



CLEVELAND POLICE

ANNUAL GOVERNANCE STATEMENT

Position as at 31st March 2023

1. Evaluation

Following this review, governance and decision-making arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

Having considered all the principles, we are satisfied that the organisation has adopted a response that is appropriate for its fraud and corruption risks and commits to maintain its vigilance to tackle fraud.

Mark Webster
Chief Constable
Cleveland Police

Ian Wright
Director of Finance and Assets
Cleveland Police

Date

2. Scope of responsibility

- 2.1 Following the introduction of the Police Reform and Social Responsibility Act (2011) the position of Chief Constable has been established as a Corporation Sole. For the purposes of this document the terms Chief Constable, the Force and Cleveland Police should be read as one and the same.
- 2.2 The Chief Constable is responsible for ensuring Force business is conducted in accordance with the financial governance arrangements outlined in the CIPFA Financial Management Code 2019 for the Police Service of England and Wales (2018). The Chief Constable also has a statutory duty to secure value for money in the use of public funds.
- 2.3 In discharging this overall responsibility, the Chief Constable is responsible for putting in place proper arrangements for the governance of the Force, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.
- 2.4 Cleveland Police has an established Corporate Governance Framework through which the Chief Constable can be assured that the Force's systems, policies, and people are focused in a way that is driving the delivery of agreed priorities. Along with focus on key risks to the delivery of those priorities the governance framework also provides assurance that the Force operates in an efficient and effective manner.
- 2.5 This statement meets the requirements of Accounts and Audit Regulations 2015, regulation 6(1)b, which requires all relevant bodies to prepare an annual governance statement.



3. The purpose of the governance framework

- 3.1 The governance framework comprises the culture, values systems, processes, and assurance framework by which the Force is directed and controlled and the activities through which it accounts to, engages with and leads its community. It enables the Force to monitor the achievement of its priorities and to consider whether they have led to the delivery of efficient and effective services.
- 3.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Cleveland Police's priorities, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively, and economically.
- 3.3 This governance framework has been in place at Cleveland Police for the year ended 31st March 2023, and up to the date of the approval of the accounts.

4. The governance framework

- 4.1 The Force has a joint corporate governance framework with the Police and Crime Commissioner (PCC) for Cleveland. The framework sets out the way that the two organisations, the Police and Crime Commissioner and the Chief Constable, govern, both jointly and separately. The framework also details the delegations and consents from the PCC to the Force and outlines the specific roles and responsibilities of officers. The framework is reviewed and amended as necessary on an annual basis.
- 4.2 The Chief Constable is responsible for the delivery of operational policing, the direction and control of police personnel, and for putting in place proper arrangements for the governance of the Force. The Chief Constable also has a statutory duty under section

35 of Police Reform and Social Responsibility Act (2011) to secure that they and the persons under their direction and control secure value for money in exercising their functions.

- 4.3 The Police and Crime Commissioner (PCC) for Cleveland is responsible for ensuring that the Chief Constable delivers an efficient and effective police force and holds the Chief Constable to account for the operational delivery of policing.
- 4.4 In addition to the Annual Governance Statement (AGS) for Cleveland Police, the PCC is also required to produce an AGS. The two AGS's complement each other by:
- outlining the key methods of assurance which operate in each body to ensure that, overall effective control is exercised;
 - showing which key documents/reports of Cleveland Police are scrutinised by the PCC as part of wider accountability;
 - demonstrating how the policing elements of the Police & Crime Plan are delivered by Cleveland Police and are underpinned by public consultation on the part of the PCC as part of wider accountability.
- 4.5 Both the PCC and Cleveland Police must produce separate accounts which are then consolidated into group accounts. This ensures that both individual and collective financial stewardship of public money is effective and is underpinned by annual external audit. In addition, the PCC is required to approve the Force's budget each year in consultation with the Chief Constable.
- 4.6 This Annual Governance Statement provides a summary of the extent to which the Force meets the seven principles of good governance as identified in the revised *Delivering Good Governance: Guidance Notes for Policing Bodies in England and Wales (2016)*, (including bulletin 6 relating to guidance around COVID-19).
- 4.7 While the concepts of good governance are acknowledged and understood, the appropriate day-to-day processes must be in place to allow this to happen. These are detailed in the following sections structured around the seven principles.



