Report of the Chief Constable to the Chair and Members of the Audit Committee

CLEVELAND POLICE

17th December 2020

Presenting Officer: Louise Solomon, Head of Corporate Services

Status: For Information

Update report on Areas for Improvement made by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS)

1. Purpose

1.1 The purpose of this report is to provide an overview of the Force's arrangements for the management, monitoring and tracking of areas of improvement and recommendations made by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) and provide assurance that the Force has appropriate mechanisms in place to drive the required improvements.

2. Background

2.1 The Force is currently dealing with a number of causes of concern, recommendations and areas for improvement resulting from both local and national HMICFRS inspection activity. These are summarised in the following table.

	Causes of concern	Recs	Areas for improvement
Local PEEL	10(1)	38	19 (4)
National PEEL	3	5	2 (2)
National DA PEEL Thematic		2	
National Child Protection Inspection (NCPI)		7	
Crime Data Integrity (CDI)	1	2	
Other national thematic inspections	10	94 (14)	10 (1)
Total on Force register	**21(2)**	**141 (14)**	**29 (5)**
Total on HMIC monitoring portal	**20**	**131(3)**	**24**

Note: Figures in brackets denote records which do not appear on the HMIC monitoring portal

(1) Includes a cause concern for Cleveland Police which originates from a national overview report

(2) Includes a national cause of concern which the Force believes has been closed in error on the portal

(3) Includes 4 recommendations which have been closed by our FLL but are still awaiting central sign off so remain on the portal

2.2 Each of the above has been allocated both a Force lead and local delivery lead, and the Force HMICFRS Liaison Officer maintains a local register which captures this information along with details of the improvement required, the originating inspection and the governance board/group responsible for monitoring and tracking progress.

3. Governance and scrutiny arrangements

3.1 The governance and scrutiny arrangements associated with HMICFRS activity are the responsibility of the recently established Deputy Chief Constable led Inspection and Audit Monitoring Board, with routine progress monitoring of AFIs and recommendations delegated to the appropriate Delivery and Assurance Group. The terms of reference for the Board are attached at Appendix A.

3.2 Whilst the Board has responsibility for assuring the Force's response to areas for improvement arising from previous inspection activity, it will also ensure the Force's readiness for new HMICFRS and other inspection/audit activity and oversee the development of action plans to deliver any subsequent improvements required. In addition the Board will take a proactive approach in identifying existing AFIs and recommendations which are suitable for submission to the HMICFRS Force Liaison Lead to request closure.

3.3 The Board is currently meeting on a weekly basis but will move to monthly meetings upon conclusion of the current inspection activity.

3.4 Since the 2019 PEEL inspection, Force activity has been prioritised to deal with the PEEL related areas, with a dedicated Service Improvement Team established to drive the improvements required. However, a detailed review of all other outstanding areas is now underway with update reports requested from all delivery leads to capture the following information:

- where the Force currently stands in relation to delivery against the area for improvement or recommendation
- how the current position has been achieved i.e. the activities undertaken (what has been done) and the associated impact (what difference this has made)
- details of any documentation which can be used to evidence that the improvement activity undertaken and impact described above has taken place e.g. policy and guidance documents, evaluation reports, meeting records etc.
- details of any actions which are currently ongoing or are yet to be started together with the anticipated impact and expected completion date.

3.5 This information will be reviewed in consultation with Delivery and Assurance Board chairs and the Audit and Inspection Monitoring Board to determine whether there is evidence of sustained improvement and closure should be requested, further work is required to embed and sustain improvements already made or remedial action is required.

3.6 Due to prioritisation of work within the Service Improvement Team a review has also been undertaken of all PEEL related activity to determine which areas should now fall under the responsibility of individual business areas, with new delivery leads and owners assigned as appropriate.

