



## **Report of the Chief Constable to the Cleveland Police Audit Committee on the 22<sup>nd</sup> March 2018**

**Executive & Presenting Officer: Mr Brian Thomas, Assistant Chief Officer**

**Status: For Information**

**Progress report on Areas for Improvement made by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service**

### **1. Governance and Scrutiny Arrangements**

As advised in September 2017 governance and scrutiny arrangements associated with the delivery of HMICFRS's Areas for Improvement (AFIs) are the responsibility of the HMIC Monitoring Board that operates as a sub group of, and reports directly to, the Management Board.

### **2. Progress against current recommendations and Areas for Improvement.**

Progress has continued, since the last HMIC update to the Audit Committee. The Force is currently actively engaged in progressing the following;

- 22 Force specific AFIs; 4 of which we assess as being complete but await confirmation from HMICFRS for their approval to close. The remaining 18 AFIs are all being progressed satisfactorily. Five new Force Specific AFIs have been added since the last report to the Audit Committee.
- 10 AFIs resulting from national reports; all are on-going with one on hold pending a report from the College of Policing (Expected April 2018). Three new National AFIs have been added since the last report.
- Recommendations from the non-PEEL inspections are being progressed within the relevant Commands.

Further details can be found in Appendix 1.

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

In 2017/18 the Force has continued to be inspected against the PEEL framework and in addition has been subject to a number of thematic inspections, the status of this work is as follows;

- Efficiency – Report published in November; Force graded 'Good'
- Legitimacy – Report Published in December; Force graded 'Requires Improvement'
- Child Protection – Report published September, revisit expected June 2018
- Effectiveness – Report expected March 2018
- Joint Targeted Area Inspection – Report published January 2018
- Crime Data Integrity – Audit complete, field work element of the inspection due end of February 2018. To be published later in the year.
- Leadership – National report only; published February 2018

The HMICFRS plan to continue with their risk based approach for the Autumn PEEL inspection later this year. A number of Thematic inspections are also planned, for example Hate Crime, Fraud and Cyber-dependant Crime; all forces will be required to submit data and document returns but only a small number will be identified for a full inspection.

### **3. The Future inspection framework.**

As advised previously in 2018/19 HMICFRS will undertake one all-encompassing PEEL inspection. In advance of this the Force will be required to produce a Management Statement in May and a data return in June; which will become a quarterly obligation. The requirements for the Management Statement content is still to be finalised; in the meantime the Force has commenced preparatory work based upon the learning from the pilot Forces and the draft template.

**Gillian Currie**  
**HMIC Liaison Officer**  
**Cleveland Police**

## Appendix 1: Summary of HMIC 'Areas for Improvement'

(Position Statement as at 16<sup>th</sup> February 2018)

Ref	Inspection	Owner (Head of..)	AFI	Status	Milestone date	Comments
355	Effectiveness 2015	C&J	Establish a multi-agency safeguarding hub.	In progress	--	North side children's hub fully operational. HMIC accept the Force are actively working to deliver this and are limited in progress by the Joint commitment of the South Local Authorities – milestone date tbc
356	Legitimacy 2015	P&D	Better understand and address the wellbeing concerns of its workforce.	In progress	Dec 18	Progress acknowledged by HMIC during Spring Inspection. The Force is currently developing a forward thinking and innovative wellbeing service with expected implementation during this business year. Approach approved in February 2018.
358	Legitimacy 2015	TC & OPs	Ensure stop and search records include sufficient reasonable grounds and officers fully understand the grounds required	In progress	Oct 18	Progress acknowledged by HMIC during Spring Inspection. However further work is required to improve compliance rates. This is being addressed through the TPG process.
361	Legitimacy (National) 2015	S&E	Review complaints and misconduct arrangements to assess whether or not there is any bias in the way decisions regarding the management of complaints are made and take action to remove it.	In progress	Sept 18	This AFI is being progressed through the 'Transforming Professional Standards' commission.
366	Effectiveness 2015	NPP	Use evidence of 'what works' drawn from other forces, academics and partners. Ensure routine evaluation of tactics and sharing of effective practice at a local level.	In progress	Sept 18	Progress acknowledged by HMIC during the 2016 Inspection. Outstanding issues include the operational implementation of the Evidence Based Practice partnership with Teesside University. To be discussed at the Force's 2020 Board; once agreed the EBP team will become the Force's EBP 'what works' lead.
442	Legitimacy 2016	S&E	Ensure it complies with all aspects of the current national guidelines for vetting.	In progress	Dec 18	This AFI is being progressed through the 'Transforming Professional Standards' commission. Remitted back to the Management Board for enhanced oversight.
443	Legitimacy 2016	S&E	Review the capacity and capability of its counter-corruption unit, to ensure it can manage its work effectively.	In progress	Sept 18	This AFI is being progressed through the 'Transforming Professional Standards' commission.
444	Legitimacy 2016	S&E	Improve the way corruption intelligence is assessed, graded and stored.	In progress	Sept 18	This AFI is being progressed through the 'Transforming Professional Standards' commission.