5. Overview of HMICFRS PEEL inspection findings and our initial response

5.1 As previously reported, during the 2019 IPA (PEEL) inspection, HMICFRS identified six causes of concern in relation to:

- **Prevention** - The force does not appropriately prioritise crime prevention. There is a lack of strategic direction, and the force does not allocate enough resources to prevention work. Staff who carry out prevention work lack an understanding of the priorities they should be tackling.
- **Protecting vulnerable people** - Cleveland Police is failing to respond appropriately to vulnerable people, including children. It is missing opportunities to safeguard them and is exposing them to risk.
- **Understanding demand and strategic planning** - Cleveland Police does not adequately understand the demand it faces. A thorough understanding of demand is required to underpin all strategic planning. This failure means it does not have coherent workforce and financial plans to meet demand and deliver the necessary outcomes.
- **Public engagement, communication and scrutiny** - Cleveland Police does not adequately engage with local communities. This lack of engagement means that public expectations do not sufficiently influence force priorities and changes to the services it provides. The public also has a limited role in scrutinising the force and helping it to improve.
- **Ethical behaviour and culture** - Many senior leaders (superintending and chief officer ranks, and senior police staff managers) are not consistently demonstrating ethical behaviour. The inappropriate behaviour of senior leaders within Cleveland Police is so profound that it is affecting the efficiency and effectiveness of the force.
- **Workforce engagement and communication/treating the workforce fairly** - Cleveland Police does not consistently treat its workforce with fairness and respect. It does not effectively communicate with or engage its workforce; its processes are not perceived to be fair, and it does not understand its workforce well enough to support them.

5.2 Following reinspection, the Force's 2021/22 PEEL inspection report was published in March 2023. This assessed the Force's performance against 11 areas of policing with graded judgements provided for 10 of these areas as follows (the service that Cleveland Police gives to victims of crime was also inspected but not graded):

- Recording data about crime (Good)
- Engaging with and treating the public with fairness and respect (Adequate)
- Preventing crime and antisocial behaviour (Inadequate)
- Responding to the public (Adequate)
- Investigating crime (Requires improvement)
- Protecting vulnerable people (Requires improvement)
- Managing offenders and suspects (Adequate)
- Disrupting serious organised crime (Adequate)
- Building, supporting and protecting the workforce (Requires improvement)
- Strategic planning, organisational management and value for money (Inadequate)

5.3 Although significant improvements were observed following the 2019 inspection, HMICFRS identified two ongoing areas of concern and the Force remains in the 'engaged' phase of HMICFRS monitoring with regular performance scrutiny via the Police Performance and Oversight Group (PPOG). These relate to:

- Preventing crime and antisocial behaviour – the Force needs to provide strategic direction and coordination for all prevention activity, provide the capacity and capability to carry out structured problem-solving and prevention activity, raise the profile of evidence-based policing and ensure that problem-oriented activity is thoroughly evaluated with good practice shared.
- Strategic planning, organisational management and value for money – the Force still needs to develop a thorough understanding of demand to underpin its strategic planning and needs to develop coherent workforce planning and financial plans to meet this demand and provide the necessary results.

5.4 Governance and scrutiny arrangements associated with HMICFRS activity are the responsibility of the Deputy Chief Constable led Audit, Inspection and Risk Board (recently renamed GAIN (Governance of Audit and Inspection) Board). This board meets monthly and has responsibility for ensuring that the Force meets the standards of 'good' outlined in the HMICFRS Performance Assessment Framework (PAF) and responds effectively to areas for improvement arising from previous inspection activity. All areas of the PAF have a designated owner at Chief Officer Team level and a nominated delivery lead.

6. Post Pandemic Recovery

6.1 During the pandemic we had a separate and specific Covid-19 risk register at the time which was updated and refreshed regularly. In the post pandemic period, all of the risks outstanding actions have now been completed and have been closed down.

6.2 Post pandemic the use of remote and agile working continues to be supported, although most of the workforce are back in the office for an agreed number of days per week unless confirmed otherwise for specialist roles. Agile working will continue for those roles that are able to be carried out in an agile environment with the benefits being seen by both the Force and individuals.

6.3 The use and development of mobile technology such as laptops that are compatible with the use of Microsoft 365 is continued drive from the national NEP programme. This will further enable alternative methods to work collaboratively and effectively in various locations within or remotely from the police estate and is delivered through the Asset refresh programme each year.

Structure of the AGS

The following sections of the Annual Governance Statement are structured around the seven principles outline in the CIPFA guide and provides evidence that the behaviours described within the seven Nolan principles are met by the Force. Each section contains a summary of the expected behaviours (shown within a box) followed by the supporting evidence.

7. Principle A – behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

- 7.1 The Force has four values: transparency, integrity, impartiality and public service; the same values as those laid out in the College of Policing Competency and Values Framework (CVF). The values are used, along with the Code of Ethics, to underpin our working practices and decision making. The CVF and the associated behaviours form part of all selection, promotion and performance review processes.

