

<b>Significant Governance Issues</b>	<b>Action</b>	<b>Owner</b>	<b>Target Implementation Date</b>
Reliance on the Governance processes within Cleveland Police	The PCC places a significant amount of reliance on the provision of accurate, candid and timely information from the Force to hold the Force to account and to provide information and assurance to the public. This reliance extends into the Governance arrangements in place within the Force to provide this assurance. Recent work by HMICFRS has placed considerable doubt on the extent to which the PCC can place reliance on these areas. The OPCC therefore needs to completely revisit the Governance, Assurance and Scrutiny arrangements that it has in place, to provide independent assurance to the PCC on the performance of the Force.	Chief Executive and Monitoring Officer	Mar-20
<b>Update</b>			
<p>In recognising and accepting the Inspectorate's emerging findings a Strategic Direction was issued by the PCC to the Chief Constable in June 2019. It sets out the PCC's expectations as the single elected individual with responsibility for the totality of Cleveland's policing, on behalf of the communities of Cleveland. Those expectations are that Cleveland Police must become and remain an organisation which:</p> <ul style="list-style-type: none"> <li>• Understands police demand;</li> <li>• Plans ahead to ensure that resources and skills are in place and deployed efficiently to respond to that demand now and in the future;</li> <li>• Sets clear priorities, ensuring that the Force <ul style="list-style-type: none"> <li>o Acts both to prevent and to investigate incidents and crime effectively;</li> <li>o Understands the individual needs of and provides support for all victims;</li> <li>o Understands and addresses vulnerability;</li> <li>o Understands and engages with its communities</li> <li>o Treats people fairly, ethically and lawfully.</li> <li>o Has effective tactical and strategic working relationships with partners</li> </ul> </li> </ul> <p>It requires the Chief Constable to deliver to the PCC both his assessment of the state of Cleveland Police as a service provider and employer and his diagnosis of the improvements required, across the board. It also requires him to deliver short, medium and long term plans for improvement.</p> <p>The Strategic Direction specifically offers support in several of the areas for improvement which require renewed commitment, including:</p> <ul style="list-style-type: none"> <li>• Refreshing openness and transparency between the Force and the Office of the Police &amp; Crime Commissioner and a joint commitment between us to empower our personnel to work openly with each other, to share information, resources and to deliver in the public interest;</li> <li>• A joint strategic planning regime providing a clear framework enabling each of us to coordinate our decision making based on clear commissioning and policing priorities.</li> <li>• Maximising the benefit of our respective approaches to community engagement</li> <li>• Joint oversight and delivery of the revised and refreshed Everyone Matters Equality, Diversity and Inclusion Strategy.</li> </ul>			

- **Joint oversight and delivery of a further programme of ethics and standards improvement, building on the Transforming Professional Standards programme.**

**Overall, the Strategic Direction is intended as a clear empowering framework within which the Chief Constable will be supported to deliver the necessary programme of improvements. Under the ambit of my Strategic Direction, reforms have already been made to our approaches to governance. We have introduced a joint Executive Board structure and the Chief Constable has established a new operational management structure force-wide. In line with the Strategic Direction we will together direct corporate priorities and business change, address risk and the delivery of benefits and make decisions of significant public interest.**

**The OPCC is further refreshing, amplifying and deepening the scrutiny and holding to account mechanisms, including an emphasis on independent and partner-supported scrutiny in respect of police service delivery.**

**An important key feature is my expectation that police personnel at all levels are transparent and candid with the PCC – and with the Chief Constable - about their work. Amongst the most worrying aspects of the HMICFRS report was their finding that inappropriate behaviour of senior leaders was so profound that it was affecting the efficiency and effectiveness of the Force. This finding is drawn in stark terms and draws into sharp focus the extent to which such behaviours have undermined the ability of successive Chief Constables and the PCC scrutiny programme, to drive and sustain improvement and lasting change within Cleveland Police. The PCC has exchanged correspondence with HMICFRS about that Cause of Concern in particular and supports the Chief Constable's intention to develop a programme of work to improve ethical behaviour and culture.**

**Chief Constable Lewis has established an entirely new Chief Police Officer team and has the PCC's full support as he continues to seek to attract the very best police personnel to join Cleveland Police and contribute to the programme of improvement.**

**The Towards 2025 Road to Improvement represents the short and medium term plans anticipated by the Strategic Direction. I have been assured that the Chief Constable's teams are establishing detailed action plans aligned to the HMICFRS Causes of Concern and with a named, accountable Executive lead officer. The Chief Constable's Service Improvement Team will drive forward those plans and will support, empower and develop staff in so doing.**

**The Chief Constable and PCCI are satisfied that it is right that the overall short, medium and long term strategic plans should be consolidated into a form suitable for publication so that the public are clear on what will be different and by when. The Chief Constable and PCC both consider that the future for Cleveland Police depends on the Force understanding and welcoming accountability and in so doing, putting communities at the heart of its service provision.**

