

**Report of the Chief Constable to the Cleveland Police Audit Committee on the 14th November 2019**

**Executive & Presenting Officer: ACC Steve Graham**

**Status: For Information**

**Update in relation to recent inspection activity undertaken by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS)**

**Integrated PEEL Inspection 2019**

In May 2019 HMICFRS completed their first Integrated PEEL Assessment (IPA) of Cleveland Police. During this two week process, inspectors 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 we were able to demonstrate some progress in relation to a limited number of previously identified areas for improvement (AFIs) the majority remain outstanding. HMIC have therefore identified six thematic ‘causes of concern’ with 30 associated recommendations and 7 new areas for improvement (see Appendix One).

Given the scale and significance of the issues raised, HMICFRS have graded us as ‘inadequate’ and we are now ‘engaged’ in a formal monitoring process.

**Towards 2025 – our road to improvement**

Our service improvement plan ‘Towards 2025 – our road to improvement’ provides details of the work we have already undertaken, together with details of what we plan to do next in order to bring about the required improvements (see Appendix Two). The plan was presented by Chief Constable Richard Lewis at a recent Police Performance Oversight Group (PPOG) meeting held in London on 3rd October 2019.

Given the breadth and depth of the improvement activity required, the Force has adopted a command structure approach and is establishing a dedicated Service Improvement Team to manage and coordinate a programme of change. Due to the cross-cutting nature of a number of the issues raised within the causes of concern, we have established six workstreams to manage the required improvements. These are;

* Understanding demand
* Vulnerability
* Public confidence and engagement
* Investigation
* Problem solving and prevention
* Culture, leadership and engagement

Each workstream will be led by a member of the chief officer team, supported by a tactical lead and subject matter experts.

**Governance, Scrutiny and Accountability**

In order to ensure the timely delivery of the improvements required, the chief officer team recognise that robust scrutiny and accountability is required. We have therefore made some further changes to our governance structure and performance management arrangements.

For example, progress against the service improvement plan will be monitored via chief officer lead monthly Assurance and Delivery Group meetings. In addition, strategic assurance will be provided at the Strategic Performance Improvement Board, chaired by the Chief Constable.

Whilst HMICFRS will formally monitor delivery of the plan via a quarterly PPOG meeting, progress will be closely scrutinised via regular visits to the force by the HMIC representatives.

**Conclusion**

The scale of change necessary to bring about the required improvements is significant and we do not under estimate the challenges ahead. However, delivery of our service improvement plan is key to us achieving our strategic vision of ‘delivering outstanding policing for our communities’.