



Cleveland Police

The road to improvement

Update 2

Chief Constable Richard Lewis

January 2020



Introduction



I am pleased to introduce our latest update on the change programme at Cleveland Police, 'Towards 2025 - The Road to Improvement'.

As promised at the last Police Performance Oversight Group (PPOG), whilst paying attention to all of the causes of concern issued by HMICFRS, I have devoted the majority of resource and effort to tackling 'Effectiveness'. In practice, this has meant prioritising our approach to 'vulnerability' and 'understanding demand'. Our public demand first and foremost that they receive an effective response, however we do recognise the service they receive must also be delivered efficiently and with legitimacy. In that regard, work has begun on addressing all causes of concern.

Our response to the HMICFRS report is in keeping with any critical incident. Indeed, the findings from our most recent PEEL inspection represent a critical incident for Cleveland Police. The Cleveland area is by any objective standard, a challenging one to police. To ensure daily operational demand is serviced effectively I have established a 'Service Improvement Team', with subject matter experts tasked on a full time basis to tackle each of our causes of concern. In practice, they are co-located and responsible for driving the improvements required by the HMICFRS Inspection process but also have an eye focussed on the future. This ensures the service we provide is not simply a response to HMICFRS but wider in scope. An approach focussed too narrowly on the causes of concern would be myopic.

Of particular concern to me, the organisation, our communities and partners has been our inability to respond to vulnerability and our understanding of demand. A significant amount of work has been conducted to ensure our approach to 'vulnerability' is fit for purpose. Some aspects of our work, such as cultural change, will inevitably take time to embed. In that regard, we are grateful for the assistance provided by the College of Policing. On more operational matters, we can already point to improvements in outputs such as arrest rates for domestic abuse (DA) which have risen to 39.3% from 22.3% and completion rates for Public Protection Notices (PPNs) which have risen to 99% from 50%, since March 2019. I recognise the long term focus needs to be on outcomes as opposed to outputs but the initial stabilisation plan recognises that at this stage of our development, outputs also play a key role in demonstrating improvement on a strictly tactical level.

The significant work undertaken in the area of vulnerability has been complemented by the establishment of a Vulnerability Desk in our Force Control Room whose initial remit is to ensure our response to domestic abuse is outstanding and puts our victims at the heart of everything we do. The remit of the team will expand to other areas of vulnerability when we are confident our approach to DA is consistent. Underpinning the improvements has been a sustainable governance regime which did not exist at the time of the Inspection in May 2019. This is now embedded and oversees the necessary changes.

Understanding demand is a fundamental requirement of any organisation and Cleveland Police has lacked this understanding. This analytical failing has been exasperated by our inability to correctly categorise incidents appropriately at source with firearms deployments being a case in point. There should be some degree of positive correlation with the violence that Cleveland Police deal with (third highest in the country per head of population) and the number of firearms deployments. This has not been the case. Indeed, the figures for the last financial year show that Cleveland Police deployed to fewer firearms incidents than the safest place to live in England and Wales (Dyfed Powys). This clearly demonstrates that simply analysing the demand we think we have is insufficient. We must also tackle the cultural problems that exist and have inhibited our staff (for whatever reasons) from categorising incidents correctly.

Part of the cultural change necessary at Cleveland Police has been a wholesale and rapid appointment of eight candidates to senior roles from outside the organisation. These include (but are not limited to) a new Head of Crime and Head of Local Policing. All of these appointments have been from other forces which will assist in challenging the culture which has so inhibited Cleveland Police's ability to adapt.

This document provides a summary of the progress we have made in Cleveland Police since the last PPOG meeting in October 2019. It would however, be nothing more than a simple pretention if it does not deliver the improvement in public service that our communities so richly deserve. I am content with the progress made thus far and am confident that on the current trajectory, we will deliver a public service of which our communities can be proud.

Richard Lewis, Chief Constable



Service improvement approach

Following Cleveland Police's inadequate grading across all three elements of the 2019 HMICFRS integrated PEEL assessment, the Force has established a service improvement programme to respond to the issues identified by HMICFRS and deliver the significant improvements required. This programme incorporates the following issues:

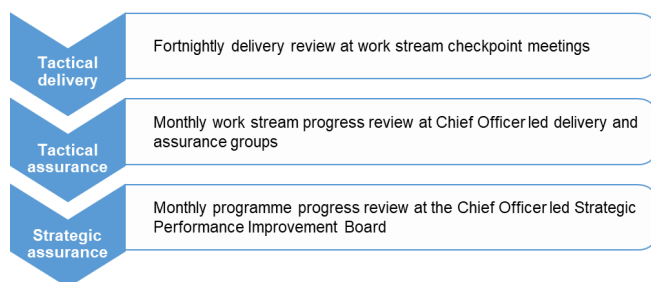
- 6 causes of concern identified during the 2019 inspection and 30 associated recommendations.
- 7 new areas for improvement
- 10 areas of improvement which remain outstanding from previous inspections
- 9 national PEEL recommendations relating to a national cause of concern for 'all forces'.
- 7 outstanding NCPI recommendations, which are closely linked with PEEL
- 1 cause of concern relating to Crime Data Integrity with 3 associated recommendations.

Whilst the initial focus of the service improvement programme is to address the issues above, the programme will be expanded over the coming year to incorporate any areas of development required to ensure the Force is able to achieve its strategic vision and priorities. A supporting performance management framework is currently in development to ensure the Force is able to monitor, track and evidence our progress.

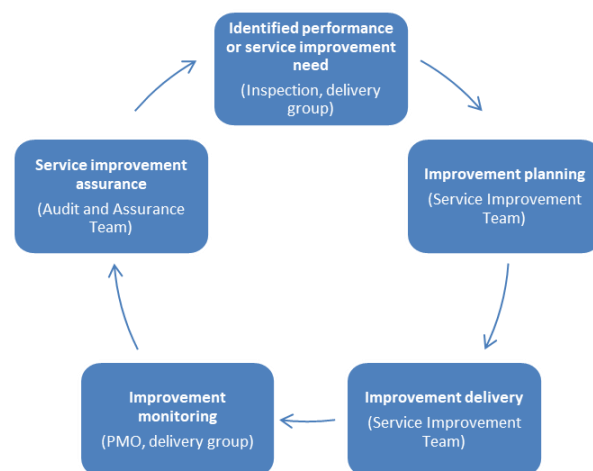
Given the breadth and depth of improvement activity required, the Force has adopted a command structure approach and established a dedicated Service Improvement Team to manage and coordinate the programme of change. Due to the cross-cutting nature of a number of the issues raised within the causes of concern, six workstreams (projects) have been established to manage the improvements required. Each of the workstreams will in turn comprise a number of sub projects.

The service improvement programme is being managed using the Managing Successful Programmes (MSP) methodology adapted for local use with project management and delivery support provided by Corporate Services. This is underpinned by a set of clearly defined roles and responsibilities to ensure everyone involved in the management and delivery of the service improvement programme are working together towards a common outcome, effort is not duplicated and there are no gaps where no one assumes responsibility for an activity. To ensure improvement activity is effectively planned, delivered, monitored and sustained, a five stage approach has been adopted. Detailed improvement plans have been developed for each workstream which outline the key activities necessary to deliver the required improvements together with delivery timescales and action owners. Work is now underway to draw these plans together into an overarching programme plan to ensure key interdependencies are identified and managed.