Behaving with integrity Expected behaviours and outcomes
<ul style="list-style-type: none"> • Ensuring that chief officers and staff behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby promoting and upholding the reputation of the Force among its stakeholders. • Ensuring chief officers lead in establishing specific standard operating principles or values for their forces and staff and that they are communicated and understood. The values should build on the Nolan Principles and the <i>Code of Ethics</i>. • Leading by example and using above standard operating principles or values as a framework for decision making and other actions. • Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.

- 7.2 Police officers and police staff are subject to a Code of Conduct and the Code of Ethics and are required to abide by the seven principles of public life (Nolan principles).
- 7.3 The Code of Ethics produced by the College of Policing sets out the values and standards of professional behaviour for the police service of England and Wales. The Code of Ethics is at the heart of all we do and is a golden thread throughout our policing strategy and decision making. As a part of our programme of service Improvement Cleveland Police has committed to embedding the Code of Ethics across the Force. We have appointed a Sergeant as Operational Ethics Lead, received an independent peer review from South Wales Police and constructed specific improvement projects. This comprehensive approach to service improvement seeks to understand organisational behaviour and embed the Code of Ethics in the Force through training, PDR and day to day business.
- 7.4 The South Wales review focused on the effectiveness and performance of the Department of Standards and Ethics; a 43-recommendation plan was created, and

each action signed off as completed in March 2021 at the DCC chaired Standards and Ethics Board. The South Wales review focused on governance, oversight and structure with Directorate of Standards and Ethics and Counter Corruption Unit. All the recommendations adopted following this review are now fully embedded. These steady improvements and implementation of new Police (Conduct) Regulations 2020 have transformed the department. Since the South Wales review, during 2022, the department has undergone peer reviews and an HMICFRS inspection. Whilst the formal findings of the inspection are awaited, numerous actions have been implemented to ensure continuous improvement.

- 7.5 Additional projects and initiatives have been undertaken by the Force within Service Improvement and Directorate of Standards and Ethics. The department have appointed two Prevent Officers which are police staff roles with a focus on delivering lessons learned and a number of items within the Control Strategies including abuse of position, sexual harassment, culture, challenging and reporting improper conduct and relationships at work.
- 7.6 The Force has a Standards and Ethics Board which provides strategic oversight, monitoring and scrutiny of the standards of ethical and professional behaviour. In addition, the reformation of internal and external ethics committees provides both inclusivity and scrutiny for ethical behaviour within Cleveland Police. Ethical dilemmas can be referred from DSE (Department of Standards and Ethics), digital forums, human resources, officers and staff to the Operational Ethics Lead through a bespoke referral mechanism. All internal tier 1 meeting board agendas have an ethical reminder to promote ethical matters to be raised through such mechanisms. The Board continues to be a hub for lessons learnt and in the 12 months from April 2022 to March 2023, saw a total of 20 items brought to the attention of Operational Ethics lead. A number of items were answered at source with 16 discussed between the Independent Ethics Committee co-ordinated by Office of Police and Crime Commissioner (OPCC), internal ethics members and Standards and Ethics Board. The items raised and discussed have contributed to organisational learning and development of 4 Force policies (including Drug Diversion in Custody scheme, Young People and Drugs Scheme, and the Missing from Home Guidance), of which 3 are now published.
- 7.7 The NDM is used across the Force to support the use of greater discretion and encourages decision makers to follow an easy to use, consistent and robust process which has the vision and values of the Force, and the Code of Ethics, at its heart. The Model can be used to support both operational and non-operational decisions, no matter how complex and it can be used by both police officers and staff alike in their professional roles. Training for all officers and staff on the NDM incorporates the Code of Ethics as running through the decision-making process.
- 7.8 The Force has a Counter Fraud and Corruption Policy which provides a standardised approach to minimising fraud and corruption. This policy was updated in July 2022 in line with identified best practice in other forces.
- 7.9 The Force cooperates with the National Fraud Initiative (NFI) and submits the required data every two years. The NFI is an exercise that matches electronic data within and between public and private sector bodies to prevent and detect fraud.

Demonstrating strong commitment to ethical values

Expected behaviours and outcomes

- Seeking to understand, monitor and maintain the Force's ethical performance.
- Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the Force's culture and operation.
- Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.
- Ensuring that external providers of services on behalf of the Force are required to act with integrity and in compliance with ethical standards expected by the Force.

