**Report to the Cleveland Police Audit Committee on the 21st September 2017 updating on progress against the recommendations made by Her Majesties Inspectorate of Constabularies and Fire and Rescue Service**

1. **Governance and Scrutiny Arrangements**

During the 2017/18 business year the Force has redesigned the governance and scrutiny arrangements associated with the delivery of HMIC recommendations and Areas for Improvement (AFI’s) with responsibility for tracking progress moving away from the Risk Audit Inspection Monitoring Board into a newly formed HMIC Monitoring Board that operates as sub group of, and reports directly to, the Management Board. This meeting is chaired by the Assistant Chief Officer in order to provide independent oversight from the operational policing service, this has enabled the force to develop an increased level of scrutiny and accountability in addition to ensuring synergy between operational planning, inspection preparatory work and corporate business planning.

Upon receipt, responsibility for the delivery of each recommendation or AFI is now allocated to a Business Lead, supported by a Delivery Manger. Meeting on a monthly basis, the HMIC Monitoring Board provides a forum through which Chief Officer Leads are able to bring Business Leads and Delivery Managers together to discuss progress and identify emerging threats or barriers to success.

To Further embed a culture of continuous improvement against the PEEL inspection standards, the Performance Quality and Review function, working directly to the Executive Team, have developed a programme of self-assessment activity, an audit, quality and compliance framework and subsequent ‘reality testing’ which allows the Force to proactivity review and challenge performance against the ‘PEEL standards’.

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

Progress continues at a pace and since the last HMIC update to the Audit Committee 18 historical (pre PEEL) recommendations have been signed off as complete. The Force is currently actively engaged in progressing the following;

* There are 22 contemporary Force specific AFIs; 11 of which we asses as being complete but await confirmation from HMIC of their approval to close. The remaining 11 AFI’s are all being progressed satisfactorily and are assessed as being amber rated.
* There are 5 AFIs from national reports; 4 are on-going and the other is on hold pending a report from the College of Policing; which is due at the end of December.

Further details can be found in Appendix 1.

**3. The 2017/18 inspection regime.**

In 2017/18 The Force has continued to be inspected against the PEEL framework and in addition has been subject to a thematic inspection on child protection, the status of this work is;

* Efficiency – Draft report expected in the coming weeks
* Legitimacy – Draft report expected in the coming weeks
* Child Protection – draft report received and accuracy feedback being submitted
* Effectiveness – Inspection takes place in September

Of particular note is the new risk based approach being adopted by HMIC as part of the effectiveness inspection, in which HMIC will scale the intensity of field work based upon their assessment of each Force against the PEEL framework. Cleveland are placed within the 50% of Forces that will be subject to a reduced inspection covering less than 3 of the core domains; undertaken within a shortened 3 day inspection window.

**3. The Future inspection framework.**

In 2018/19 HMIC are changing the way that they undertake inspections against the PEEL framework. Rather than three separate inspection periods covering the three strands of PEEL they will undertake one annual all-encompassing inspection. This will remove duplication across the three strands and will enable Forces to take a more holistic approach to their own planning against the PEEL framework. We expect our PEEL inspection to take place in the autumn of 2018 and in advance of this the Force will be required to produce a management statement in the spring of 2018. HMIC have yet to release their final requirements for the Force Management Statement but in advance the Force has commenced preparatory work based upon the learning from the pilot Forces.