Progress against the workstream improvement plans is being managed using a tiered approach to provide both tactical and strategic assurance. At a tactical level, workstream leads are responsible for managing the delivery of improvement activity through fortnightly checkpoint meetings with the business area lead and change programme manager, with a monthly progress update report presented to the relevant Chief Officer led delivery and assurance group. At a strategic level, assurance will be delivered through the monthly Chief Constable led Strategic Performance Improvement Board. This will ensure any risks and interdependencies are identified and effectively managed, progress remains on track and a comprehensive overview is maintained of all improvement activity in order to meet both internal and external scrutiny requirements.



To streamline the provision of performance and accountability information to the tactical and strategic assurance groups the Force has procured the 4action software package. This will ensure all actions are recorded, managed and monitored within a corporate system which allows the identification of links between actions that may contribute to the achievement of more than one outcome (i.e. achievement of a cause of concern or AFI, contribution towards a force priority etc.). It will also allow Executive owners and business



leads to see on a single dashboard any actions for which they are responsible or accountable.





Cause of concern - understanding demand and strategic planning

Cleveland Police doesn't adequately understand the demand it faces. A thorough understanding of demand is required to underpin all strategic planning. This failure means it doesn't have coherent workforce and financial plans to meet demand and deliver the necessary outcomes.

Success criteria

We will have successfully addressed this cause of concern when we can demonstrate that:

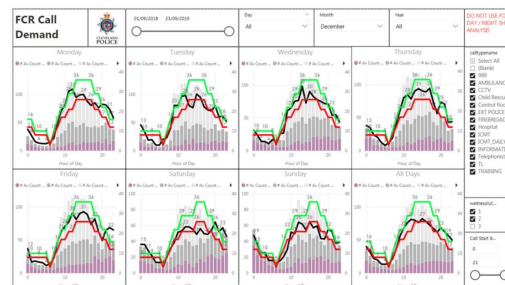
- The Force understands the level of demand against the resources it has and options for service delivery
- Senior leaders understand the demand in their end-to-end business processes
- The force's strategic planning cycle sets clear and achievable priorities
- The force understands the capacity and capability it needs to meet its demand, aligned to its operating model, and how this will be achieved; and this understanding informs the force's long-term financial plans.

What we have done since the last update

- In line with the priority areas set by the Chief Constable, our demand work has initially focussed on the areas of vulnerability, incident response and neighbourhood policing using a three phased approach:
 - ◆ **Understand** the demand on the Force, including calls for service and secondary demand; and understanding our community, staff and partners
 - ◆ **Design** services which are delivered to the right standard and the right times
 - ◆ **Deliver** the services required with relentless follow up and assessment

Force Control Room (FCR)

- All calls (and shortly all contacts) to the FCR are presented via the Unify Contact Centre. Historical data is available back to September 2018 for individual contacts whilst daily level data is available over a longer time span. Data includes time/date presented, duration and call route e.g. 999 etc.
- Data has been examined down to day of the week, hour of the day and month of the year, with call routes broken down into three categories- switchboard, 101/999 and Single Online Home.
- An Erlang calculator has been created to include call overlapping, breaks and the productivity of the call handler to create a resource requirement that is dynamic against hour/day/month and contact route. A shift pattern has then been developed against this data to ensure a best fit and a demand 'v' cost modelling tool created.
- The model refreshes against historical demand allowing alterations to the model to be made and the resultant changes seen. Work is now ongoing to turn the model into a predictive tool in a similar way to incidents.
- A number of Power Bi dashboards have been created to give visible near real time insights into how the control room is operating with data available to individual level. Measures have also been created that are gauges on the system, in areas normally not examined such as dispatch processes. The data provides insights into areas that need further understanding and system improvement.
- Our approach has been peer reviewed and verified by Humberside Police.



Incident Resolution Teams (IRT)

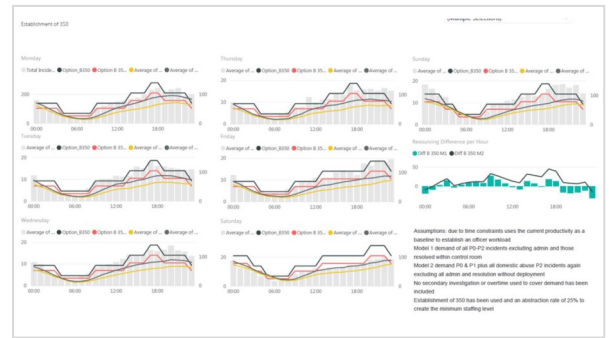
- The current shift pattern for our IRT teams (4 on 4 off) does not meet demand and demand modelling work has been undertaken to develop a new shift pattern and determine the appropriate resource model to meet demand.





What we plan to do next

- Incident data has been used to look at the demand placed on IRT teams and two reactionary models created. A proposed shift pattern has been overlaid against incident demand. This data has been broken down to hour by hour, day of the week and month of the year. Not all demand is reactive therefore the available capacity has been profiled. The modelling showed that the current establishment of 315 was not sufficient to service incoming incident demand as well as provide capacity to carry out problem solving and/or secondary investigations. A revised model of 350 has therefore been proposed to better meet the demand profile.



- Consultation on the proposed shift pattern ended on 3rd January 2020 and the final pattern has now been agreed for implementation on 4th May 2020. The selection of a new shift pattern has not only focussed on meeting our calls for service demand but has also taken into account other factors such as secondary demand, officer wellbeing and the need for effective team working and leadership.

External support

- To assist us in developing our approach to understanding demand we are exploring three areas of external support:
 - Peer support from other forces including dedicated Force Control Room consultancy support
 - Use of the College of Policing as a critical friend specifically around neighbourhood policing and engagement and membership of the Demand Practitioners Group
 - Support from external providers with presentations from Crest Advisory and Process Evolution, and early discussions with Vanguard Methods and Systems Thinking. Further talks are due to take place with Process Evolution in early 2020 to further explore how they could support us in modelling a number of operational areas such as investigative demand and scenario testing.
- Further due diligence work is required before commissioning an external provider and engagement with peers and the College of Policing will continue.



Next steps

- Demand is multi layered and key areas need a deeper understanding as they either are an area of risk or create a risk due to the volume which then prevents areas of true risk being dealt with. We are currently not in a business as usual review cycle and therefore need a hierarchy of review. Whilst HMICFRS have highlighted causes of concern, there are high demand areas which negatively impact the capacity of the Force to deal with other areas and we have therefore prioritised IRT, vulnerability and neighbourhood policing as our initial areas of focus.
- In due course all areas will be covered leading to the development of a standard approach to be used in all business areas. Demand reviews will vary depending on the type being undertaken but key activities will include:
 - Data analysis - key data points will be used to show a baseline of activity, this will also help with key lines of enquiry
 - Information review - calls/incidents/case files or similar will be reviewed to understand where demand comes from.
 - Focus groups - those carrying out the work will be spoken with to understand what works. This may lead to developing process maps of activity.
 - Observations - how demand works its way through the system will be observed to obtain a 'birds eye' view of activity.
 - Report - the information gathered will be collated into report for action and corporate memory.
- This approach will require dedicated demand analysis capability and work is currently underway to develop a suitable resourcing model for implementation.





Cause of concern - public engagement, communication and scrutiny

Cleveland Police doesn't adequately engage with local communities. This lack of engagement means that public expectations don't sufficiently influence force priorities and changes to the services it provides. The public also has a limited role in scrutinising the force and helping it to improve.

Success criteria

We will have successfully addressed this cause of concern when we can demonstrate that:

- The public of Cleveland feel engaged with what is happening with their police force.
- The public of Cleveland feel able to voice their concerns, are able to influence the service they receive and understand what happens as a result.

