



RESPONSE BY THE PCC TO HMICFRS INSPECTIONS OF CLEVELAND POLICE

INSPECTION DETAILS

Title of Inspection

PEEL: Leadership 2017

Date Inspection Published

8 February 2018

Type of Inspection:

Cleveland Specific

National

Follow Up

Thematic

Partner Inspection

Is Cleveland Police quoted in the Report?

Yes

No

EXECUTIVE SUMMARY OF REPORT

The Leadership report is a national report under the HMICFRS' PEEL programme, assessed as part of the autumn effectiveness inspection. It focused specifically on how it affected neighbourhood policing and protected vulnerable people. Forces have not been graded separately for leadership as the relevant evidence gathered has formed part of the graded judgements for other PEEL inspections.

Main Findings

Creating a supportive culture – encouraging examples of police leaders showing drive and commitment to improvement, particularly in establish a culture that recognises and supports all forms of wellbeing and ethical behaviour, were found. There was also a strong commitment to protecting vulnerable people and in almost all forces, police leaders showed that they understood the importance of treating people they serve fairly and with respect.

Using feedback to improve working conditions – In general, police leaders welcomed and valued feedback and challenge from their workforces; there were many examples of police leaders taking action to improve working conditions as a result.

Looking outside for new ideas – Forces were being particularly innovative, finding ways for people to give feedback, allowing officers and staff to suggest new methods of working or ideas for dealing with problems.

Assessing Ethical Problems – several forces had created structures and processes to help them assess ethical problems rigorously.

Looking after staff and officer welfare – managing the balance between routine pressures and the need to look after staff and officers’ welfare was one of the most difficult tasks faced by police leaders. There were good examples of senior leadership teams looking closely at wellbeing when making operational and organisation decisions.

Looking After Vulnerable People – There was commitment towards understand the nature and scale of vulnerability, but more action was needed in improving and sustaining the workforce’s skills and capabilities.

Finding Future Leaders – One area in which forces needed to improve most was in spotting and choosing of their future leaders. Forces needed to make more effort with succession planning, specifically in terms of skills and capabilities.

Understanding Leadership Capability – A self-assessment template had been developed for all forces to use to help them understand their capability.

Developing Leaders – Only three forces could prove that between 1 August 2015 and 31 January 2017 that officers and staff had been through a performance and development review process. It undermined the ability of a force to understand its leaders’ performance.

In light of the above, there was one specific area in which all forces should improve.

Forces need to improve their use of performance and development review processes, in line with College of Policing Guidance. This should help forces understand their people’s leadership skills and capabilities. It also has wider implications for forces’ abilities to succession plan effectively, using targeted leadership development, and to make sure they are communicating effectively about wellbeing to all ranks and grades within the workforce.

Cleveland Police was highlighted in the report as follows:

Selecting New Talent – As part of the Policing Education Qualifications Framework forces are now considering the role that apprentices will play in the future workforce. Cleveland is adopting an apprenticeship framework, intended to cover police staff roles, including PCSOs, contact centre staff, and serious and complex crime investigators.

Workforce Knowledge and Skills – Leaders were examined on how well they were making sure their teams have the right skills and capabilities to do their jobs effectively. Generally teams have the skills they need, and that many forces provide high-quality problem-solving training. Time was the main factor inhibiting effective workforce development through training. Some forces are working hard to reduce abstractions (moving officers out of a neighbourhood policing function to more reactive jobs) and to free up more time in the workforce for problem-solving activities. For example, following a review of the force neighbourhood model in 2016, **Cleveland Police** has made significant changes to its deployment processes to reduce abstractions from neighbourhood duties.

PCC RESPONSE TO INSPECTION

Comment by the PCC:

The new Chief Constable of Cleveland, Mike Veale, has been singled out for praise for his leadership skills in a national report by the police watchdog.

Cleveland Police is also praised for its defence of neighbourhood policing and innovative approach to apprenticeships.

The report highlights Mike Veale's inspirational approach to force values. It describes how under Mr Veale's leadership, Wiltshire Police sees treating people fairly and with respect as a fundamental part of the force's expressed values. In support of this, Mr Veale regularly meets officers and staff to reinforce these values, drawing on his own experiences to do so. The report states: "Officers and staff have praised these events and have described the use of the force values as important in their contact with the public. Their positive description of the force's values reinforces how well established and understood they are."

The report also cites Cleveland Police as an example of a force looking to free up officers for problem-solving activities – notably in protecting Neighbourhood Policing. Using the force as an example of good practice, the report states: "following a review of the force neighbourhood model in 2016, Cleveland Police has made significant changes to its deployment processes to reduce abstractions from neighbourhood duties." The report also uses Cleveland as a positive example of a force adopting an apprenticeship framework for training people in police staff roles.

Barry Copping, Police and Crime Commissioner, said: "For Cleveland Police to be flagged up twice in a national policing report as an example of best practice demonstrates what good shape the force is in – and that's down to the unstinting efforts of officers and staff at all levels".

I'm also delighted that the inspirational leadership of our new Chief Constable, Mike Veale, has been recognised. Treating people fairly and with respect is a central part of the 'Everyone Matters' strategy that the leadership team in Cleveland has implemented over the past year. It's clear from this report that Mike Veale is well placed to lead and progress further this innovative work".

The scrutiny programme has included an in-depth look at HR issues, including succession planning, and this subject will be revisited in due course as part of the on-going scrutiny of HR issues within the Force.

As with all areas for improvement arising from HMICFRS inspections, an update from the force on its progress in the area raised will also be sought through the scrutiny programme.

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