4. Current inspection activity

4.1 Due to the Covid-19 pandemic HMICFRS PEEL inspection activity was paused in March 2020, however Cleveland has continued to report on progress against the six causes of concern highlighted during the 2019 PEEL inspection via quarterly meetings to the Police Performance Oversight Group. Performance in these areas has been reported separately to the Audit Committee by the Service Improvement Team Programme Manager and the next update is due in March 2021.

4.2 On 2nd November 2020 HMICFRS commenced a five-week bespoke integrated vulnerability inspection of Cleveland Police covering the following three areas:

- Crime Data Integrity (CDI) - including a Victim Service Assessment (VSA) which has now replaced CDI and involves an assessment of a substantial number of crime files to assess the service provided to victims of crime from the point of contact to outcome
- National Child Protection Inspection (NCPI) - a follow up on the outstanding recommendations from the 2018 re-visit including a review of case files involving vulnerable children
- PEEL - a review of progress made in relation to the Vulnerability Cause of Concern from the Integrated PEEL Inspection of 2019 including a review of case files involving vulnerable adults.

3.3 Due to Covid-19 restrictions all inspection activity, including interviews with subject matter experts and key stakeholders, has been conducted remotely. A 'hot debrief' of the inspection findings is due to be held in mid-December with the Force Executive Team. The Force will not receive a grading following the inspection but our progress will be reported on the HMICFRS website and any recommendations or areas for improvement that are considered to have been addressed will be closed down.

4. Future inspection activity

4.1 The Force has recently received notification that the PEEL inspection programme is now due to restart and rather than inspect forces in tranches HMICFRS is moving to an intelligence-led continuous assessment approach. This will involve a rolling programme of evidence collection taking into account information from a wide range of sources including Force Management Statements (FMS); findings from thematic inspections; crime data integrity findings; progress against causes of concern and areas for improvement; and Force Liaison Lead (FLL) knowledge and insight.

4.2 Previous iterations of PEEL placed a heavy reliance on annual fieldwork and although this will remain an important method of evidence collection, as the continuous assessment approach becomes established, the need for such intense periods of onsite activity will hopefully reduce.

4.3 The areas inspected in PEEL will remain broadly the same, but they have been revised to better reflect current areas of concern and priorities, and are more clearly aligned to the FMS. A copy of the new PEEL assessment framework (PAF) is

attached at appendix B. No question areas will be omitted during the PEEL assessment and within the continuous assessment cycle, evidence will be collected on a force against all question areas.

4.4 Whilst the programme schedule is only indicative at this stage, the provisional dates for Cleveland are as follows:

Week commencing	**Activity**
29th March 2021	Formal confirmation of the date of inspection activity and other key dates
19th September 2021	PEEL Assessment and Resourcing Meeting (PARM) with our Force Liaison Lead to timetable the final evidence gathering
11th October 2021	Final evidence collection phase (4 weeks)
February 2022	Report publication

4.5 Work is currently underway to re-establish the Force's internal inspection and review team within corporate services, the primary focus for which will be the identification of any gaps against the new PAF and the proactive capture of supporting evidence to ensure that the Force is best placed in advance of future inspection activity. The Force has also recently workforce modernised the role of the Force Crime and Incident Registrar (FCIR) to provide greater continuity with regards to crime data integrity.

5. Conclusion

5.1 As part of its revised governance arrangements the Force has introduced robust measures to ensure that the required improvement activity identified by HMICFRS is managed appropriately. All areas are now subject to regular monitoring and scrutiny and a more detailed update on progress made will be included in the next update to the Audit Committee.

Terms of Reference

CLEVELAND POLICE

Inspection and Audit Monitoring Board

Purpose

To provide a mechanism through which the Chief Officer lead is assured of the Force's readiness for HMICFRS and other inspection/audit activity and its response to areas for improvement arising from such activity.