What we have done since the last update

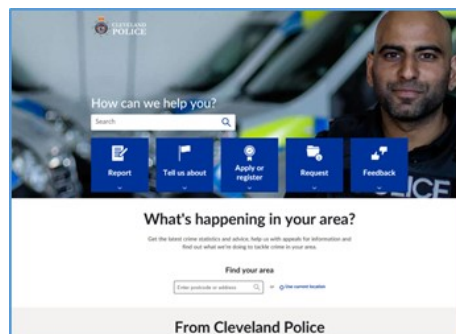
- In October 2019 the Force launched a neighbourhood policing survey to gather views on what the public want from neighbourhood policing (NHP). Over 4,700 responses were received and are being used to inform the development of a new NHP model. In addition to areas of priority and concern, the survey also identified the most popular methods of community engagement and the type of information the public would like to receive from us. This feedback will help to inform the development of our communication and engagement strategy.
- We have developed a Communications and Engagement Service plan which sets out our aims for improving and developing effective communication and engagement. The plan sets the aims and objectives of the service and has allowed work to begin on developing a comprehensive five year communication and engagement strategy around five core themes: internal, media, digital, brand and community. The College of Policing has been engaged in this work and benchmarking has been requested for forces who have been graded positively in this area by HMICFRS. The first draft of the strategy is due to be sent for internal review in early 2020 and once approved, this together with the Force community engagement toolkit, will be reviewed by the College of Policing national neighbourhood policing advisory team. The NPCC lead for digital engagement has also been engaged to support the development of a digital engagement strategy which complies with changes in legislation anticipated for 2020 and is consistent with the national strategy.
- Work is ongoing to ensure that engagement activities are appropriately recorded and new systems are being put in place, such as a Press Information System, to record activity to benchmark and identify best practice. The Force is considering options to align its in-house recording system with that used by the majority of the police service nationally and this work is ongoing.
- The Force successfully transitioned onto the Single Online Home (SOH) platform on 25th November 2019 and is now able to offer interactive capabilities for the public in the following ways:
 - ◆ "What's happening in your area?" – members of the public can enter their postcode and be updated with crime maps, top reported crimes in the area and how the local crime rate compares with the wider county. This page also offers the opportunity to centrally display social media (currently limited to Twitter) messages which are relevant to the area and provide information on local officers, the nearest police stations and upcoming policing events.
 - ◆ The ability to:
 - report crime, and road traffic incidents online
 - receive immediate advice for appropriate action to take regarding missing people, antisocial behaviour, fraud, lost or found property and lost or stolen vehicles
 - provide further information for cases which are being dealt with by police, information on processions or assemblies; or inform the police of intended filming.
 - request attendance at misconduct hearings, commence an application for criminal injury compensation or apply for licenses.
 - apply for information held about themselves (to be revealed or removal)
 - offer feedback in the form of thanks or complaints.





What we plan to do next

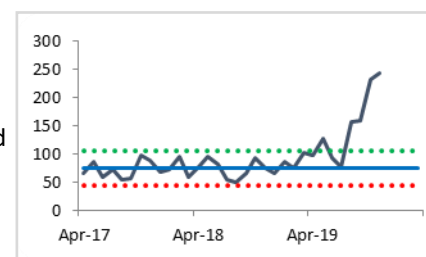
- Quarterly use of force data is also published via SOH together with monthly stop and search data for the Force. The Force is maintaining a local benefits tracker in relation to the public usage of the SOH platform which over time will allow us to evaluate its effectiveness in providing an alternative communication channel for our community. Bi-monthly returns will also be submitted to the national project team to inform the future development of SOH.



- The Force cyber crime newsletter continues to be distributed through a variety of channels to reach a diverse selection of the community. This includes an established distribution network comprising of previously identified victims who were then offered the opportunity to receive continuous updates. Partner agencies and community based organisations which exist to support sections of the community identified as being most at risk are also utilised to further disseminate the messages within the newsletter. Information within the newsletter includes a combination of advice on protecting against current trends identified by reports to Cleveland Police, national advice and seasonal priorities. A monthly audit of cyber and fraud victims is assessed and victims with vulnerability criteria are identified to neighbourhood policing and community safety teams to request additional safeguarding visits.
- In order to develop a usable understanding of our communities the Force is currently evaluating a range of available options. This includes data from the Office of National Statistics, Middlesbrough Borough Council's migration tool and commercial products such as MOSAIC and ACCORN. Each option will be assessed internally, benchmarked against other police organisations and then considered by the College of Policing for suitability.

Stop and search

- To further improve performance and compliance in relation to stop and search following the introduction of a new training package based on the Merseyside approach in early 2019, the new iPatrol app was rolled out to all frontline operational officers in October 2019. This new mobile solution gives officers the ability to complete stop and search records at the scene and has led to an increase in both volume and quality. Stop and search performance continues to improve with a 71% increase over the past 12 months and 244 stop and searches carried out in November 2019, the highest level for over two years.
- Performance in this area is scrutinised via a monthly audit and any incomplete records are returned to the submitting officer. All completed records are automatically sent to supervision for checking and any failures are returned to the supervisor. Audit results are reported to the monthly Local Policing Delivery and Assurance Group and any exceptions are escalated to the Strategic Performance Improvement Board. The audit also feeds an organisational learning document which includes both good examples of searches and those which require improvement. Good practice is recognised and personal messages sent to those officers praising them on their use of the power and quality of submission. The grounds compliance rate for November 2019 was 98% (95% for rolling 12 months), all of which had a supervisor review.
- In October 2019 an ethnic minority stop and search scrutiny panel was established and will be repeated quarterly. The result of each panel will be recorded and a learning document produced, placed on the Force website and fed back to officers and staff. A training package has been devised and will be delivered to panel members in January 2020.





Cause of concern - protecting vulnerable people

Cleveland Police is failing to respond appropriately to vulnerable people, including children. It is missing opportunities to safeguard them and is exposing them to risk.

Success criteria

We will have successfully addressed this cause of concern when we can demonstrate that:

- The Force identifies, assesses and responds to vulnerable victims.
- The Force safeguards vulnerable victims and the wider public.

What we have done since the last update

Safeguarding structures

- 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.
- The Force has introduced a protocol in partnership with local children's homes and local authority partners to build on information sharing when vulnerable children go missing. The Philomena Protocol launched on 18th November 2019, encourages carers, staff, families and friends to compile useful information which could be used in the event of a young person going missing from care. Officers will continue to work closely with local authorities and children's homes to raise awareness of the protocol and further implement it. An intelligence analyst has been allocated to evaluate effectiveness of this scheme and terms of reference for a review drafted. Recommendations have been identified for areas for data collection and process changes needed to support analysis.



Philomena
Protocol
Record • Report • Locate



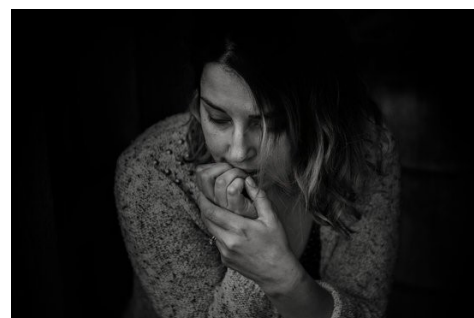
- A new process is now in place whereby on a monthly basis the analytical team highlight at the local T&CG meeting individuals (reported as missing from home) believed to be at most risk of exploitation (based on volume and qualitative information/ indicators). This is up and running for the south side T&CG, and will be expanded to the north side by the end of January. All persons are flagged within STORM so that call takers are able to recognise those most at risk and prioritise appropriately.



