### Force Logo Landscape

Item 6

### Report of the Chief Constable to the Chair and Members of the Audit Committee

**Executive & Presenting Officer: Mrs Joanne Gleeson, Chief Finance Officer**

**Status: For information**

**Annual Governance Statement 2018-19 Update**

**1**. **Purpose**

1.1 This report reviews the Action Plan for 2019-20 that was included within the Annual Governance Statement 2018-19.

**2**. **Recommendations**

2.1 It is recommended that Members note the actions taken throughout 2019-20 to address the issues raised.

1. **Issues/Areas for Concern**
   1. There were two significant governance issues outlined in the Annual Governance Statement as at 31st March 2019, and three issues for continued focus from the previous year. These issues and the most recent update on progress to address them can be seen at Appendix 1.

**4.** **Implications**

4.1 Finance

There are no financial implications arising from the content of this report.

4.2 Diversity and Equal Opportunities

There are no diversity or equal opportunity implications arising from the content of this report.

* 1. Human Rights Act

There are no Human Rights Act implications arising from the content of this report.

4.4 Sustainability

There are no sustainability implications arising from the content of this report.

4.5 Risk

There are no risk implications arising from the content of this report.

**5. Conclusions**

5.1 The update provided should provide members with the assurance that the identified areas of weakness have been managed effectively throughout the 2019-20 financial year.

Richard Lewis

Chief Constable

**Appendix 1**

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| **Significant Governance Issue 1** | |
| **Issue/Area for concern** | The Force has undergone a significant amount of change, both structurally and in terms of individual post holders with a number of senior and middle managers, and frontline supervisors, being newly promoted or new to the organisation. We must ensure that the framework of expected values and behaviours, as set out by the College of Policing, are communicated clearly to all levels and fully embedded within the Force. We must ensure that appropriate leadership training and support is available to enable leaders at all levels to work within this framework. |
| **Action** | We will work with the College of Policing and Teesside University to provide support and training to our leaders and undertake further activity to ensure that the expected values and behaviours are fully understood and embedded. |
| **Update** | The Force has now published two Road to Improvement documents that describes the plan to deliver change and to demonstrate the progress made since the HMICFRS inspection.  The first ‘Trust’ workshop with the Force Executive was delivered in November 2019 by Professor Jane Turner from Teesside University. This covered personal values and ethics, authentic leadership and performance within senior teams.  Draft pledges for Sergeant to Superintendent and three layers of police staff managers have been developed. A business case has been submitted to support the effective rollout of these via workshops, which will also include a shorter version of the ‘Trust’ material. Resources requested include external facilitation for the ‘Trust’ inputs and experienced officers at the appropriate rank to bring the contents of the pledges alive. Rollout is planned for February and March 2020 with the objectives contained within the pledges to pre-populate the PDR system for the next annual cycle starting in April 2020.  (9th February) |
| **Owner** | CC Richard Lewis |
| **Target Imp date** | March 2020 |

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| **Significant Governance Issue 2** | |
| **Issue/Area for concern** | In May 2019 HMICFRS completed their first Integrated PEEL Assessment (IPA) of Cleveland Police. During this two week process, HMIC completed a range of activity aimed at assessing service delivery in relation to;   * + **Effectiveness** - how we carry out our core responsibilities including cutting crime, protecting the vulnerable, tackling anti-social behaviour, and dealing with emergencies and other calls for service.   + **Efficiency** - how we provide value for money and manage demand.   + **Legitimacy** - whether we operate fairly, ethically and within the law.   Whilst the force was able to demonstrate some progress in relation to a number of previously identified areas for improvement (AFIs), a significant number of further issues were highlighted. As a result, the force will now enter a process of formal ‘monitoring’ by HMICFRS. |
| **Action** | The concerns raised during the IPA process are recognised by the Chief Officer team and a detailed service improvement plan is currently being developed. Key areas of focus within the plan will include;   * + How we protect vulnerable people - We will improve our response to vulnerability across all areas of policing– including missing people, domestic abuse and vulnerable adults and children - bringing in expert, external, help to support us.   + How we police our neighbourhoods – PCs are to be reinstated within our neighbourhood teams. This will allow us to be more proactive in preventing crime and antisocial behaviour.   + Our approach to professional standards - The Transforming Professional Standards project will be relaunched in order to drive further necessary changes within our Directorate of Standards and Ethics   Coupled to this the Force must review its governance surrounding the service improvement plan. The Chief Officer team recognise that robust scrutiny and accountability is required. Changes have therefore been made to the governance structure and performance management arrangements.  The Service Improvement Plan will be governed via a monthly Strategic Performance Improvement Board, chaired by the Chief Constable. In addition to holding to account those responsible for delivering the required improvements, this will allow the Force to collectively problem solve any potential barriers to success. |