Core activities

- To monitor Force activity in relation to existing causes of concern, areas for improvement and recommendations for change arising from external inspection, audit or other regulatory bodies
- To oversee the development of practice and procedures that will deliver identified areas for improvement
- To oversee the on-going development of the Force in relation to its effectiveness, efficiency and legitimacy, within a culture of continuous improvement
- To ensure that the Force is able to demonstrate and evidence the outcome and impact of its improvement activity at both a tactical and strategic level
- To lead and oversee the Force's approach to HMICFRS inspection planning and preparation
- To provide assurance to the Executive Management Board that the Force is able to meet the defined quality and standards contained within the HMICFRS inspection framework
- To consider any identified areas of risk and commission further internal inspection and review work as necessary
- To identify recommendations and areas for improvement which are suitable for submission to the HMICFRS Force Liaison Lead to request closure
- To review the findings of new reports by HMICFRS and other audit/regulatory bodies and assign an appropriate lead officer to oversee the development of action plans to deliver the required improvements

Membership

Members	Deputy Chief Constable (Chair) Assistant Chief Constable Local Policing Assistant Chief Constable Specialist Crime Chief Finance Officer HR Director Chief of Staff Head of Corporate Services Head of Collaborated Legal Services Head of Performance, Quality and Review HMIC Governance Officer Head of Corporate Communications SIT Programme Manager

Frequency

Weekly

Terms of Reference

Governance	
Agenda compilation	Executive Support
Notes taken by	Executive Support

Document Control

Version	Date	Status
0.1	Sept 20	Draft for consideration by the group
0.2	Oct 20	Change of meeting title and update of purpose and core activities to reflect widening of remit to incorporate audit activity and improvements identified by other regulatory bodies

PEEL Assessment Framework

1. How good is the force's service for victims of crime?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force manages incoming calls, assesses risk and prioritises the police response well.	1. Answers 999 and 101 calls within the force's agreed time frames a substantial proportion of the time, and has a low number of callers disengaging while waiting for the call to be answered.
		2.The call handler correctly records the details of the call; the call handler uses and correctly records a structured initial triage and risk assessment to inform the prioritisation given to the call to provide the most appropriate response.
		3. Call handlers act politely, appropriately and ethically, using clear unambiguous language and give appropriate safeguarding and evidence preservation advice.
2	The force deploys its resources to respond to victims and incidents in an appropriate manner.	1. The force responds to calls for service within its published time frames based on the prioritisation given to the call and does not inappropriately change the prioritisation of a call (i.e. on the basis of managing down demand when short of resources).
		2. The force provides an appropriate response, taking into consideration risk and victim vulnerability, including information obtained subsequent to the initial call (i.e. from the public / officers / systems checks).
3	The force's crime recording can be trusted.	1. The force is effective at recording reported crime.
		2. The systems and processes within the force support accurate crime recording.
		3. The force demonstrates the necessary leadership and culture to meet the national standards for crime recording.
4	The force has effective arrangements for the screening and allocation of crimes for further investigation and these take into account vulnerability and risk.	1.The force has a suitable crime screening / allocation policy which it adheres to and applies in a consistent way.
		2.The victim is informed promptly if a crime is screened out.
5	The force carries out a proportionate, thorough and timely investigation into reported crimes, with senior level	1. All investigative opportunities are considered and those which are proportionate are carried out in a timely manner.
		2.The Code of Practice for Victims of Crime is adhered to.