- These young people are flagged on NICHE so that the Force Control Room are able to identify those most at risk at inception. We have 107 young people flagged as VEMT (vulnerable, exploited, missing, trafficked) within Niche at present and all are discussed on a multi-agency level.

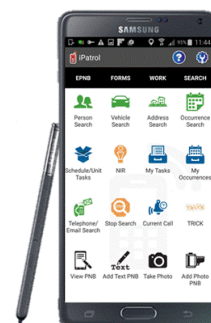
• This process is an interim measure and a meeting was held on 6th January 2020 with IBM to explore the feasibility of software to assist with improvements to the identification of those most at risk. The software can assist with data modelling which could automate identification and predict risk. The data that is fed in will be key so developing the model will be complex and may take some time to get right. We are anticipating software, training and resource implications. A demonstration will be provided on the work developed by IBM on the BRENT model which is used nationally based on multi agency information sharing and predictive analysis.

- A vulnerable persons booking in desk and area of custody was implemented on 13th January 2020 to accommodate vulnerable detainees and provide additional security to safeguard them from harm. Conforming to APP (Authorised Professional Practice) custody officers and staff will prioritise and triage vulnerable detainees as part of the booking-in process. Where practicable, officers are to inform the custody suite of their impending arrival with a vulnerable person. This was launched on 13th January 2020 in line with our new Force Vulnerability Strategy. An internal communications plan has been developed to highlight the new process to all staff who may bring detainees into custody.
- The domestic abuse support car continues to operate during times of peak demand and funding is in place to secure this until 31st March 2020. The car attends incidents of Domestic Abuse with a police officer and support working from a key agency. Not only does this offer immediate support in the aftermath of a domestic Incident but we are now using the car to support MARAC and MATAC victims with joint visits and for disclosures under Clare's Law.
- A new streamlined process has been developed to improve the visibility and management of DVPO/DVPN applications and subsequent breaches, in full consultation with local magistrates. The final meeting with district judges takes place in January 2020 and then the new process will be rolled out with full training to all staff involved. This will offer not only a more simplistic way of achieving a DVPN but also see an improvement in the recording and management of them thereafter.



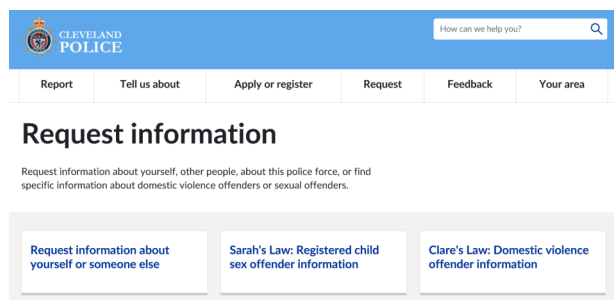
Strategy, skills and tools

- The iPatrol phone application has now been rolled out to almost 500 front-line staff giving officers and PCSOs mobile access to Niche, PPN and other Force systems. There are currently 473 active users of the app and since its launch on 14th October 2019, 185 PPNs have been completed using iPatrol. PPN compliance has increased and to further improve PPN compliance and quality we have developed a PPN 'most common mistakes' screen saver for officers' hand held devices and added several prompts into the PPN process to remind staff to add children, school details etc. Frontline operational officers in IRT and neighbourhood policing have also been issued with laptops to facilitate agile working and over the same time period 5,820 PPNs have been submitted via a Niche laptop or desktop.





- Single On-Line Home went live on 27th November 2019 and includes an online form for members of the public to request information under Clare's Law and Sarah's Law. It is not envisaged that requests will increase significantly (19 received since go live) but this functionality will introduce a channel shift opportunity for members of the public who may not have contacted the police otherwise. Additionally the Clare's/Sarah's Law processes have been streamlined to ensure relevant data is captured and shared in a more timely manner removing blockages from the process. All disclosures given and required are now flagged on Niche so that it is easily identified when a person has been given a disclosure, but also when a person needs to be given disclosure. Front line staff can now access the full disclosure document and provide this to relevant victims of Domestic Abuse. Evaluation of process changes and timeliness of disclosures take place weekly and backlogs have been recently reduced from 50 disclosures to 10, none of which are classified as overdue.



- A full Raising Investigative Standards (RIS) programme has been developed with a launch event taking place in March 2020 involving all front line supervisors. A domestic abuse thematic review took place on 3rd December 2019 with a group of Sergeants from across the Force with another session scheduled to take place in February 2020. This will assist the Force in understanding knowledge gaps and subsequent training needs which in turn are forming part of the RIS programme. The RIS will concentrate on domestic abuse with themes arising from reviews incorporated into an online magazine, the first edition of which is planned for release at the launch. It is an interactive online magazine aimed at detailing case studies and online learning regarding investigation and safeguarding with cases of domestic abuse. The next edition of the magazine will feature a missing from home case study.

- A new vulnerability strategy – “Vulnerability is Everyone’s Business” has been developed and was launched on the 13th January 2020 in line with the changes to the booking in desk for vulnerable detainees. The strategy sets out a clear message for officers, staff and volunteers in Cleveland Police outlining the collective contribution required to protecting vulnerable people in our communities with the objective of creating a vulnerability-centred approach to policing.



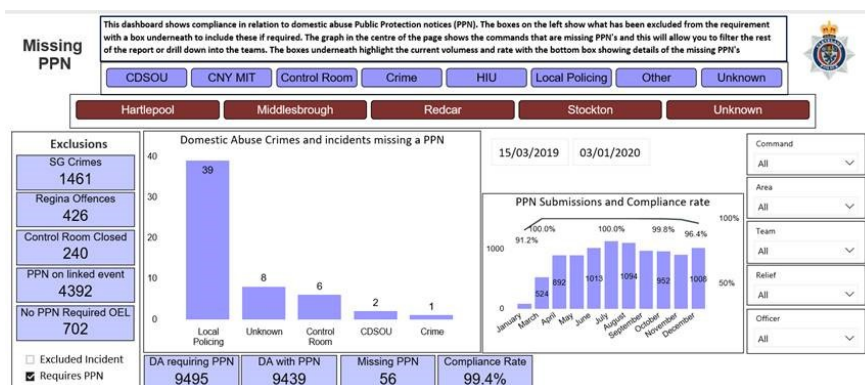
- iMap functionality has been improved with a new quick search available to use when assessing suitability of housing for registered sex offenders (RSOs). Neighbourhood PCSOs and IRT supervision have been given access to the vulnerability setting within iMap in order to quickly identify current addresses for RSOs. Usage will be evaluated and access to the information will be rolled out to all neighbourhood officers once the new neighbourhood policing model is implemented.



- Operation Protect has been relaunched to build stronger relations between Neighbourhood PCs/PCSOs and the Sex offender Management Unit (SOMU) and better protect the public from harm. PCs and PCSOs have spent a day on attachment with the SOMU to raise their awareness of RSOs residing within their local area and understand how they are managed. This has also provided an opportunity to double crew visits to higher risk RSOs. Since September 2019, 26 frontline staff have spent a day with the team, with positive feedback and results.