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| **Update** | The Force has now published two Road to Improvement documents that describes the plan to deliver change and to demonstrate the progress made since the HMICFRS inspection.  A new Vulnerability Desk was launched within the Force Control Room on Monday 16th December 2019 to provide an enhanced service to domestic abuse victims by increasing the arrests of perpetrators and ensuring victims receive timely, appropriate and effective support when they are most in need of it. The team comprises of 20 police officers with relevant knowledge and experience who are providing 24 hour support. There are two priorities for the team, focussing on domestic abuse incidents:   * Research/review - conducting research, providing intelligence and support to first responders and conducting compliance and quality checks of PPNs - including missing children, crime recording and appropriate risk assessing. * Investigation advice - advising front line staff of investigative opportunities (crime scene management, CCTV, BWV, DVPNs and breach of orders).   A bespoke training package has been created for the team including an input from Foundation (a support agency who specialise in domestic abuse), ‘Leader as a Coach’ and input from the Domestic Abuse Team, Force Crime Registrar, Standards and Ethics, Digital Media Investigators as well as a day working in a mock workspace.  Early results are positive with examples of incidents being upgraded, additional victims being uncovered through listening to calls for service and an increase in contacts with our support agencies. In the long term, the scope of the desk will increase to include other aspects of vulnerability e.g. mental health, missing from home and child concerns. The intention is to adopt a risk based, tapered approach, to increasing the core responsibilities of the team over a period of time. The shift pattern implemented already includes the core times the Force takes calls for missing people, one of our highest areas of demand.  Neighbourhood Police Teams are being re-introduced over the coming months with almost 160 officers forming our reinvigorated neighbourhood policing model. Officers will begin moving into the posts in waves starting in February 2020.  The Force governance processes are continuing to embed and a further update will be provided in 3 months. |
| **Owner** | CC Richard Lewis |
| **Target Imp date** | Ongoing |

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| **Issue for continued focus 1** | |
| **Issue/Area for concern** | The Force continues to deliver the ‘Everyone Matters Equality Diversity and Human Rights Strategy 2017–2020’; ensuring inclusion, equality, diversity and human rights are fully embraced in both our service delivery and employment, and is a key priority for the Force. |
| **Action** | The Everyone Matters Strategy is underpinned by three strategic delivery plans:   * Serving Our Communities - Ensuring that we deliver policing services that are accessible, responsive and meet the needs of all our communities. * Supporting Our People - Ensuring our working environment is supportive and inclusive of all, enabling officers and staff to develop and flourish. * Organisational Processes - Ensuring that our organisational processes demonstrate equality for all and are applied in a manner which demonstrates organisational justice.   Delivery of these plans is overseen by the monthly Everyone Matters Strategy Board, chaired by the Chief Constable. |
| **Update** | The Everyone Matters team are in the process of starting in post – three out of five staff are now in place and the remainder starting at the beginning of March.  The current work in progress has been captured and profiled to ensure we are clear on what is expected prior to the team starting. This is dependent on the Everyone Matters team development and also the operational Engagement team being in place  There is a two stage programme approach in place that will be reviewed at the end of March to agree with a two year plan for delivery  Of the team members currently in place we have agreed to work in partnership with the Service Improvement Team to ensure that any new force developments are covered from an EDI perspective including policy/process improvements, internal and external engagement, use and understanding equality assessment. These discussions will inform the two year plan for presentation at the end of March.  There are four NPCC toolkits we will deliver to, including a toolkit on Workforce Representation, Attraction Recruitment, Progression and Retention. It’s likely we will be required to complete a self assessment of these in March once the national inspection approach is agreed.  (6th February 2020) |
| **Owner** | Assistant Chief Executive Liz Byrne - OPCC |
| **Target Imp date** | Ongoing |