**Gillian Curry**

**HMIC Liaison Officer**

**Cleveland Police**

**Appendix 1: Summary of HMIC ‘Areas for Improvement’**   
(Position Statement as at 12th September 2017)

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| **AFI** | **Inspection** | **Chief Officer Lead** | **Business**  **Owner** | **Delivery Manager** | **AFI Summary/Theme** | **Status** | **Comments** |
| 355 | Effectiveness 2015 |  | Head of C&J | Anne-Marie Salway | Establish a multi-agency safeguarding hub | In progress | North side children’s hub fully operational. Progress in the south stalled following OFSTED inspection but South LA’s now actively re-engaging. HMIC accept the Force are actively working to deliver this and are limited in progress by the LA’s. |
| 356 | Legitimacy 2015 |  | Head of P&D | Karen Lindberg | Understand and address wellbeing concerns | In progress | Progress acknowledged by HMIC during Spring Inspection. The Force is currently developing a forward thinking and innovative wellbeing service with expected implementation during this business year. |
| 358 | Legitimacy 2015 |  | Head of NHP | Jason Dickson | Ensure use and understanding of sufficient reasonable grounds for stop and search | In progress | Progress acknowledged by HMIC during Spring Inspection. However further work is required to improve compliance rates. This is being addressed through the TPG process. |
| 359 | Legitimacy 2015 |  | Head of NHP | Jason Dickson | Ensure supervisors understand their responsibilities in relation to stop and search | In progress |
| 361 | Legitimacy 2015 |  | Head of PSD | Warren Shepheard | **NATIONAL RECOMMENDATION**  Review of complaints and misconduct arrangements for potential bias | In progress | This AFI is being progressed through the ‘Transforming Professional Standards’ commission. |
| 366 | Effectiveness 2015 |  | Head of NHP | Alastair Simpson | Use of 'what works', routine evaluation of tactics and sharing of effective practice | In progress | Progress acknowledged by HMIC during the 2016 Inspection. Outstanding issues include the operational implementation of the EBP partnership with Teesside University which has been delayed due to external recruitment issues. Interviews in September are expected to resolve this and the initiative will launch on the 9th October with a conference facilitated by a national leading expert in ‘policing with an evidence based approach’. |
| 434 | Leadership 2016 |  | Head of P&D | Nicky Watson | Leadership expectations | **Completed**  (subject to formal confirmation) | Based on internal assessment and verbal feedback from HMIC following the Spring Inspection |
| 435 | Leadership 2016 |  | Head of P&D | Karen Lindberg | Developing future senior leaders | In progress | Progress in relation to succession planning acknowledged by HMIC during Spring Inspection. However further work is required to introduce a formal talent management system. This has been progressed via the management board and approval given for a talent management framework which will launch in January 2018, a review will be conducted following completion of the first cohort. |
| 436 | Leadership 2016 |  | Head of P&D | Karen Lindberg | Promotion processes and use of temporary promotions | **Completed**  (subject to formal confirmation) | Based on internal assessment and verbal feedback from HMIC following the Spring Inspection |
| 441 | Legitimacy 2016 |  | Head of NHP | Emily Harrison | Seeking public feedback about their experiences (or perceptions). | **Completed**  (subject to formal confirmation) | Based on internal assessment and verbal feedback from HMIC following the Spring Inspection |
| 442 | Legitimacy 2016 |  | Head of PSD | Maria Hopper | Compliance with national guidelines for vetting. | In progress | This AFI is being progressed through the ‘Transforming Professional Standards’ commission. |
| 443 | Legitimacy 2016 |  | Head of PSD | Warren Shepheard | Capacity and capability of the counter-corruption unit, | In progress | This AFI is being progressed through the ‘Transforming Professional Standards’ commission. |
| 444 | Legitimacy 2016 |  | Head of PSD | Warren Shepheard | Assessment, grading and storage of corruption intelligence. | In progress | This AFI is being progressed through the ‘Transforming Professional Standards’ commission. |
| 445 | Legitimacy 2016 |  | Head of P&D | Julie Cowen | Managing individual performance | In progress | Progress in relation to succession planning acknowledged by HMIC during Spring Inspection. However, further work is underway to secure a more comprehensive appraisal system that will improve the Force ability to plan, in more detail, regarding succession planning, training needs and staff progression. This is expected to be implemented in 2018/19. |
| 446 | Legitimacy 2016 |  | Head of PSD | Maria Hopper | **NATIONAL RECOMMENDATION**  Vetting standards and timeliness | CLOSED  (duplicate to 442) |  |
| 447 | Legitimacy 2016 |  | Head of PSD | Warren Shepheard | **NATIONAL RECOMMENDATION**  Abuse of power for sexual gain | In progress | This AFI is being progressed through the ‘Transforming Professional Standards’ commission. |
| 448 | Legitimacy 2016 |  | Head of PSD | Warren Shepheard | **NATIONAL RECOMMENDATION**  CCU capability and capacity | CLOSED  (duplicate to 442) |  |
| 449 | Effectiveness 2016 |  | Head of NHP | Chris Downes | Integrated offender management, protecting the public from prolific and harmful offenders. | **Completed**  (subject to formal assessment) | Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection |
| 450 | Effectiveness 2016 |  | Head of C&J | Peter McPhilips | Managing risks posed by registered sex offenders | **Completed**  (subject to formal assessment) | Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection |
| 451 | Effectiveness 2016 |  | Head of C&J | Helen Barker | Appropriate use of the missing and absent categories in cases involving children. | **Completed**  (subject to formal assessment) | Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection |
| 452 | Effectiveness 2016 |  | Head of C&J | Helen Barker | Timely referral of standard-risk domestic abuse victims for on-going safeguarding | **Completed**  (subject to formal assessment) | Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection |
| 453 | Effectiveness 2016 |  | Head of C&J | Helen Barker | Appropriate skills and accreditation for specialist investigators. | In progress | The force acknowledges an additional impact resulting from the implementation of the Operational Crime Team and has developed a comprehensive training plan to address any gaps emerging as a result. However this standard assumes that specialist training will be given prior to selection for a post, given resource restrictions, this is not achievable and it is difficult to envisage this AFI being fully met. |
| 454 | Effectiveness 2016 |  | Head of NHP | Jason Dickson | Strategic understanding of repeat victims | **Completed**  (subject to formal assessment) | Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection |
| 455 | Effectiveness 2016 |  | Head of C&J | Helen Barker | Domestic Abuse NFA outcome rate | **Completed**  (subject to formal assessment) | Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection |
| 456 | Effectiveness 2016 |  | Head of Intel | Matt Murphy-King | Developing OCG plans and assessing the impact of activity on the community. | **Completed**  (subject to formal assessment) | Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection |
| 457 | Effectiveness 2016 |  | Head of Intel | Matt Murphy-King | Identifying those at risk of becoming involved in SOC and preventing or deterring offending | **Completed**  (subject to formal assessment) | Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection |
| 458 | Effectiveness 2016 |  | Head of NPP | Jason Dickson | **NATIONAL RECOMMENDATION**  Neighbourhood policing review and implementation of national guidance | ON HOLD | This AFI is on hold pending the outcome of a review currently being undertaken by the College of Policing. |
| 459 | Effectiveness 2016 |  | Head of Intel | Sharon Cooney | **NATIONAL RECOMMENDATION**  Apprehending wanted suspects, circulating on PNC. | In progress | Significant progress has been made, outstanding work includes the implementation of a Niche workflow. This work has been commissioned by the force for Sopra Steria to implement |
| 460 | Effectiveness 2016 |  | Head of Intel | Jo Duffey | **NATIONAL RECOMMENDATION**  Transfer of responsibility for OCG mapping to ROCU. | In progress | The force is currently in dialogue with Durham and Northumbria regarding the transfer of full responsibility to the ROCU. In the interim, the force has seconded a dedicated analytical resource to the ROCU in order to further enhance processes and ensure consistency of approach. |