Compliance and Data Quality

- We have a multi-faceted process in place to monitor compliance around PPN and performance in this area continues to improve. As at 3rd January 2020:
 - PPN submission compliance overall is at 99% - compared to just over 50% in March 2019
 - PPN compliance with all children added is 82% - compared to 50% in March 2019





- In addition to this, the Vulnerability Desk now monitor compliance around PPN and begin completion of the PPN form for staff including adding all children associated with the people involved in the domestic incident.
- To ensure Force priorities are delivered and the Force is getting the basics right, the Chief Constable introduced a monthly 'Chief's Top 10' in January 2020 whereby ten areas will be tested each month to ensure officers and staff know the importance of completing everyday tasks correctly and when necessary, take action to improve performance. In support of the Force's strategic priority to recognise and safeguard vulnerable victims this will include an assessment of:
 - ◆ 10 PPN forms with the associated STORM message to check for accuracy, quality of information and timeliness
 - ◆ 10 missing from home (MFH) logs to ensure completion and content has the detail required.
- A performance framework is now in place for operational commands, developed to drive investigative standards, provide supervisory oversight (timely first and second line manager reviews) and improve the management of areas such as named not arrested, locally/PNC wanted and VCOP compliance. In addition, HR have designed a monthly update on sickness absences and PDR compliance. Further work is ongoing by the Performance Management Team to ensure each command can extract this information from one location.



What we plan to do next

- Following the merger of the child abuse and vulnerable adults units into a single CAVA team a post implementation review will take place in March 2020 in line with the planned review of the Safeguarding Hub and Multi Agency Children's Hub (MACH) to ensure that any lessons learned are captured, the intended benefits are being realised and any areas for further improvement are identified.
- Following the introduction of the Children's Hub (CHUB) and MACH arrangements, a full review of the safeguarding hub will be conducted to ensure that processes and staffing levels remain fit for purpose. This is planned to commence in March 2020 once the implementation details of the Domestic Abuse Support Team (DAST) are clear.
- Original plans to introduce a missing from home (MFH) Investigation team have been placed on hold until further work has been completed on risk based analysis and the function of the Vulnerability Desk team.
- Work will begin in January to conduct an end to end review of how the Force deals with cases linked to vulnerability, with a specific focus on domestic abuse. The intention is to look for ways to improve our service and areas of good practice in how we identify, assess and deal with vulnerability and risk. This will include a process mapping session for domestic abuse incidents including FCR, Vulnerability Desk, IRT, MARAC, MATAC, risk grading and PVP Hub with input from all relevant teams.
- The Force has recently agreed to invest resources into Middlesbrough Children's Trust 'No Wrong Door' initiative (NWD) which is due to be launched in April 2020. This is regarded as a non-traditional approach to working with adolescents experiencing complex journeys, with an innovative residential 'Hub' at the heart of the service. Middlesbrough Local Authority have received substantial funding from Department for Education (DfE) to build a model that has been evaluated and developed within North Yorkshire and continually builds its data base of impact and learning. In summary it provides:
 - ◆ Short term placements and edge of care support (in and out of care)
 - ◆ A range of services, support and accommodation options
 - ◆ Embedded specialist roles (including police staff) working together (shared practice framework)
 - ◆ An integrated service with a defined culture and practice model
 - ◆ An integrated team that 'sticks with' young people on their journey using a strengths based & restorative approach and practice
- Two new staff members will be seconded to the team (Intelligence Officer and Intelligence Analyst) and the recruitment process is currently underway.





Cause of concern - prevention

The force doesn't appropriately prioritise crime prevention. There is a lack of strategic direction, and the force doesn't allocate enough resources to prevention work. Staff who carry out prevention work lack an understanding of the priorities they should be tackling.

Success criteria

We will have successfully addressed this cause of concern when we can demonstrate that:

- The Force has fewer victims (including repeat victims) through incidents and crimes being prevented.

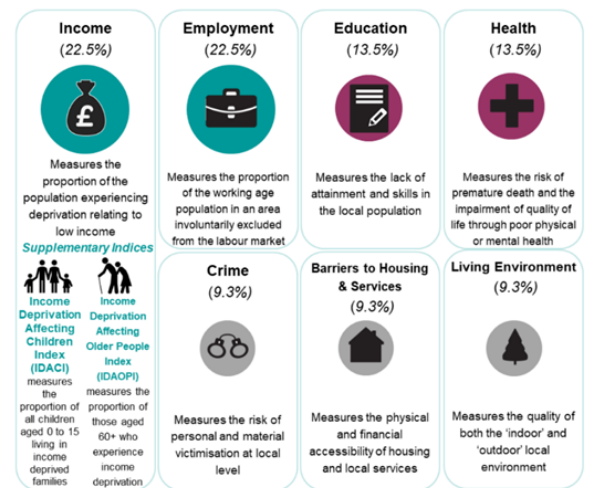
What we have done since the last update

- The principles have been agreed for the Neighbourhood Policing (NHP) proposal with engagement, targeted activity and problem solving being at the heart of these. Neighbourhood policing must be built on effective **engagement and consultation** with communities, therefore engagement in Cleveland will be inclusive of:
 - ◆ Attending community meetings
 - ◆ Undertaking digital engagement (i.e. social media activity, updating Cleveland Connected etc.)
 - ◆ Holding drop-in sessions (e.g. at high footfall locations)
 - ◆ Undertaking community mapping activity (i.e. spending time getting to understand the make-up of individual communities)
 - ◆ Engaging with schools
 - ◆ Engaging with care homes (elderly and children)
- Neighbourhood policing activity will be **targeted** according to the needs of different communities, taking account of threat, risk, harm and vulnerability. Targeted activity in Cleveland will be inclusive of:
 - ◆ Proactive targeted patrols in hot spot locations
 - ◆ Super-cocooning (burglary dwellings)
 - ◆ OCG disruption (NHP to own and develop 4P (Prepare, Prevent, Prevent, Pursue) plans for OCG disruption with activity ranging from visible foot patrols through to warrants and extended periods of action)
 - ◆ Registered Sex Offenders
 - ◆ VEMT perpetrators and victims
 - ◆ Hate crime victims etc.
 - ◆ Targeted action against priorities identified by communities (e.g. community speed watch, off-road motorbikes, rural crime operations)
- Officers, staff and volunteers will use structured **problem solving** (OSARA) to deal with local priorities, working with communities and, where appropriate, private, public and voluntary sector partners. Their work will include:
 - ◆ High volume service users (scanning and analysis of problems, implementing multi-agency responses and evaluation activity)
 - ◆ Antisocial behaviour (ABCs, CBO evidence gathering and enforcement, premises closure orders, targeted operations)
 - ◆ Proactive and reactive crime prevention activity
 - ◆ Early intervention activity (e.g. joint visits, multi-agency meetings)
 - ◆ Multi-agency problem solving meetings





- The approach to demand analysis for neighbourhood policing has been identified, firstly defining what we want our neighbourhood policing teams to do and then using detailed information about incident types and outcomes to ascertain where we need to target resources to achieve the best outcomes. We need to demonstrate our approach to demand analysis is sufficiently sophisticated and allows to develop a deeper understanding of our communities. As such we are building on the demand modelling approach used previously and supplementing this with learning from other forces, principally South Yorkshire Police, and the national neighbourhood policing guidelines to inform the areas of expected demand. Having identified what we want neighbourhood policing teams to do we are now using a range of data to identify where our areas of greatest need are in order to inform resource allocation.



- We have received direction from the public consultation results with over 4,700 responses received and analysed. The public have stated they want to know what police are doing in their area, including proactive work; they want to know about the crime that has occurred in their neighbourhood and receive crime prevention advice and information from the police. Over 90% of those who took part stated they did not know who their neighbourhood officers are and therefore engagement will be at the heart of what we do.