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| **Issue for continued focus 2** | |
| **Issue/Area for concern** | Following CSR 2015 and the ‘protection’ of police service funding, the Force has worked with the PCC to agree a level of funding that will sustain the operating model over the lifetime of the plan. Consequently, the Force is projecting a break-even position for each year of the plan. The financial balance is dependent upon aligning our work streams with the agreed establishment and some further cost reduction initiatives. The Force predicts a break even position for 2019-20 onwards using the assumption that both the workstreams and cost reduction initiatives are delivered. Should this not be the case it will present a potential financial risk to the Force. |
| **Action** | Work continues throughout 2019-20, with both operational and enabling services teams, to ensure that the agreed establishment is not only achieved but that the right mix of officers and staff are aligned to the right roles at the right time enabling the Force to work as efficiently and effectively as possible.  Risks to the delivery of the LTFP will continue to be reviewed on a monthly basis as part of the Corporate Financial Monitoring Report.  Close working with the PCC’s CFO will continue. |
| **Update** | The 2020/21 financial settlement was issued on the 22nd January 2020. The settlement included both flexibility for PCC’s in regards to precept income generation and also increased the core grant resulting in an overall increase in the national police settlement of 7.5%. This uplift is to cover both inflationary rises as well as the initial uplift required for Cleveland in terms of the 20,000 extra police officers that were agreed earlier in the financial year. For Cleveland this equates to 72 officers. The increase will also fund the associated police staff roles that have been identified following the increase in the police officers numbers.  Cleveland Police have with the financial assistance of the PCC recruited the full 72 police officers within the current year (2019/20) so will start the financial year with the full extra capacity funded by the government. The PCC has also approved a budget that will enable the other 168 police officers that make up the Cleveland share of the additional officers to be brought on line as soon as possible rather than wait until the following two financial periods. This will allow the force to work out its demand and the staffing needed to manage that demand and have the officers in force to be directed to where there is the greatest need.  The demand work for all of the force’s areas of work will take some time to finalise and it is not currently known if the number of officers within the LTFP for 2020/21 to 2023/24 will be sufficient to meet that demand. If this is the case then work will have to take place to prioritise what is required and match the resources available to that which is the priority and then formulate plans to fill the gap identified.  (23rd January 2020) |
| **Owner** | CFO |
| **Target Imp date** | Ongoing |

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| **Issue for continued focus 3** | |
| **Issue/Area for concern** | The Force has been awarded a special grant for its Historical Investigation Unit (HIU). This funding is provided on an annual basis. The work is likely to continue over a number of years but should the funding cease then further savings will have to be made for the Force to continue to allocate resources to this operation. |
| **Action** | Quarterly dialogue continues with the Home Office Special Grant unit in regards to the continuation of funds to finance the Historical Investigation Unit. The Home Office had indicated that the special grant will be reduced in 2020/21 which has been confirmed within the settlement announcement after 32% of the grant has been top sliced to cover the costs of the continued Hillsborough enquiry leaving just £54.6m to cover all special grant requests.  The Home Office will therefore have to revisit its long term grants (this includes Cleveland’s grant) and there is potential that this funding may cease or be significantly reduced post 2020/21. |
| **Update** | Work is ongoing to model the different scenarios so that financial resilience can be managed. |
| **Owner** | CFO |
| **Target Imp date** | Ongoing |