	governance providing robust scrutiny.	3. Investigations are appropriately supervised and reviewed.
		4. The force has an effective investigations policy.
		5.The force has effective governance arrangements for investigative standards.
6	The force makes sure that it follows national guidance / rules for deciding the outcome it gives for each report of crime.	1.The force has an outcomes policy which aligns with national guidance / rules and which is complied with and applied consistently.
		2. When making an outcome decision, the force's systems and processes make sure that appropriate consideration is given to the nature of the crime, the offender and the victim.
		3. The force demonstrates the necessary leadership and culture to ensure the use of outcomes is appropriate; standards of compliance with force and national policies are high.
2. How good is the force at engaging with the people it serves and treating them fairly, appropriately and respectfully?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force engages with all its diverse communities to understand and respond to what matters to them.	1. In liaison with third sector organisations, the force actively identifies and includes all of its varied communities.
		2. The force actively seek views from and engages regularly with local communities to identify local problems and gather intelligence.
		3. The force's short-term and long-term local policing and partnership activity are influenced by information and intelligence gathered from community engagement.
		4. The force empowers local people to get involved in local policing activity.
2	The workforce understands why and how to treat the public with fairness and respect.	1. The workforce has a sound understanding of unfair behaviour and how to combat it; this knowledge is applied during interactions with the public.
		2. Officers are sufficiently trained in effective communication skills; this knowledge is applied during interactions with the public.
3	The workforce understands how to use stop and search powers fairly and respectfully.	1. Officers are sufficiently trained in how to use stop and search fairly and appropriately. This knowledge is applied during their interactions with the public.
		2. The overwhelming majority of recorded grounds for stop and search are reasonable.
		3. Body-worn video is used in all stop and search encounters. Interactions between officers and the

		public are improved as a result.
4	The force understands and improves the way it uses stop and search powers.	1. The force can demonstrate that its use of stop and search conducted under section 1 PACE and associated legislation is fair and effective.
		2. The force can demonstrate that its use of stop and search under section 60 Criminal Justice and Public Order Act is fair and effective.
		3. The force acts upon scrutiny and challenge received from an external independent forum to improve officers' use of stop search powers.
5	The workforce understands how to use force fairly and appropriately.	1. Officers and staff are trained in how to use force fairly and appropriately. This knowledge is applied during their interactions with the public.
6	The force understands and improves the way in which it uses force.	1. The force understands how, and with what impact, its officers use force and it uses this knowledge to make improvements.
3. How good is the force at preventing and deterring crime, anti-social behaviour and vulnerability?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force prioritises the prevention of crime, anti-social behaviour, and vulnerability.	1. The force tackles crime, incidents and vulnerability through a focus on prevention activity in force/local performance meetings and tactical tasking and co-ordinating group meetings against the priorities it has set.
		2. The force identifies both high demand and vulnerable locations, groups and people, including repeat victims.
		3. The force understands the strengths and needs of local communities and is helping to build resilience and cohesion.
		4. The force acts on results from its use of evidence-based policing methodology.
2	The force uses problem solving and works in partnership to prevent crime, anti-social behaviour and vulnerability.	1. The force achieves sustainable results through the use of a structured problem-solving model focused on understanding the root cause of crime and vulnerability.
		2. The force understands threat and risk through effective and informative analysis that directs activity.
		3. The force effectively evaluates problem-solving activity, and shares it to inform future activity.
		4. The force works in partnership with a wide range of other organisations in problem solving, crime prevention and early intervention activity, which is effective and achieves positive outcomes and

		reductions in demand.
		5. The force is undertaking early intervention approaches with a focus on positive outcomes.
3	The force understands demand facing neighbourhood policing teams and manages resources in line with that demand.	1. The force has a good understanding of neighbourhood demand and this informs its decision making on resource deployment.
		2. The force is professionalising neighbourhood policing through training, accreditation and CPD, all focusing on prevention.
		3. The force values successful neighbourhood policing and rewards officers, staff and volunteers who make effective contributions.
4. How good is the force at responding to the public?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force identifies and understands risk effectively at initial contact.	1.Call handlers answer calls quickly and use a structured approach for risk assessment; they record this on force systems, allowing effective safeguarding of victims and better deployment decisions to be made.
		2. The force understands and promptly identifies vulnerability at first point of contact.
		3. The force seeks advice from experts to inform and help better decision making and risk assessments.
		4. The public are able to contact the force through a range of channels to report that a crime has occurred.
2	The force provides an appropriate response to incidents, including those involving vulnerable people.	1.The force attends incidents quickly enough to secure scenes, safeguard and protect victims and provide the quality of service expected.
		2.The force thoroughly assesses a victim's vulnerability and risk at the initial response.
		3.The force is effective at managing crime scenes and making the most of early evidence opportunities.
3	The force understands the demand faced by officers responding to calls for service and manages its resources to cope with that demand.	1.The force has a good understanding of initial emergency response demand; this understanding informs its decision making on resource deployment and the number of officers it needs.
		2.The force can effectively view its demand across all areas allowing it to consider current demand against current resource.

