



RESPONSE BY THE PCC TO HMICFRS INSPECTIONS OF CLEVELAND POLICE

INSPECTION DETAILS

Title of Inspection

PEEL: Efficiency (with leadership)

Date Inspection Published

9 November 2017

Type of Inspection:

- Cleveland Specific
 Follow Up
 Partner Inspection

- National
 Thematic

Is Cleveland Police quoted in the Report?

Yes

No

EXECUTIVE SUMMARY OF REPORT

As part of the annual inspection programme HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) assesses the efficiency and leadership of forces in England and Wales. The police service must operate in a way that makes the most of its available resources. Police forces must understand what their demand is and ensure they have the resources, in the right place, to meet that demand.

As part of the inspection, aspects of leadership were assessed because of the close links with efficiency, assessing how police leaders are driving innovation in policing.

In assessing how efficient the force is at keeping people safe and reducing crime – Cleveland Police was judged to be good, maintaining the good judgement from last year. The force has a good understanding of demand, its use of resources to manage demand and also in how it plans for future demand.

Cleveland Police continues to develop its understanding of demand that is less likely to be reported. The force is also good at identifying and removing system inefficiencies that create demand.

The force is good at listening to and receiving feedback from its workforce and involves them when implementing changes.

The force uses its resources well and has a good understanding of the skills and capabilities it needs now and in the future.

Cleveland Police continues to collaborate well with other forces partner agencies such as blue light services, local authorities and private sector providers and actively seeks other opportunities for collaboration and for examples of best practice from other forces, academics and independent reviews.

The force's future plans are built on sound planning assumptions and succession planning makes good use of external recruitment and young people's apprenticeships.

Areas for improvement were as follows:

- The force should undertake appropriate activities to fully understand its workforce's capabilities, in order to identify any gaps and put plans in place to address them. This will enable the force to be confident in its ability to be efficient in meeting current and likely future demand.
- The force should conduct a leadership skills audit that will allow it to understand leadership capacity and capability.

FORCE RESPONSE TO RECOMMENDATIONS

This report is testament to the hard work of our officers and staff, who should be proud that their dedication and professionalism has been recognised so positively.

I joined Cleveland Police in 2013 and, as previously announced, will retire later this year. In this time I can honestly say that this is the most positive report I have read about the progress we are making to deliver effective policing, protect our communities from harm and strengthen those same communities.

The next Chief Constable of Cleveland Police will be in a position of leading a Force which has been recognised as a 'good' performer by HMICFRS and he or she will be well placed to continue our journey towards 'outstanding'.

The report highlights the Force's strengths in forward planning, understanding demand, listening to and receiving feedback from its workforce, seeking and implementing new ideas and effective partnership working.

PCC RESPONSE TO INSPECTION

Comment by the PCC:

Welcoming the report, Police and Crime Commissioner Barry Coppinger said: "This is further, independent proof that the force has moved on from the regrettable issues of the past and is delivering a consistently good service to local people.

This detailed report recognises the positive impact that innovative programmes such as

“Towards 2020” and “Everyone Matters” have made to the way the force operates.

Through extensive consultation; listening to the public, to officers and staff, the force now has a far better understanding of how to manage the increasing demands upon the service through best use of the finite resources available.

I am pleased that the report makes special mention of the extensive work carried out to ensure better engagement with diverse communities and also to gain the trust of the most vulnerable and ensuring their voice is heard and crimes are reported.

Praising the work of retiring Chief Constable Iain Spittal, Mr Coppinger said: In 2015 the force was graded as “requires improvement” in all efficiency categories. Following Iain’s appointment as Chief Constable the force has now been ranked as good across the board in two consecutive inspections.

This report illustrates the lasting difference he has made in his time with Cleveland and provides a solid base for the next Chief Constable as the force looks to progress to outstanding.

Mr Coppinger added one note of caution.

We have achieved this positive result despite a severe cut in Government funding over the past five years which has resulted in the loss of over 400 police posts. HMI has praised our plans for the future but, as the report makes clear, further savings could only be achieved through the loss of services to the public.

This is a point I will be making to the Home Secretary. The repeated Government cuts to police funding must stop.

As with all areas for improvement arising from HMICFRS inspections, regular updates are embedded into the scrutiny programme and information is sought from the force on their implementation and development.

A recent in depth scrutiny of the Force’s HR processes considered issues such as workforce capability and skills assessments and updates will be received in due course.

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