



THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

DECISION RECORD FORM

REQUEST: For PCC approval.

Title: Strategic Direction to the Chief Constable

Executive Summary:

Exercising my responsibility as the elected individual with responsibility for the totality of policing in Cleveland, I have decided to issue an overarching, supportive strategic direction following on from the Chief Constable's appointment on 29 April 2019, in particular in the light of:

- My wish to acknowledge the high quality leadership of Chief Constable Richard Lewis during his initial 60 days in office as Chief Constable of Cleveland Police; and
- A joint understanding of the need for refreshed, clear priorities to be set for Cleveland Police, arising from the strategic assessment of threat and risk which underpins how best to keep Cleveland's communities safe; and
- Our initial joint understanding of the corporate health of the Force and its fitness for the future in terms of efficiency, effectiveness and standards.
- The forthcoming appointment of the Deputy & Assistant Chief Constables for Cleveland Police – and the opportunity that provides for the setting of a clear vision and priorities for the Force.

My Police & Crime Plan sets out the overall strategic plan for policing and crime; and the expectations I have of the pivotal part that Cleveland Police (working locally, regionally and nationally in partnership) play in the delivery of those policing and crime objectives. Those objectives have been consistent throughout my current term and remain

- Investing in Our Police
- A Better Deal for Victims & Witnesses
- Tackling Offending & Reoffending
- Working Together to Make Cleveland Safer
- Securing the Future of Our Communities

In the delivery of those objectives and in line with the law and best practice, I respect the operational independence of policing. I know from our initial 60 days of working together that we will work together to deliver our responsibilities for strategic decision-making, coupled with scrutiny which allows me to work alongside the Chief Constable to hold Cleveland Police to account for being the very best that it can be.

We know that the officers, staff and volunteers of Cleveland Police come to work every day to deliver the very best for all of the communities of Cleveland. We will wish to pay tribute, now and at every opportunity, to their dedication hard work and commitment.

At the same time it is important that we recognise that to permit them to do so, Cleveland Police must be an organisation which

- Understands police demand;
- Plans ahead to ensure that resources and skills are in place and deployed efficiently to respond to that demand now and in the future;
- Sets clear priorities, ensuring that the Force

- Acts both to prevent and to investigate incidents and crime effectively;
 - Understands the individual needs of and provides support for all victims;
 - Understands and addresses vulnerability;
- Understands and engages with its communities
 - Treats people fairly, ethically and lawfully.
 - Has effective tactical and strategic working relationships with partners

Much progress has been achieved over recent years – not least, the programmes of standards reform, organisational development and approaches to equality diversity and human rights that flowed from my previous Strategic Direction of December 2015¹.

However, we know that there is considerable room for improvement across the board, we have to make best use of what we have despite the challenge of unfair overall funding. There may be many reasons for that – including but not limited to change in strategic leadership, the changing nature of policing, resources and the impact on capacity and morale which result from those and other factors.

One thing can be said for certain: the public and our officers, staff and volunteers deserve the clearest of vision and commitment.

I appointed Richard Lewis as Chief Constable in the light of the very clear vision, drive, passion and commitment that he demonstrated to me.

With those matters in mind, in consultation with the Chief Constable I now set a strategic direction as follows

1. Chief Constable's Strategic Assessment. I ask that as soon as practicable – and annually thereafter - Chief Constable Lewis reports to me – and through me, to the public – setting out
 - a. his assessment of the current state of Cleveland Police as an employer, organisation and service provider across the following strategic domains
 - i. Strategic Planning & Priorities
 - ii. Engagement with Communities to inform priorities, planning and response
 - iii. Operational Performance, including
 - a) Vulnerability
 - b) Victims
 - c) Prevention
 - d) Enforcement – e.g. Detection, Investigation & Prosecution
 - iv. Communication – Internal and External
 - v. Governance, Assurance and Accountability
 - vi. Demand & Resources
 - vii. Risks & Opportunities
 - viii. Organisational Development, including
 - a) Leadership
 - b) Workforce Planning
 - c) Values & Culture
 - d) Equality, Diversity & Inclusion
 - e) Wellbeing

f) Standards

g) Business Change

- b. his diagnosis of the improvements required across all of those areas; and
- c. his plans for delivering those improvements in the short, medium and long term including the measures by which progress may be judged – in other words, what will be different and by when – and how will the public know?