		3. The force supports and develops the supervisors of initial responders; they provide effective leadership at actual incidents, not just observing and directing remotely.
4	The force has a good understanding of the wellbeing needs of its contact management staff and officers initially responding to emergency calls.	1.Workloads and working hours in the control room and for response officers are manageable and fair, as the force achieves the right balance between meeting demands and looking after the individual.
		2. Line managers in both the control room and response teams identify wellbeing problems early, and, as a result, problems are prevented or don't get any worse.
		3. The force is professionalising initial contact and emergency response policing through training, accreditation and CPD.
5. How good is the force at investigating crime?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force understands how to carry out quality investigations on behalf of victims and their families.	1. The force has effective governance in place (strategy, policy and accountability) to make sure that it can address the capacity, capability and standards it needs to achieve quality investigations.
2	The force understands the crime demand it faces and what resources it needs to meet it effectively.	1. The force has a comprehensive picture of its crime demand.
		2. Leaders have a good understanding of skills and capabilities required to meet both current and future demand and feed this into central resourcing and training departments
		3. Investigations are allocated using effective processes based on a risk assessment of threat, risk, harm that allow the force to meet a wide range of crime demand.
		4. The force understands the capacity and capabilities required to meet digital, cyber and forensic demands (support for investigations).
3	The force provides a quality service to victims of crime.	1. The force consistently conducts thorough investigations, leading to satisfactory results for victims.
		2. The force achieves good results for victims by pursuing evidence-led investigations, when appropriate to do so, and actively pursues prosecution on behalf of the victim.
		3. The force maintains victim and witness confidence through adherence to the Code of Practice for Victims of Crime.
		4. Victims and witnesses are provided with adequate support, which encourages them to see criminal justice proceedings through to completion.

		5. Effective and appropriate supervision and review of investigations has a positive effect.
4	The force manages the wellbeing of staff involved in investigations.	1. Supervisors promote a healthy work-life balance
		2. Workloads and working hours are manageable and fair as the force achieves the right balance between meeting demands and looking after the individual.
6. How good is the force at protecting vulnerable people?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force understands the nature and scale of vulnerability. (This includes all types of vulnerability e.g. older people, hate crime, mental ill health, domestic abuse, children, child sexual exploitation, modern day slavery and human trafficking etc.)	1. The force has effective governance for vulnerability (strategy, policy and accountability) to make sure it has the capacity and capability to protect vulnerable people.
		2. The force analyses patterns of offending against the vulnerable and uses this to understand and identify the most vulnerable victims and offenders.
		3. The force's strategic data picture is enriched by data from other organisations.
2	The force provides ongoing safeguarding and support for vulnerable people including those at risk of criminal exploitation.	1. The force recognises the need for effective and ongoing safeguarding of vulnerable victims.
		2. The force is good at recognising and dealing with harm including hidden harm (evidenced through the number of victims identified and safeguarded by police), sharing information about vulnerable victims/groups with partner agencies and this prompts appropriate action/support.
		3. The force understands how it uses the powers available to best protect and safeguard vulnerable people and victims and makes sure they are used when appropriate.
3	The force works with other organisations to keep vulnerable people safe.	1. The force contributes to the effectiveness of multi-agency safeguarding hubs (MASH) or similar multi-agency safeguarding arrangements.
		2. The force is reducing repeat victimisation.
		3. The force contributes to the effectiveness of multi-agency risk assessment conferences (MARAC) which is shown in reduced levels of harm to victims and children.
		4. The force collects victim feedback on a regular basis, including through partner agencies, and uses this to improve services, both at an organisational and individual level.
4	The force has a good understanding of	1. Resourcing and investment in vulnerability is made using a full understanding of current demand.

