) Equality, Diversity & Inclusion
      - e) Wellbeing
      - f) Standards
      - g) Business Change
  - b. his diagnosis of the improvements required across all of those areas; and
  - c. his plans for delivering those improvements in the short, medium and long term including the measures by which progress may be judged – in other words, what will be different and by when – and how will the public know?
2. Joint Commitment. The Chief Constable and I have agreed that we will commit now – and amplify after the delivery of the 60 Day Strategic Assessment referred to at (1) above – to the delivery of key programmes to support improvement, including
  - a. A refreshed commitment to openness and transparency between Cleveland Police and the Office of the Police & Crime Commissioner. The pursuit of our common aims requires that we empower our people to work openly with each other, to share information, resources and to deliver in the public interest.
  - b. A joint strategic planning regime that provides a clear framework enabling the Chief Constable and PCC to undertake independent decision making for the purposes of Commissioning and setting Force priorities;
  - c. Ensuring that approaches to community engagement developed across both organisations deliver maximum benefit
  - d. Joint oversight and delivery of the revised and refreshed Everyone Matters programme
  - e. Joint oversight and delivery of a suitable successor programme to Transforming Professional Standards, to embed the reforms and ensure that Cleveland Police becomes a centre of excellence in police standards and ethics.

### 3. Decision-Making, Scrutiny & Holding to Account.

As PCC there are already a range of scrutiny approaches in place to engage with the Chief Constable and hold Cleveland Police to account including but not limited to a daily review of the control room performance log, weekly meetings with the Chief Constable and the monthly schedule Performance and Scrutiny meetings. I and the Chief Constable recognise the need for scrutiny to be a supportive and robust process to confirm areas for improvement, recognise best practice and clearly demonstrates value for money to the public. On this basis and in addition to the existing regime we will:

- a. Re-establish a joint Executive Board structure of statutory officers and key advisors, to discharge the following broad terms of reference:
  - i. Strategic direction of corporate priorities and business change portfolio
  - ii. Oversight of risks, benefits, successes and failures
  - iii. Formal decision making for items of strategic importance, with significant financial implications or high risk
  - iv. Other items to be determined – to include oversight of corporate health and progress against the delivery of the Police and Crime Plan.
- b. That I refresh, amplify and deepen my approach to scrutiny and holding to account, with the following additional key features:
  - i. A thematic focus on
    - a) the priorities within the Police & Crime Plan;
    - b) the delivery of the improvements set out in the Chief Constable's Strategic Assessment
  - ii. An expectation that personnel at all levels who take part in scrutiny are transparent and candid with me both about their accomplishments and their challenges and their plans to address them;
  - iii. I in turn will expect clear delivery on a 'what will change / improve and by when' basis
  - iv. An increase in the use of independent scrutiny approaches

My undertaking to the public of Cleveland, to Cleveland Police and its partner organisations is that as we continue to drive forward improvement, I will continue to campaign for the fair funding of policing for Cleveland. However, in setting this Strategic Direction, I make it clear that my first Police & Crime Plan objective *Investing in Our Police* means above all that I expect Cleveland Police to make the best use of the resources that are provided to it and for which I exercise overall responsibility.

## **Cleveland Police public response to the PEEL Inspection**

### **The road ahead**

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) has graded Cleveland Police as 'inadequate' across all three inspection areas (effectiveness, efficiency and legitimacy).

### **Chief Constable Richard Lewis responds**

"This report echoes my initial assessment of the organisation and it will act as a line in the sand for Cleveland Police. Improvements have already been made and I take full responsibility for driving through the changes that are so obviously needed.

"In the five months I've been here I have met some exceptional police officers and staff, at all levels, and have seen lives saved and vulnerable people protected by the efforts and determination of front line officers.

"However, I know this is never the full picture of an organisation and through my own observations, speaking to people in our communities and local leaders and with the insight given by Her Majesty's Inspectorate of Constabulary, I am well aware that we are not at the level we need to be.

"There are some basic but crucial areas in which we need to make urgent improvements. We have already started to make the rapid and decisive improvements necessary to become a more public service focused organisation with prevention at its heart.

"We have been focused on reactive policing to the detriment of prevention. This focus is changing and our prevention activities will be driven through our Neighbourhood Policing Teams (NPT) which we are re-establishing.

"We have already started, through campaigns such as Operation Phoenix, to change how we work and how we support our communities. I have also appointed a new chief officer team; a Deputy Chief Constable and two Assistant Chief Constables external to Cleveland Police. They will assist greatly in making the improvements necessary and I know that with their help, the support of our communities and our partner agencies, we will deliver outstanding policing for the people of Hartlepool, Stockton, Middlesbrough and Redcar and Cleveland."

### **Key points**

1. The inspection details a number of fundamental failings and we accept these without reservation. We are clear about where responsibility lies; namely with Cleveland Police.
2. Cleveland Police, supported through the national Police Performance Oversight Group (PPOG) and under the scrutiny and strategic direction of the Police and Crime Commissioner, has started a process which must and will lead to significant improvements for the people of Hartlepool, Stockton-on-Tees, Middlesbrough and Redcar and Cleveland
3. Our performance is fundamentally inadequate and this means we're letting people down, putting people at risk and failing those who need our help the most. It is divisive to rank the inadequacies of the organisation but amongst the most worrying failings highlighted by HMIC relate to the response we provide to the most vulnerable in our communities including children. There can be in delay on correcting these failings and significant remedial work is already underway. This will continue over the coming months until our safeguarding measures are not simply acceptable, but the envy of every other force in the country. We owe this to our communities.
4. We have some talented leaders within the Force and others who are coming through the ranks and a process has begun to appoint new additions to the senior leadership team. We are advertising nationally for leaders of the highest calibre to serve our communities and I will leave no stone unturned to find and develop the very best leaders.
5. We will make the rapid and decisive improvements necessary to become more a public service focused organisation with prevention at its heart. We have been focused on reactive policing to the detriment of prevention. This focus is changing and our prevention activities will be driven through our Neighbourhood Policing Teams (NPT) which we are re-establishing. We have already started, through campaigns such as Operation Phoenix, to change how we work and how we support our communities
6. We must also be clear that, based on what we have seen and have been told by HMIC, this is not just about a lack of resources; we are not making the best use of the resources we have. We have many dedicated front line officers, staff and volunteers and as an organisation our challenge is to make sure we have the right processes and ways of working in place to support them.
7. It is clear that, despite significant investment and changes to our approach to professional standards that more must be done, and urgently, to tackle corruption. We must change from being reactive to being proactive in our investigations and work is underway, with external support, to drive these changes. Our new Deputy Chief Constable will have responsibility for making the improvements necessary and will have a broad remit to make the changes needed to regain public trust.
8. Every stage of the reporting, investigating and safeguarding process is under review. Starting with how we answer the public's calls to how we assess and record risk, how we prioritise the prevention of crime, manage demand and, ultimately and fundamentally, how we protect people and solve crimes. These are the basic building blocks of a police

force and we are getting them wrong and failing our communities. Our whole approach must and will change.

9. Confidence in policing is so important in keeping individuals and communities safe. We know trust is earned and we have given you our pledge to improve confidence by becoming a more public service orientated organisation. Engagement in its widest sense has not been good enough; both within our organisation and - more importantly - externally with our communities. This is a matter that the organisation as a whole needs to focus upon. Indeed, it is a very basic requirement of a public organization

10. This is a big piece of work and we do not underestimate the challenges ahead of us; we will be honest about the scale of change necessary and demonstrate the improvements being made.