- In response to community feedback we have re-opened Loftus police station as a neighbourhood policing base with a dedicated team of officers and PCSOs covering the East Cleveland area. Work is ongoing to establish Loftus as a multi agency base with Cleveland Police staff joined by local authority community safety and community development staff as well as staff from a local housing provider. This will facilitate closer multi agency working, information sharing and problem solving.
- We have conducted a consultation exercise with our partners to seek feedback on priorities for neighbourhood policing and how to improve partnership working with their respective agencies. Once the results are available they will be used to inform our working practices. An internal consultation exercise has also been undertaken with focus groups held with officers and staff from across the Force to understand where and how they are most effective and how improvements could be made. The results are currently being analysed and will be used to make changes where necessary.
- We have begun moving neighbourhood officers into the most challenging areas. Specifically into the Newport area where a multi-agency operation to tackle long standing problems (Operation Stronghold) has been instigated. Newport has consistently been a Force hotspot for a number of years with high levels of crime and antisocial behaviour and is identified by the Index of Multiple Deprivation Index 2019 as a persistent area of deprivation. This area now has a dedicated Inspector led team of officers through the Operation Stronghold initiative which has resulted in multiple warrants executed, Criminal Behaviour Orders obtained and applications submitted for Public Space Protection Orders. There is also work being conducted to have a policing team part funded by the Local Authority within Middlesbrough to further enhance engagement and prevention within that area.





- Selection processes have taken place for community engagement roles with two PCSOs and a Community and Diversity Officer now in place and undergoing training for the roles. A Sergeant and two police Constable roles have been confirmed with officers awaiting release from their current departments. A further Community and Diversity Officer role is currently being re-advertised due to the previously identified candidate being unable to take up the position.
- A tasking and recording system for problem solving has been created on Niche. This will be introduced as a trial in January 2020 into the Community Safety Department where there is a large amount of problem solving on-going through crime prevention projects, such as specific work around protecting the elderly and raising awareness within these communities. This system will be driven by Neighbourhood Problem Solving Coordinators and allow for more efficient performance management and provide current data outlining the work completed by the department. It will help define the larger model of problem solving to be rolled out in due course.
- A communications strategy is being devised to allow for engagement and consultation with all stakeholders, both internal and external. This strategy will include actions to ensure there is clear messaging across the force and to external stakeholders regarding the changes to be made. This will cover the rationale for change, the process, the impact and how we can all support it. This is expected to be rolled-out in January 2020.
- A review of problem solving has been completed and presented in a highlight report for consideration. This will form part of the wider business case for the proposals of neighbourhood policing and will include specific problem solving recommendations.
- We have introduced a template on Niche to record school interventions and this gives us the ability as a Force to abstract data to drive PCSO activity and record where and when we are active.



What we plan to do next

Within the next six months:

- A full business case will be submitted to Chief Officers covering the proposals for neighbourhood policing, which encompasses problem solving and prevention structures and processes.
- School interventions will be standardised throughout the Force area, through coordinated approaches by PCSOs including School Liaison Officers (SLOs). This will ensure there is better use of resources with the right people in the right place at the right time but also that they have a key involvement in schools in the area. Using the new Niche template we will target our more problematic schools with this new approach to performance and monitoring.
- Problem solving training will be developed and cascaded to all officers and staff within the Force, with specifically tailored packages for different departments.
- Once we have received the results of public, partner and internal consultation we will use these to inform decision making at a neighbourhood level. We will also develop five engagement strands, with drafts expected at the end of January 2020 that will incorporate:
 - ◆ Community engagement strategy
 - ◆ Media communications engagement strategy
 - ◆ Internal communications engagement strategy
 - ◆ Digital engagement strategy
 - ◆ Branding



Beyond the next six months:

- A new shift pattern for neighbourhood policing will be devised and implemented based on what we want our neighbourhood policing teams to do and the demand modelling undertaken.





Cause of concern - workforce engagement and communication / treating the workforce fairly

Cleveland Police doesn't consistently treat its workforce with fairness and respect. It doesn't effectively communicate with or engage its workforce, its processes aren't perceived to be fair and it doesn't understand its workforce well enough to support them.

Success criteria

We will have successfully addressed this cause of concern when we can demonstrate that:

- The workforce are engaged
- Force processes are fair
- The workforce feel their wellbeing is important to the force
- Workforce capability has increased
- Leadership capability has increased

What we have done since the last update

Policy and process

- We have updated and published a revised grievance policy in consultation with key stakeholders which has been well received by Unison and Federation. The grievance process has been simplified and streamlined which should reduce the time required to manage a grievance to its conclusion, and provide support for all those effected by the grievance. In addition, the Employee Relations (ER) Team and HR Business Partners attended ACAS accredited Grievance Management Training on the 9th January 2020 to ensure the advice and support given is appropriate during a grievance process. The new policy was formally launched on Monday 6th January 2020.
- Following feedback from the workforce we have reviewed the attendance management policy to ensure a more timely response to absence, with a more bespoke and personalised response to the individuals needs. The policy was formally launched on Monday 6th January 2020 and allows the ER team to use professional discretion when determining a course of action, rather than applying exactly the same criteria to everyone irrespective of the individual circumstances. This will enable our people to be treated as individuals taking into account their overall attendance record alongside their individual needs.
- In January 2020 we will be formally introducing command based HR Business Partner and employee relations support with a dedicated point of contact in each area. This will offer greater support to the senior leadership teams whereby they will receive monthly HR information packs on their people, giving greater visibility and opportunity to improve. It is anticipated the approach and information produced will evolve over the first few months to ensure it is fit for purpose and meeting the needs of the leadership teams and their people.
- The current promotion process has been reviewed by the internal team with best practice gathered from other forces and College of Policing guidance and a revised process is currently in development. A questionnaire will gather feedback from officers that have recently participated in the promotion processes to ensure their feedback is incorporated into the new process. Feedback from stakeholders will be progressed so the new process is available for implementation from the end of January 2020. The new process will incorporate a review following each promotion cycle to ensure the Force are continually reviewing and improving where possible.





What we plan to do next

Wellbeing

- A contract for a new wellbeing case management system was signed on 10th December 2019 with implementation scheduled for May 2020. At present Wellbeing data has to be captured manually which is resource intensive and open to a degree of error. However with the new system data capture will be automated which will release resource to understand risks to workforce wellbeing and react in a timely manner. Trends will then be identified to enable proactive interventions to be planned.
- We are in the process of developing a wellbeing communications plan to ensure all staff are aware of the wellbeing support and services available to them. This will include working with our staff association and staff networks, attending leadership meetings and briefing our teams. The following have already taken place to support this process:
 - Launch of wellbeing advent calendar, a series of wellbeing themed message circulated daily during the advent period
 - Health Assured employee assistance app launched on all Force mobile devices in December 2019
 - Several articles publicising wellbeing initiatives and wellbeing Wednesday mobile drop in clinics included in the weekly Force newsletter The Brief
 - #YouMatterMonthly, a monthly wellness update containing help and advice to support wellbeing was launched on 18th December 2019.
- We are introducing a Health and Safety Executive (HSE) risk assessment to support blue light champions and managers in the early identification and prevention of poor mental wellbeing. The risk assessment was trialled with wellbeing and blue light champions in December 2019 and will be rolled out force wide in February 2020. The assessment is completed between individuals and managers and creates a score which can be monitored. It will provide a structured framework around which a conversation can be held with an individual regarding their mental wellbeing and consists of a question set devised by the HSE, which gives managers, champions and staff the confidence to have what could be a difficult conversation.
- We have introduced our wellbeing prevention clinics (Wellbeing Wednesday) in addition to bespoke input with commands to provide preventative interventions for emotional, physical and mental health. To date over 600 officers and staff have attended our wellbeing and blue light presentations with clinics held at the Community Safety Hub, Wynyard, Urray Nook and South Bank. Further clinics commenced from Monday 6th January 2020. Feedback in the form of questionnaires has been captured at each event and by the end of January 2020 sufficient information will have been captured to enable meaningful assessment of feedback to take place.
- Wellbeing training inputs have been added to newly promoted supervisors and student officer training programmes. This will provide an initial introduction to newly promoted officers and to new recruits. For new recruits this supports their understanding of the services available to help them take responsibility for their own resilience. For managers this will support them to develop an understanding of their responsibilities regarding both themselves and their staff. Benefits of this specific input to the overall course have not been captured to date, but will be for all new courses. Feedback will be assessed after each course and used to refine the detail of the input going forward. It will also be assessed to capture knowledge gaps and concerns both for student officers and other officers by rank or role.
- We have procured Trauma Risk Incident Management (TRIM) from Strong Mind and currently have eight trained practitioners and one trained co-ordinator who manages the process. The TRIM practitioners will help us properly support our staff who suffer trauma by providing better force and shift coverage, improving support for our people in a timely and effective manner when they are exposed to trauma. This has the potential to provide a longer term reduction in trauma related Post Traumatic Stress Disorder (PTSD) and absence. We are currently seeking an additional 24 officers and staff to undergo the TRIM training to further increase our capacity.
- The Police Federation have purchased a welfare van which is deployable to crime scenes, major incidents, and Cat C football matches. Its services include, hot and cold drinks, toilet facilities, charging points for mobile phones, plus dry, warm shelter for officers deployed on these type of incidents. The van was first used over the New Year period and following further refurbishment will provide additional capabilities by the end of January 2020.