Ref	Inspection	Owner (Head of..)	AFI	Status	Milestone date	Comments
445	Legitimacy 2016	P&D	Improve the management of individual performance.	In progress	Dec 18	Progress in relation to succession planning acknowledged by HMIC during Spring Inspection. However, further work is underway to secure a more comprehensive appraisal system that will improve the Force ability to plan, in more detail, regarding succession planning, training needs and staff progression. This is expected to be implemented in 2018/19.
446	Legitimacy (National) 2016	S&E	All forces should comply with current national vetting policy or should have implemented a sufficient plan to do so. Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles.	In progress	--	Incorporated into action 442
447	Legitimacy (National) 2016	S&E	Forces should 1) complete a retrospective review of allegations and consider referrals to the IPCC and 2) establish effective procedures to identify future allegations of abuse of authority for sexual gain and make appropriate referrals to the IPCC.	In progress	Aug 2018	This AFI is being progressed through the 'Transforming Professional Standards' commission.
448	Legitimacy (National) 2016	S&E	All forces should have started to implement a plan to achieve the capability and capacity required to seek intelligence on potential abuse of authority for sexual gain.	In progress	--	Incorporated into action 442
449	Effectiveness 2016	NPP	The force should consider widening its approach to integrated offender management to maximise its impact on reducing threat, harm and risk. There should be clear measures of success which enable the force to evaluate how effectively it is protecting the public from prolific and harmful offenders.	Completed - subject to formal confirmation	N/A	Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection
450	Effectiveness 2016	C&J	Ensure that the risks posed by registered sex offenders are managed effectively.	In progress	Complete but to be reviewed	Progress has been made in this area with a review of case numbers, staff, processes and outputs. Guidance has been issued in respect of visits. To be monitored.

Ref	Inspection	Owner (Head of..)	AFI	Status	Milestone date	Comments
					in Jul 18	
451	Effectiveness 2016	C&J	Ensure that officers and staff use the missing and absent categories appropriately in cases involving children.	Completed - subject to formal confirmation	N/A	Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection
452	Effectiveness 2016	C&J	Ensure that referral of standard-risk domestic abuse victims for ongoing safeguarding is made at the appropriate time.	In progress	Sept 18	Backlogs have improved but concern reiterated in the JTAI inspection. Further reviews and discussions planned in relation to understanding the triage process.
453	Effectiveness 2016	C&J	Ensure that where crimes are allocated to specialist investigators, they have the appropriate skills and accreditation to investigate them to a good standard.	Completed - subject to formal confirmation	N/A	Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection
454	Effectiveness 2016	NPP	Improve its strategic understanding of repeat victims.	Completed - subject to formal confirmation	N/A	Based on an assessment by the HMIC Monitoring Board. Subject to formal review by HMIC in the 2017 Autumn Inspection
455	Effectiveness 2016	C&J	Take immediate steps to understand the reasons why such a high proportion of crimes related to domestic abuse fall into the outcome category 'Evidential difficulties and rectify this to ensure that it is pursuing justice on behalf of victims.	In progress	Jan 19	Full review undertaken to understand use of the evidential difficulties category. New processes in the early stages, but forms part of the regular domestic abuse action plan meetings.
456	Effectiveness 2016	Intel	Develop plans, with partner organisations, to reflect activity across the 4Ps and assess the impact on organised crime and communities.	In progress	Jan 19	New processes are being embedded. And will be introduced incrementally throughout 2018. Regular discussions / reviews take place at the Organised Crime Group meetings.
457	Effectiveness 2016	Intel	Take steps to identify those at risk of being drawn into serious and organised crime, and ensure that preventative initiatives are put in place with partner organisations to deter offending.	In progress	Nov 19	The Force has developed its preventative approach, underpinned by a specific prevention strategy; mirroring the four strands of the national framework. The strategy outlines local areas of focus, governance, tactical delivery / outcomes and measures of impact / effectiveness.