	demand and resources, including when working with other agencies.	2. The force understands its own likely future demand and also understands the future investment and resourcing decisions of partner agencies and how this may affect policing and the community.
5	The force maintains and improves the wellbeing of staff involved in protecting vulnerable people and understands the effect of the action it is taking.	1. The force is clear that many PVP roles pose a high risk to wellbeing and it provides an enhanced wellbeing service to the people in these high-risk roles.
7. How good is the force at managing offenders and suspects?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force is effective in apprehending and managing suspects and offenders to protect the public from harm.	1. Outstanding suspects (not yet apprehended) are prioritised and monitored and force leaders held to account for apprehending them.
		2. Processes in place to promptly circulate wanted persons on the police national computer (PNC) and action taken to locate these persons.
		3. Pre-charge bail is always used when appropriate; this is monitored and there is clear accountability for ensuring this happens.
		4. The force uses released under investigation or subject to voluntary attendance when appropriate; their use is monitored for both risk and timeliness, and there is clear accountability for making sure this happens.
		5. The force works with Immigration Enforcement to identify and manage arrested foreign nationals effectively; it makes referrals to ACRO (criminal records office) to check previous overseas convictions for foreign nationals.
2	The force effectively manages the risk posed to the public by the most dangerous offenders.	1. The force uses nationally recognised risk assessment tools e.g. ARMS (active risk management system), RM2K (Risk Matrix 2000) in line with APP and these are completed in a timely manner, including reviews.
		2. Management of offenders, including reactive management of offenders, is in line with APP.
		3. The force routinely consider preventive or ancillary orders to protect the public from the most dangerous offenders; breaches are monitored, and action taken.
		4. Neighbourhood and response teams are aware of registered sex offenders in their area; the awareness is sufficient that they recognise opportunities, take enforcement action, submit intelligence

		and safeguard victims.
		5. The force has systems in place to proactively identify from all sources the sharing of indecent images of children. It understands the benefits of, and how best to use, specialist software to proactively identify people sharing indecent images of children. It takes appropriate action, in a timely manner and based on an assessment of risk. Any risk in any backlogs are then visible to senior leaders.
3	The force has an effective Integrated Offender Management (IOM) programme.	1. The force understands who its repeat offenders are and takes effective measures to reduce re-offending or change behaviour.
		2.The force has an IOM programme based on offenders who pose the greatest threat, risk and harm and this is evident in the scoring and identification of offenders.
4	The force understands the demand and has the resources it needs to manage suspects and offenders effectively.	1. The force understands the benefits and outcomes from managing offenders effectively as well as the impact/costs associated with offenders, not just to policing but to other agencies; it uses this understanding to inform its allocation of resources in consultation with partner agencies.
8. How good is the force at disrupting serious and organised crime?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force makes good use of all available intelligence to identify, understand and prioritise serious and organised crime (SOC) and inform effective decision making.	1 Strategic analysis directs and prioritises SOC intelligence collection.
		2. The force assesses threat, harm, risk and vulnerability to inform an operational response that reduces the effects of SOC.
2	The force has the right systems, processes, people and skills to tackle SOC and keep the public safe.	1. Effective strategic management and planning meet SOC demand.
		2. The force effectively manages and co-ordinates its response to serious and organised crime threats.
		3. The force aims to continually improve and develop how it responds to SOC threats.
3	Disruptive activity reduces the threat from SOC (Pursue).	1.The force maximises disruption of serious and organised crime by considering a range of overt and covert tactics; this includes using the powers of partner agencies to frustrate organised criminals.
4	The force prevents people from engaging or re-engaging in organised crime (Prevent).	1. The force has a consistent and structured approach to identifying those people at risk of being drawn into SOC or whose offending is likely to intensify and become more serious.
		2. The force works with public and private sector partners to effectively deliver prevent initiatives and