- We have utilised the national survey on wellbeing and diversity, delivered by Durham University, to provide the Force with data in relation to the behaviours and perceptions of staff and officers. The survey closed on 10th January 2020 and a Force specific report will be produced by the Durham University team along with a national report later in the year (date yet to be confirmed).

PDR

- We are improving the quality of PDR conversations through a range of learning and development activities that prepare individuals and provide managers with the skills to have honest, high challenge/high support conversations which will inform end of year ratings scales. Dates for PDR Big Events aimed at staff and PDR bite size boosters have been set up during January to March 2020 to support managers in determining end of year ratings.
- The Organisational Development (OD) Administrator is providing on the job coaching and advice to teams at their workplaces. Performance reports are under development which will be incorporated into the HR performance packs. Compliance rates are being reported directly to the Chief Constable and as of 6th January 2020 the quality of individual PDRs will be scrutinised through the Chief's Top 10 initiative. Data for the last update showed that 88% of staff had accessed the system and this has now risen to 98% with 50% of staff and their managers having updated progress towards their objectives. Those not updating the system are receiving biweekly reminders and resulting queries to the PDR email box suggest much higher numbers of staff have updated the system, but their line managers have not. This is subject to regular scrutiny and monitoring.
- Following feedback from managers with help from Internal Communications, the OD Administrator has developed and launched a weekly email to consolidate messages around compliance with actions identified and sharing of good examples.

Leadership and development

- A leadership development intranet site was launched in December 2019 to highlight all the CPD opportunities available to line managers and individuals including courses, online learning and self-directed learning resources. Traffic in the first two weeks was 204 hits on the home page, with most popular topics being self-development, leadership, delegation, project management and personal resilience.
- Our bespoke senior leadership programme 'Next Generation Leadership' aimed at Superintendents and staff equivalents has been developed and resource identified, with a first module planned for delivery by Teesside University by end January 2020. This combines the implementation of the 'Trust' material (as outlined on page 20), pledges as well as culture change, sustaining performance improvements, Leader as Coach and 360 feedback spread over the following six months. Coaching support for this group will further embed new ways of working, although finance is yet to be phased over the next two years.
- 'Leader as Coach' and 'Challenging Conversations' are almost fully booked until the end of March 2020, with positive participant feedback. New dates are currently being set up for the next financial year. Since its launch in November 2018, over 1,700 bite sized courses by 329 individuals have been completed on our online learning platform Litmos Heroes(approximately 150 per month). Two new leadership development activities have been added to our suite of opportunities – 'Driving your own CPD' workshops and Insights (a psychometric similar to Myers Briggs Type Indicators) to increase self-awareness and enhance communication, both aimed at all staff.
- Through "Everyone Matters" we have introduced the 'Inspire' programme, a new personal development programme aimed at retaining and developing talent, particularly from under-represented groups. The first two modules have received good feedback and the resulting personal change is being discussed with line managers and recorded through a personal development dashboard. Collation of the first module's dashboards will be available by the end of January 2020. The first cohort joined the programme on 23rd October 2019 which comprises 16 officers and staff from across the Force.





- A review and updating of the newly promoted Sergeants and Inspector programmes has started, with visits to other forces and focus groups of 2019 participants of the current programme and managers/stakeholders planned for January and February 2020. Amendments will be trialled in March before delivery in April/May for the next cohorts.

Workforce engagement

- A Communications and Engagement Service plan has been developed and was signed off by the Force Executive in December 2019. The plan sets out the aims and objectives of the unit and will allow work to begin on all elements of the Cleveland Police Communications and Engagement Strategy.
- An internal communications survey was conducted in October 2019 to assess the effectiveness of our current internal communications methods and ascertain how the workforce would like to be communicated with in future. The results were shared with the Force in Issue #15 of The Informant and will be used to develop a new Internal Communication Strategy in support of our drive for improvement as we plan ahead 'Towards 2025'.
- The planned roll out of a monthly 'Cuppa with Comms' roadshow has been delayed and will be rearranged when the Internal Communications and Engagement Team is up to full strength. Recruitment to fill a vacancy within the team is almost complete with a new staff member joining the team in early February 2020.
- We have launched a 'Job Well Done' page on the Force intranet which encourages staff and supervisors to praise good work, effective team work or 'going the extra mile'. The nominated person receives an email advising they have been thanked and the message appears on the intranet for everyone to see. Since its launch the page has been visited almost 20,000 times with just under 1,100 unique visitors.



What we plan to do next

- A full marketing campaign will be rolled out from January 2020 to communicate the Force's five year strategic plan (Road to Improvement) to the workforce using a range of preferred channels as per survey results.
- We are raising the profile of our wellbeing advocates to improve awareness and understanding of the Force wellbeing service. 14 wellbeing and Blue light champions will be attending well-being advocate training provided by better health at work, to increase the knowledge base of wider wellbeing concerns. This will complement the mental health training already received. Four staff are due to be trained in early February 2020 with the remainder planned for April 2020.
- We intend to deliver mental health first aid training to all employees within a 36 month period to enable all staff to identify mental health issues and intervene with confidence. The pilot for the two day supervisor's course is arranged for 22nd and 23rd January 2020. This will be attended by staff from across the people and wellbeing team, after which it will be rolled out to the wider organisation. By the end of the rolling period, all our people will have received some level of mental health first aid. This will not only assist provision of first aid to our workforce but increased skill levels should have an impact on partners and the public.





Cause of concern - ethical behaviour and culture

Many senior leaders (superintending and chief officer ranks, and senior police staff managers) aren't consistently demonstrating ethical behaviour. The inappropriate behaviour of these leaders within Cleveland Police is so profound that it is affecting the efficiency and effectiveness of the force.