Ref	Inspection	Owner (Head of..)	AFI	Status	Milestone date	Comments
459	Effectiveness (National) 2016	Intel	Review current procedures for apprehending wanted suspects, assess the number of wanted suspects on the PNC and those whose details have yet to be circulated on the PNC, and take prompt and effective action to apprehend those suspects.	In progress	Sept 18	Significant progress has been made; outstanding work includes the implementation of a Niche workflow. This work has been commissioned by the force for Sopra Steria to implement
460	Effectiveness (National) 2016	Intel	By September 2017, transfer the responsibility for mapping organised crime groups from the force to the regional organised crime unit	In progress	Aug 19	The force is currently in dialogue with Durham and Northumbria regarding the transfer of full responsibility to the ROCU. In the interim, the force has seconded a dedicated analytical resource to the ROCU in order to further enhance processes and ensure consistency of approach.
472	Efficiency 2017	P&D	Undertake appropriate activities to fully understand workforce's capabilities, identify any gaps and put plans in place to address them.	In progress	Dec 19	Report received at the end of 2017. Recording of progress is in the early stages.
473	Efficiency 2017	P&D	Conduct a leadership skills audit that will allow it to understand leadership capacity and capability.	In progress	Dec 19	Report received at the end of 2017. Recording of progress is in the early stages.
485	Efficiency (National) 2017	ICT	By September 2018, produce an ambitious plan to improve digitally-enabled services within the force.	In progress	Aug 18	The Force has established a Digital Transformation Board to drive improvement. The Digital ICT Strategy is being refreshed to take into cognisance the aspirations of the Policing vision 2025 and local digital enablement ICT projects.
486	Legitimacy 2017	NPP	Improve external scrutiny (including training) and involve young people in scrutiny arrangements on the use of police powers.	In progress	Aug 18	This is an area the Force is aiming to improve; a number of suggestions are being tested and the Force is looking to identify and use good practice from other forces.
487	Legitimacy 2017	S&E	Comply with IPCC statutory guidance for keeping complainants informed at all stages of the complaints process.	In progress	Sept 18	Processes have been introduced to identify and ensure complainants are kept up to date. Progress continues.
488	Legitimacy 2017	P&D	Reassure the workforce, improve timeliness and ensure wraparound support in relation to grievances	In progress	Dec 18	Report received at the end of 2017. Recording of progress is in the early stages. This work is being incorporated into the Forces plans to introduce a 'wellbeing' team.

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489	Legitimacy <b>(National)</b> 2017	TC & Ops	All police forces should be regularly and frequently monitoring a comprehensive set of data and information on use of stop and search powers to understand disproportionality, identify disparities and publish the analysis.	In progress	Ongoing	Cleveland Police scrutinises each stop and search report submitted. Due to the population of the force area and the percentage of residents that are from a BAME background it would only take a small number (approx 5) to be stopped and searched on a monthly basis to show disproportionality. This continues to be monitored.
498	Leadership <b>(National)</b>	TBC	Use PDR in line with CoP guidance. To assist in understanding leadership skills and capabilities and effective succession planning, using targeted leadership development and to make sure that wellbeing provisions are communicated effectively to all ranks and grades within the workforce.	In progress	Dec 18	Report received in February 2018. Recording of progress is in the early stages.