		diversionary schemes.
		3. SOC offender management prevents those people in the criminal justice system from continuing to offend.
5	Communities, organisations and individuals are resistant and resilient to the impact from serious and organised crime (Protect and Prepare).	1. Police and partner agencies reduce risk and vulnerability in local communities.
9. How good is the force at meeting the requirements of the Strategic Policing Requirement (SPR)? UNGRADED QUESTION		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force understands its expected contribution to the strategic policing requirement (SPR) threats and plans accordingly.	1.The force has researched and analysed the SPR threats; they sit with local priorities in a logical manner.
		2. The force works effectively with neighbouring forces, blue light services and other organisations to address the threats in the SPR (connectivity).
2	The force assures itself it continues to have the capacity and capability to respond to the SPR threats.	1. The force routinely assesses its capacity and capabilities to address the SPR threats and adjusts accordingly. (capacity and capability)
		2. The force's workforce development programmes include measures to build capacity and capability to meet the SPR threats. (capacity and capability).
3	The force plans effectively to meet changing future demands posed by the six SPR threats. (Using the lens of civil emergencies that need a joined-up response across police force boundaries to test this).	1. Civil emergencies that are reasonably foreseeable and predictable form part of the force's strategic planning cycles; plans are in place to respond to them (connectivity and capacity).
		2. The force, with its partner organisations and neighbouring police forces, regularly exercises and tests its preparedness for large scale cross-border civil emergencies (connectivity).
10. How good is the force at protecting communities against armed threats? UNGRADED QUESTION		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force has a good understanding of its current and future operational requirements to meet demand requiring	1. Strategic research and analysis identifies the future requirements for armed policing.
		2. Workforce plans show how the force is building capacity and capabilities in accordance with projected demand.

	an armed response.	
2	The force's response to threats needing an armed response or the use of weapons that are less lethal, is well-led.	1. Effective systems are in place that demonstrate leadership and management overview of the deployment, command, equipping and training of armed officers (and the use of less lethal weapons).
3	The force complies with national procedures for the selection, acquisition and use of firearms, ammunition and specialist munitions.	1. The selection and acquisition of weapons, specialist munitions, ammunition and less lethal weapons is authorised by the designated chief officer (or in the case of less lethal weapons 'other' chief officer where appropriate).
		2. The force's use of firearms, ammunition and specialist munitions relates to the threats identified in the APSTRA.
4	The force works productively with neighbouring forces to share resources, build the capacity and reduce the cost of armed policing.	1.Collaborative arrangements between forces are mature and benefits, such as additional capacity/capability and reduced costs, can be quantified.
5	Operational plans help the force to respond effectively to threats requiring an armed response.	1. Where specific threats have been identified contingency plans have been developed to respond to them.
6	The force has consistent, rigorous and reliable systems in place to evaluate operational performance and make operational improvements.	1.The force routinely identifies learning points and areas for improvement in armed operations at local, regional and national level; these are routinely translated into organisational development.
11. How good is the force at building, developing and looking after its workforce and encouraging an ethical, lawful and inclusive workplace?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force promotes an ethical and inclusive culture at all levels.	1. The force has an ethical culture and environment where the workforce understands what is expected of it, the force is reflective, and the public are treated fairly.
		2. The force tries to make sure that the people in its workforce have a sense of belonging and feel included within the organisation; this aims to create a fair, positive and ethical working environment for all.

