

Significant Governance Issues	Action	Owner	Target Implementation Date
Reliance on the Governance processes within Cleveland Police	<p>The PCC places a significant amount of reliance on the provision of accurate, candid and timely information from the Force to hold the Force to account and to provide information and assurance to the public. This reliance extends into the Governance arrangements in place within the Force to provide this assurance. Work by HMICFRS placed considerable doubt on the extent to which the PCC could place reliance on these areas. Work continues to develop and improve in this area. The scrutiny programme continues to develop, more information and advice is being provided from external sources and the Internal Audit programme continues to be invested in.</p> <p>Further work will be undertaken to strengthen this moving forward through the development of the new performance focused Police and Crime Plan incorporating the new requirement for PCCs to measure performance against the National Crime and Policing Measures.</p>	Chief Executive and Monitoring Officer	Mar-22
Update			
<p>In 2021, the Government set out clear expectations of Police and Crime Commissioners to achieve significant reductions in crime and to restore public trust and confidence in the criminal justice system. In accordance with the Specified Information Order, the PCC is now required to publish a statement on the contribution of Cleveland Police towards achieving improvements against the six national priorities for crime and policing, specifically: reduce murder and other homicides, reduce serious violence, disrupt drugs supply and county lines, reduce neighbourhood crime, tackle cyber crime and improve satisfaction among victims – with a focus on victims of domestic abuse. Delivery against each of these national crime and policing measures and priorities set out within the Police and Crime Plan is monitored and scrutinised through the PCC's scrutiny and accountability programme, where evidence is gathered from a broad range of police, criminal justice, community safety, partner information sources and public feedback to determine how effectively the Force is delivering against these. This refreshed and strengthened approach ensures effective checks and balances, and adopts a mixed methods approach including but not limited to; daily review of the force control room logs, weekly meetings with the Chief Constable, formal monthly scrutiny meetings focused on thematic areas, quarterly performance meetings including updates on delivery against the Police and Crime Plan and the Chief Constable's improvement plans, and engagement with Independent Panels including Joint Audit Committee and Ethics Committee.</p> <p>Police & Crime Plan 2021 - 2024 - https://www.cleveland.pcc.police.uk/content/uploads/2021/11/Police-and-Crime-Plan-2021-24-FINAL-Web.pdf Police Performance - https://www.cleveland.pcc.police.uk/working-for-you/police/police-oversight/police-performance/</p>			
Adverse Value for Money Conclusion	<p>In seeking to satisfy themselves that the PCC for Cleveland has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources, the External Auditors, in 2019/20, considered the reports issued by HMICFRS in relation to Cleveland Police as relevant to their considerations, given the role of the PCC to hold the CC to account for the performance of the force's officers and staff and for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable. The External Auditors were not able to satisfy themselves that these arrangements were in place and therefore provided an Adverse Value for Money Conclusion. During 2020/21 the Inspectorate expressed the view that the Force had made progress in most areas relating to the protection of vulnerable people, but it needs to continue to improve to achieve a good standard of service. Further work needs to be undertaken that makes it more explicit what processes are in place to monitor efficiency and value for money, including benchmarking of performance and costs, within the organisation, this should also include development of benefits realisation assessments as needed.</p>	PCC CFO	Mar-22
Update			
<p>Work has been undertaken to analyse and assess the HMICFRS Value for Money indicators with a number of areas highlighted that will require further development and understanding. These could enable resources to be redirected into other areas of work within the Force to aid improvement in the areas of concern that the HMICFRS have raised. This is however likely to be only deliverable once the Force gets to a more 'steady state'. Work will continue on this area throughout 2022-23.</p>			
Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	<p>To Oversee and hold to account the Force for the Professional Standards and Ethics within the Force and the implementation of the actions resulting from all reviews in this area. It is also now felt that the awareness, mechanisms, processes and comfort for people to raise concerns within the Force should also be reviewed to ensure that they are fit for purpose. The specific area will therefore be looked at within the Internal Audit programme as part of the review of Whistleblowing.</p>	Chief Executive and Monitoring Officer	As referenced in the last 4 AGS this is a large area of work that is likely to extend across multiple financial years and will continue to be further reviewed as part of the future AGS's.
