



RESPONSE BY THE PCC TO HMIC INSPECTIONS OF CLEVELAND POLICE

INSPECTION DETAILS

Title of Inspection

PEEL: Police Legitimacy 2016

Date Inspection Published

9 December 2016

Type of Inspection:

- Cleveland Specific
 Follow Up
 Partner Inspection

- National
 Thematic

Is Cleveland Police quoted in the Report?

- Yes No

EXECUTIVE SUMMARY OF REPORT

On 9 December 2016, Her Majesty's Inspectorate of Constabulary (HMIC) published the conclusion of the legitimacy strand of the 2016 Police Effectiveness, Efficiency and Legitimacy (PEEL) annual assessment.

HMIC's legitimacy inspections make an assessment of force legitimacy, or 'policing by consent'. Police legitimacy is required for the police to be effective and efficient: as well as motivating the public to co-operate with the police and respect the law, encouraging them to become more socially responsible.

To reach a judgement on each force's effectiveness, HMIC explored three core questions:

- 1) To what extent does the force treat all of the people it serves with fairness and respect?
- 2) How well does the force ensure that its workforce behaves ethically and lawfully?
- 3) To what extent does the force treat its workforce with fairness and respect?

The overall judgement was that the Force 'required improvement', with the judgement in all three areas as 'requires improvement'.

FORCE RESPONSE TO RECOMMENDATIONS

Overall Judgement:

Cleveland Police has been overall assessed as **requiring improvement** in respect of how legitimate it is in keeping people safe and reducing crime. The force needs to improve the ways it seeks feedback on issues of fairness and respect from the people it serves, how it ensures its workforce acts ethically and how it treats its workforce with fairness and respect.

Overall Summary:

The HMIC found that:

- Cleveland Police has shown improvement since our 2015 PEEL inspections in respect of the workforce's awareness and understanding of the Code of Ethics, including the importance of treating all of the people it serves with fairness and respect.
- The force uses several sources to obtain the views of the public about how they are treated, but it does not bring this together with other management information to create a comprehensive picture of issues associated with fair and respectful treatment. This is particularly the case in relation to those with less trust and confidence in the police. However, the force has established the 'everyone matters' project, which aims to address this problem. As part of the project, the force provides sessions for officers and staff on cultural awareness and training about 'words that hurt' which raises awareness of language that may offend people.
- Cleveland Police creates an ethical culture by vetting its new recruits according to national standards and by making the workforce aware of the standards of behaviour expected of them and of the policies they are required to adhere to. The force's counter-corruption unit is able to investigate information once reported, but it does not have the capacity and capability to look for potential corruption. The workforce is aware of the seriousness of abuse of authority for sexual gain and reports of suspicious behaviour are investigated. However, the force could do more to raise awareness of warning signs among the workforce.
- Both the public and the workforce are informed of the outcomes from misconduct investigations, and misconduct hearings are publicised.
- Cleveland Police uses a number of techniques to seek feedback relating to the fair and respectful treatment of its workforce, including surveys and exit interviews. It could improve the way it communicates action taken in response to workforce feedback, as some of the staff we spoke to were not aware of what action had been taken as a result of the staff survey.
- The force has a new wellbeing strategy and is working towards gaining national accreditation for its wellbeing provision, although as HMIC raised this issue last year, we had hoped to see more progress in this area.

- The force has recently introduced a new performance assessment process that is yet to be adopted fully across the force. There is currently no supervision of the system and it is not clearly linked to continuous professional development or performance processes.

Findings:

In inspecting the force, HMIC asked three questions; *as detailed below*. HMIC did not identify any causes of concern when answering those questions, and therefore has made no specific recommendations, however, HMIC did raise **five AFIs** (Areas For Improvement) and fall under the three main questions;

To what extent does the force treat all of the people it serves with fairness and respect?

1. The force should improve how it seeks feedback from the people it serves about their experiences (or perceptions) of how the police have treated them.

How well does the force ensure that its workforce behaves ethically and lawfully?

2. The force should ensure it complies with all aspects of the current national guidelines for vetting.
3. The force should review the capacity and capability of its counter-corruption unit, to ensure it can manage its work effectively.
4. The force should improve the way corruption intelligence is assessed, graded and stored.

To what extent does the force treat its workforce with fairness and respect?

5. The force should improve how it manages individual performance.

Comment:

The Force will be working to progress in these areas.

PCC RESPONSE TO INSPECTION

Comment by the PCC:

The overall summary of this report states: "HMIC has not identified any causes of concern and has therefore made no specific recommendations."

That is pleasing and indicates that we are heading in the right direction. This report paints a picture of a force which recognises there are areas for improvement and is taking positive steps to achieve this. I'm in broad agreement with the report.

The report recognises the importance of “Everyone Matters”, a wide-ranging and vital programme of work to build confidence in Cleveland Police in terms of legitimacy, standards and ethics.

“Everyone Matters” aims to ensure that Cleveland Police becomes an employer of choice for all who wish to pursue a policing career and deliver on the aspiration that our workforce more closely reflects the diversity of the communities it serves.

“Everyone Matters” is being driven forward by the Chief Constable following on from my Strategic Direction in December last year and I will continue to hold the Chief Constable to account for the success of the programme and for the other areas for improvement identified by HMIC.

I will do so by regularly monitoring the progress of the implementation of ‘Everyone Matters’ through the PCC’s scrutiny programme and those updates are scheduled in.

Real term cuts in Government funding of £36m over the last five years have been a huge challenge for policing in Cleveland. We will continue to focus on protecting the most vulnerable and I would like to express my support and appreciation for the work that all of our police officers, staff and volunteers do to protect our communities from harm.

I have made representations to the Government of the impact cuts to policing are having locally and I will continue to do so.

Deputy Chief Constable Simon Nickless said: “I’m pleased that HMIC acknowledges the significant progress that we have made in continuing to develop the culture within the organisation, through increased awareness of the code of ethics and highlighting our standards and expectations’.

The inspectors did not find any causes of concern for the force, but we do agree that there are improvements to be made in certain areas and much of this work has already begun.

We will be conducting an assessment of the resources available within the Counter Corruption Unit, which will form part of a wider review of the Professional Standards Department (PSD) as a whole. The planned formal review of PSD has commenced and PSD in its current form will be replaced by a new body. The operating structures and model of delivery will be shaped through review activity and research into best practice. Progress on this will also be monitored closely through our robust scrutiny programme.

Our communities are diverse and they are changing, which means that their needs shift over time. With help from our partners we will explore the make-up of the Cleveland area and look at opportunities to effectively engage with our residents and gather feedback from them.

I feel positive that the force is making good progress in many areas, but we must continue to work with the public to deliver a policing service that protects the most vulnerable and supports communities. With our dedicated and committed workforce we will achieve that.

The PCC will monitor the Force's progress on each of the areas for improvement through specific questioning at the monthly Scrutiny, Delivery and Performance Board. In order to assess that progress on an on-going basis regular updates have been programmed in throughout the year.

For Office Use Only

Response forwarded to Home Office

Response published on PCC website