2	The force understands the wellbeing of its workforce and uses this understanding to develop effective plans for improving workforce wellbeing.	1.The force has a comprehensive and informed understanding of the wellbeing of the workforce.
		2.The force works with a comprehensive and achievable plan to improve the wellbeing of its workforce.
3	The force maintains and improves the wellbeing of its workforce and understands the effect of the action it is taking.	1. The force improves the wellbeing of the workforce by providing a good range of preventative and supportive measures, with a strong focus on prevention and early intervention.
		2. The force improves the wellbeing of its workforce through supportive leadership at all levels.
		3. The force makes sure members of its workforce are well equipped to maintain their own wellbeing, and gives them the necessary time and space to do so.
		4. The force understands how its wellbeing provision is making a difference
4	The force is building its workforce for the future.	1. The force understands its recruitment needs and has an effective plan to meet them.
		2. The force is taking effective action so that its workforce better reflects its communities.
		3. The force understands what factors influence retention and is making good progress with its strategy to encourage people to stay.
5	The force is developing its workforce to be fit for the future.	1. The force understands what learning and development is required to match predicted future needs and has a plan to achieve them.
		2. The force is making progress in its plan to achieve the requirements of the policing education qualifications framework (PEQF) initial entry routes.
6	Proactive and disruptive action taken by the force and effective vetting management reduce the threat and risk posed by police corruption.	1. The force manages the vetting of its workforce effectively.
		2.The force has IT monitoring software that operates across all its IT systems.
		3. The force's counter corruption units understand and act successfully on the threat and risk posed by police corruption.
12. How good is the force at planning and managing its organisation efficiently, making sure it achieves value for money, now and in the future?		
	Topic areas	**Characteristics of good -** Not an exhaustive or prescriptive list
1	The force has an effective strategic planning and performance framework,	1. The force has a comprehensive understanding of the needs and expectations of its communities; effective governance and performance management systems are in place that make sure it translates its

	making sure it tackles what is important locally and nationally.	strategic vision into well-run services.
		2. The force's analysis of information and data helps it to make sure it operates effectively and efficiently.
2	The force manages current demand well.	1. The force has a comprehensive understanding of all sources of demand.
		2. The force has an operating model that supports it to respond to priorities and meet demands.
		3. Systems and plans are in place to review and identify changing demands, making sure the right resource is allocated to respond appropriately.
3	The force makes sure it has the capability and capacity it needs to meet and manage current demands in the most efficient manner.	1. The force has a good understanding of the capability and capacity of its workforce and other assets, across all business areas. Where it has identified gaps, there are plans in place to address them.
		2. The force demonstrates it is making the best use of the allocation of its resources to manage demand and is providing the public with services which represent good value for money.
4	The force understands future demand and is planning to make sure it has the right resources in place to meet future needs.	1. The force has analysed future demand and is proactive in identifying emerging trends and patterns.
		2. The force's plans make sure that the operating model will meet future demands and provide value for money.
		3. The force can demonstrate a well-evidenced rationale for the priority areas selected for investment of additional officers, recruited as part of the 'uplift'. It is clear what improved outcomes will be achieved.
5	The force makes the best use of the finance it has available and its plans are both ambitious and sustainable.	1.Resources follow priorities; the medium-term financial plan is comprehensive, realistic and aligns with the organisational change programme and other force plans. The force has a sound understanding of service costs and outcomes
		2. The force's financial plans, including its investment programme, are affordable, sustainable and will support it to continue to meet future demands.
6	The force actively seeks opportunities to improve services through collaboration and makes the most of the benefits of working collaboratively in line with its statutory obligations.	1. The force is engaged in ambitious and effective collaborations with partner organisations, demonstrably leading to better value for money, greater resilience or having achieved cost savings. It continues to actively look for more opportunities to share services.
		2. The force can clearly demonstrate why it is or isn't collaborating. It uses effective programme management techniques throughout the process, from identifying the business case to tracking the benefits realised.
7	The force can demonstrate it is	1. The force makes the most of the productivity of its resources and assets.

	continuing to achieve efficiency savings and improve productivity.	2. The force continues to improve productivity through digital, data and technology solutions, including mobile working.