2. Joint Commitment. The Chief Constable and I have agreed that we will commit now – and amplify after the delivery of the 60 Day Strategic Assessment referred to at (1) above – to the delivery of key programmes to support improvement, including

- a. A refreshed commitment to openness and transparency between Cleveland Police and the Office of the Police & Crime Commissioner. The pursuit of our common aims requires that we empower our people to work openly with each other, to share information, resources and to deliver in the public interest.
- b. A joint strategic planning regime that provides a clear framework enabling the Chief Constable and PCC to undertake independent decision making for the purposes of Commissioning and setting Force priorities;
- c. Ensuring that approaches to community engagement developed across both organisations deliver maximum benefit
- d. Joint oversight and delivery of the revised and refreshed Everyone Matters programme
- e. Joint oversight and delivery of a suitable successor programme to Transforming Professional Standards, to embed the reforms and ensure that Cleveland Police becomes a centre of excellence in police standards and ethics.

3. Decision-Making, Scrutiny & Holding to Account.

As PCC there are already a range of scrutiny approaches in place to engage with the Chief Constable and hold Cleveland Police to account including but not limited to a daily review of the control room performance log, weekly meetings with the Chief Constable and the monthly schedule Performance and Scrutiny meetings. I and the Chief Constable recognise the need for scrutiny to be a supportive and robust process to confirm areas for improvement, recognise best practice and clearly demonstrates value for money to the public. On this basis and in addition to the existing regime we will:

- a. Re-establish a joint Executive Board structure of statutory officers and key advisors, to discharge the following broad terms of reference:
 - i. Strategic direction of corporate priorities and business change portfolio
 - ii. Oversight of risks, benefits, successes and failures
 - iii. Formal decision making for items of strategic importance, with significant financial implications or high risk
 - iv. Other items to be determined – to include oversight of corporate health and progress against the delivery of the Police and Crime Plan.
- b. That I refresh, amplify and deepen my approach to scrutiny and holding to account, with the following additional key features:
 - i. A thematic focus on
 - a) the priorities within the Police & Crime Plan;
 - b) the delivery of the improvements set out in the Chief Constable's Strategic

Assessment

- ii. An expectation that personnel at all levels who take part in scrutiny are transparent and candid with me both about their accomplishments and their challenges and their plans to address them;
- iii. I in turn will expect clear delivery on a 'what will change / improve and by when' basis
- iv. An increase in the use of independent scrutiny approaches

My undertaking to the public of Cleveland, to Cleveland Police and its partner organisations is that as we continue to drive forward improvement, I will continue to campaign for the fair funding of policing for Cleveland. However, in setting this Strategic Direction, I make it clear that my first Police & Crime Plan objective *Investing in Our Police* means above all that I expect Cleveland Police to make the best use of the resources that are provided to it and for which I exercise overall responsibility.

Decision:

To issue strategic direction to the Chief Constable

OPCC Lead Officer: Elizabeth Byrne

Contractor Details (if applicable):

Implications:

Has consideration been taken of the following:	Yes	No
Financial	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Equality & Diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Risk	<input checked="" type="checkbox"/>	<input type="checkbox"/>

(If yes please provide further details below)

Decision Required – Supporting Information

Financial Implications: (Must include comments of the PCC's Chief Finance Officer where the decision has financial implications)

There are no direct financial implications that flow from this decision

Legal Implications: (Must include comments of the Monitoring Officer where the decision has legal implication)

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Chief Executive is satisfied that this report does not ask the PCC to make a decision which would (or would be likely to) give rise to a contravention of the law.

Equality and Diversity Implications

No issues directly arise

Human Rights Implications

No issues directly arise

Sustainability Implications

No issues directly arise

Risk Management Implications

No issues directly arise

OFFICER APPROVAL

Monitoring Officer

I have been consulted about the decision and confirm that financial, legal, and equalities advice has been taken into account. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signed

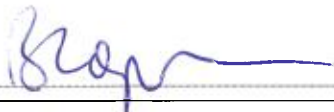


Date 27 June 2019

Police and Crime Commissioner:

The above request HAS my approval.

Signed



Date

28/6/19