Update			
<p>This continues to be area of evolving work and further scrutiny. As part of the Internal Audit Programme, a review of whistleblowing reporting arrangements across the Office of the Police and Crime Commissioner and Cleveland Police was completed in July 2021, five management actions pertaining to Cleveland Police were identified, progress against these will reviewed at the Joint Strategic Board.</p> <p>Oversight of reliable complaints data enables the PCC to hold the Chief Constable to account for making sure that the force handles complaints in an effective and efficient way that provides learning and helps to drive improvement. In accordance with the Specified Information Order, the PCC is required to publish complaints data on a quarterly basis. Through effective monitoring the number of review requests received against formally recorded complaints provides a reasonable indication of the number of complainants who still feel dissatisfied after the handling of their complaint has concluded. From current data metrics, we can take a broad indication of the percentage of complainants who have felt satisfied with the handling and outcome of their complaint. At the time of publication, of 2,538 complaints formally logged by Cleveland Police in 2021/22, the PCC has received 68 valid requests for their complaint outcome to be reviewed – that's cases where the complainant has not felt they needed to exercise their right to review. This equates to a current complainant satisfaction rate of 98%. The OPCC has adopted quality assurance mechanisms to ensure that review decisions are sound. In addition, mechanisms ensure decisions are in line with the requirements of complaints legislation and IOPC statutory guidance.</p>			
Areas which require further/continued focus			
Ensuring openness and comprehensive stakeholder engagement	<p>The PCC continues to engage widely with the public on an individual level and has maintained a Consultation and Engagement Strategy throughout the year. The new ways of working resulting from covid-19 have required a new approach to this consultation and the OPCC have adapted to this through further use of the OPCC website / social media while a revised Consultation and Engagement Strategy has been developed to cover the period 2020-24. As part of the new Police and Crime Plan development a refreshed Consultation and Engagement Strategy will be produced to ensure communication with a diverse range of people across Cleveland. A further area for development will be in relation to ensuring outcomes are featured in the strategy going forward and that a mechanism is developed to ensure that the results of consultation and engagement are fed back to local communities as extensively as possible.</p>	Assistant Chief Executive	Mar-22
	<p>The changes to working practices that have resulted from covid-19 has seen the OPCC move into alternative forms of engagement and scrutiny – this is an approach that has worked well in other areas in the country and it is suggested that further work is done to develop engagement in this way to assess whether this may prove to be a successful way for wider engagement within Cleveland.</p> <p>As part of the new Police and Crime Plan a new consultation and engagement strategy is being produced to factor in new and innovative ways of engaging with members of the public including greater use of social media.</p>	Assistant Chief Executive	Mar-22
Update			
<p>As promised in the Police and Crime Plan an open and transparent consultation and engagement strategy has been developed and published on the PCC website. The strategy shows how effective consultation and engagement can ensure that; members of the community feel engaged with the work of the OPCC; members of the community feel able to voice their concerns, are able to influence scrutiny of Cleveland Police and understand what happens as a result; to ensure strategic policy is developed in a manner which reflects the needs of local communities; to ensure commissioned services are designed around the needs of the client / service user and that the OPCC is able to obtain the views of the local community in a responsive way using a variety of methodologies - these are also the offices consultation and engagement objectives over the next 12 months.</p> <p>As a result of the new strategy the OPCC have implemented a variety of ways to engage with the public including through regular weekly stalls in busy public areas such as shopping centres whereby a counter methodology is used to monitor confidence in local police and a programme of monthly ward surgeries to allow members of the public with community safety concerns to arrange a face-to-face meeting with the PCC. In addition to this the OPCC undertakes specific pieces of consultation to inform commissioning and policy development - most recently this involved engaging with ethnically diverse communities to ensure communities can access domestic abuse support provision. The PCC also recently undertook engagement with the Cleveland Police workforce. This ensures that the priorities the PCC sets for policing and community safety best reflects the experiences and the frontline and operational staff. Finally, the PCC also attends community meetings and community walkabouts to hear firsthand the concerns and experiences of members of the public.</p>			