Success criteria

We will have successfully addressed this cause of concern when we can demonstrate that:

- The workforce behaves ethically
- The Force promotes procedural and organisational justice

What we have done since the last update

- A review of the Directorate of Standards and Ethics (DSE) has been undertaken by South Wales Police Professional Standards Department with terms of reference that include:
"To carry out a review by conducting interviews with key internal and external stakeholders (including Staff Associations, Office of the Police and Crime Commissioner and HMICFRS), conducting research and visiting the Cleveland Police Department of Standards and Ethics (DSE). To subsequently produce a report (that may be subject of disclosure) and to provide verbal briefings to key personnel within Cleveland Police".
- The review has produced 42 recommendations and 22 quick wins in relation to our use of the Centurion system. These range from consideration of the head of department's span of command to the introduction of an ethical interview process. The recommendations have been incorporated into the workstream improvement plan and are owned at a tactical level by the Head of DSE. The Deputy Chief Constable has set five strategic objectives to improve ethical behaviour within the Force and embed the Code of Ethics. These include:
 - ◆ Peer review of ethics agenda by Devon and Cornwall police
 - ◆ Deliver academically led senior leadership training
 - ◆ Deliver Ethics Committee workshop
 - ◆ Reinvigorate and deliver Ethics Committees
 - ◆ Enforce the expected standards of behaviour
- As part of the new Force governance arrangements an Ethics and Standards Board has been established with the first meeting scheduled in January 2020. The meeting will be chaired by the Deputy Chief Constable and terms of reference have been developed.
- Work has commenced to reinvigorate our internal and external ethics committees to support and challenge the organisation around ethical issues and decisions. All senior leaders (Chief Inspector/staff equivalent and above) attended a half day academically led ethical leadership training event delivered by Professor Alyson MacVean of Bath Spa University and Chief Superintendent Sam De Reya of Devon and Cornwall Police on 17th December 2019. This was followed by a training session for ethics committee members which covered the purpose and membership of ethics committees together with a practical group session on ethical dilemmas. The training event was also attended by the independent external Ethics Committee Chair and representatives from the OPCC.
- An Equality Diversity and Inclusion (EDI) Team has been introduced in partnership with the OPCC, with five posts agreed for the new team. An EDI manager and support officer were appointed in December 2019, with a further manager and two support officers due to join the team in January 2020 (subject to vetting).
- The Everyone Matters Board have received a briefing as to how the OPCC and Cleveland Police will work collaboratively to deliver on EDI and the Code of Ethics.





What we plan to do next

- A review has been undertaken to ensure resourcing decisions, including overtime and mutual aid are ethical. A DCC led working group (Operation Sandy) was established in December 2019, with staff association representation, and meets on a monthly basis to drive improvements in ethical behaviour and updates in Force policy where required.
- Work has been completed to establish a supportive ethical selection process for the Senior Police Officer and Police staff selection process (SPNAC). The new process was introduced in January 2020 following a comprehensive consultation process.
- Ethical standards have been reinforced and reinvigorated within the North East Regional Specialist Operations Unit (NERSOU), led by the Head of Unit which included face to face briefings. This approach will now be replicated with the Cleveland and Durham Specialist Operations Unit (CDSOU). Work has also been undertaken with HR to reinforce the expected standards of ethical behaviour when officers and staff are attending training courses or conferences out of Force and to ensure the highest standards of ethical behaviour are reinforced through the recruitment process. Furthermore the DCC has personally delivered face to face interventions with student officers within the Force Training School to reinforce the expected standards of behaviour.
- Best practice is being sought from other forces to identify noteworthy practice around ethical standards. Liaison is currently underway with both Police Scotland and South Yorkshire Police. The findings will be used to help us develop our approach.
- The Force Data Protection Manager is due to undertake a review of the storage and handling of sensitive information within the Executive office. A comprehensive action plan is in place, including owner and timescales.
- The People Intelligence Board has been reintroduced with the first meeting held on 9th January 2020. The meeting is chaired by the Head of DSE and incorporates issues such as misconduct, vetting, business interests, sickness, capability and civil proceedings.
- The procurement process to expand our use of body worn video (BWV) is now complete with contracts awarded in early January. Implementation of the new cameras is due to commence in February 2020 and will be completed before the end of March. This will ensure all operational officers have access to a BWV camera and will improve public confidence, legitimacy and transparency.
- 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.



Other areas of activity

Review of CDSOU

Cleveland and Durham Specialist Operations Unit (CDSOU) has delivered armed and traffic policing services across the Cleveland and Durham force areas since 2011. Governance is provided via a single structure (Joint Operations Group) which includes representation at chief officer level from both forces. There is a single procurement structure. The operational command structure is also parallel, in that the assets are shared across both force areas, however tasking and command of armed resources is geographic via the respective Cleveland and Durham force control rooms.



The CDSOU comprises around 130 officers and staff with varying specialist skills and is operationally led by an officer of Superintendent rank. The staff are based geographically, with a base within Cleveland's force area and a base within Durham's force area. There is a modern Tactical Training Centre within the Cleveland police area at Urray Nook, near to Teesside Airport.

The Chief Constable's initial assessment of the Force's response to knife crime was that it was not proportionate to the threat posed and the tipping point for armed deployment was considerably less than he has previously been accustomed to. Interrogation of the available data showed that violent crime in the Cleveland force area was far higher than within its immediate neighbouring forces.

The Chief Constable reassured the public and business communities, via the media and in public meetings, that they would see a greater armed response to violent crime than had historically been the case. A directive was passed to commanders that an appropriate armed response to weapon enabled crime was expected and a terms of reference led review of Cleveland and Durham Specialist Operations Unit (CDSOU) was initiated.

This review is being led by Mr Colin Burrows QPM, (Critical Intervention Consultancy) who has recognised standing, both nationally and internationally in issues associated with armed policing and operational responses to potentially violent situations. An initial 'access all areas' review was completed by Mr Burrows late in 2019 which generated 11 Executive recommendations - implementation of which has commenced. This includes the introduction of a safer system for weapon handover which includes a functions check.

Further review work was undertaken by Mr Burrows between 6th and 9th January 2020 and will inform a detailed report for consideration by the Force.

College of Policing support

The college of Policing are supporting the Force to address our priority areas for improvement. Representatives from the College Workforce Development and Crime and Criminal Justice Faculty met the Chief Constable and team on 3rd December 2019 to understand the Force improvement priorities and explored options for support. The College have been asked to provide support in respect of short and longer term vulnerability priorities and with the Force organisation and workforce development approach.



They have subsequently proposed a comprehensive range of options to support the Force and a second scoping meeting has been arranged for 17th January 2020 to refine and clarify the options and priorities to produce a terms of reference for the Force and College to formally agree.



Key milestones



Vulnerability

<6

Investigative standards

<6

Investigative assessment framework

<6

Crime allocation policy

✓

Force Control Room vulnerability desk

<6

VENT problem solving team



Our communities

Understanding demand

<6

Community consultation

✓

Neighbourhood policing strategy

<6

Corporate Comms plan

✓

Force operating model

<6

FCR operating model

✓

Single Online Home

✓



New chief officer team

✓

Service Improvement Team

✓

Performance framework

<6

Planning and governance

✓

iPatrol

✓



Crime and antisocial behaviour

<6

Neighbourhood policing model

✓

Philomena protocol

<6

Missing from Home Team

<6

Problem solving approach

<6

Prevention strategy



Our people

<6

Policy and procedures

✓

PDR

<6

Skills audit

✓

Ethics committee

✓

Staff survey

<6

Staff Equality Forum



Towards 2025

The road to improvement →



Key to timescales



Complete



Delivery by end Mar 2020



Delivery after Apr 2020



Delivering outstanding policing for our communities - proud to serve, proud to belong, proud to lead