- 7.10 The Ethics and Standards Board is chaired by a DCC and facilitated by the Operational Ethics lead Sergeant. The Board consists of representations from HR, Legal, EDI, OPCC, representative bodies (Federation, UNISON and Superintendents Association), internal ethics committee chair, independent scrutiny (Independent Ethics Committee Chair and Audit Committee), Service Improvement, Corporate Services and Learning and Development.
- 7.11 The Force also has internal ethics members who compliment the Standards and Ethics Board and the OPCC facilitated independent ethics committees. The internal ethics committee members have a voluntary lead and members support the ethical discussion generated by the Standards and Ethics Board. The committee has a dedicated Intranet site which promotes the work of the group and identifies the members so that officers and staff can easily access advice and guidance on ethical issues. This site and the associated Code of Ethics site are being re-invigorated and updated; a successful campaign to recruit Ethics Champions took place in 2022, raising membership from eleven members, to over sixty members, representing nearly thirty different departments and teams. The internal members have discussed a wide range of issues, both in person at meetings, or electronically to respond to ethical dilemmas and discussions.
- 7.12 The external Independent Ethics Committee increases the transparency and accountability of decision makers and enriches the decision-making process. The Committee is made up of members from ever increasing and diverse backgrounds across the communities the Force serves; this is facilitated in partnership with the OPCC. The Committee discusses specific questions that have been sent for their consideration and the Force welcomes queries raised by its members. The Committee has been facilitated through the use of a digital meeting platform combined with face to face meetings, and a hybrid of both. The group has met six times since March 2022 and discussed 14 ethical dilemmas, as well as other topics. The committee reviewed two guidance, namely the Gifts, Gratuities and Hospitality, and the Pocket Notebook guidance in the reporting period. The OPCC also facilitates the Youth Commission, a group formed in the reporting period which works with a local charity to identify local youths who will meet and provide a perspective on ethical matters. The Youth Commission have met once in the reporting period to discuss the ethical ramifications of how police respond to hate crime and hate incidents.
- 7.13 The three forums utilise a referral mechanism between one another facilitated by the Operational Ethics Lead. Items which are discussed are posted onto the Code of

Ethics site and minutes of the Independent Ethics Committee meetings are listed on the OPCC website for public consumption.

- 7.14 The People Intelligence Board (PIB) operates as a strategic and organisational forum which was established to monitor individual cases of concern with the aim of developing individual supportive interventions. The Board is now chaired and owned by the Head of Directorate of Standards and Ethics. On a monthly basis the PIB looks at organisational trends and risks relating to a range of people issues that would otherwise be dealt with in isolation; combining subject matter expertise from HR, Wellbeing, Legal Services, Ethics and Standards and heads of command. The aim is to identify lessons learned leading to organisational change to ensure high standards of conduct and professional behaviour across the Force. This covers a range of information including sickness, grievances, serious conduct matters and public complaints, IOPC referrals, business interests, notifiable associations, civil claims, notifiable associations, high risk welfare and capability issues. The PIB aims to draw upon subject matter expertise to minimise risk and provide a co-ordinated and timely problem-solving approach to items brought to the Board.
- 7.15 Initial induction training for police officers and staff covers professional conduct, the Code of Ethics, the NDM, and the Force values and the CVF. The Code of Ethics and the NDM are revisited regularly over the course of the three-year PCDA.

<p style="text-align: center;">Respecting the rule of law</p> <p style="text-align: center;">Expected behaviours and outcomes</p>
<ul style="list-style-type: none"> • Ensuring the PCC, chief officers and staff demonstrate a strong commitment to the rule of law as well as adhering to relevant laws and regulations. • Creating the conditions to ensure that statutory chief officers, other key post holders and (where appropriate) statutory committees are able to fulfil their responsibilities in accordance with best practice. • Striving to use full powers for the benefit of citizens, communities and other stakeholders. • Dealing with breaches of legal and regulatory provisions effectively. • Ensuring corruption and misuse of power are dealt with effectively.

- 7.16 The Force has a Reporting Professional Standards Concerns and Protected Disclosure Policy (published in April 2022) that provides a mechanism that complies with legislative requirements and enables staff to raise issues of concern regarding wrongdoing and inappropriate conduct and behaviour within the workplace (“whistle blowing”). The policy is considered integral to creating a safe environment in which staff at all levels feel a genuine obligation to maintain the integrity of the police service and have the confidence to support the Force in maintaining the Standards of Professional Behaviour and the Code of Ethics.
- 7.17 As public sector organisations Cleveland Police and the Office of the Police and Crime Commissioner (OPCC) are subject to the Equality Act 2010’s general equality duty. This means the organisations are required to actively consider opportunities to eliminate discrimination, advance equality of opportunity, and foster good relations when making decisions. To demonstrate commitment to the duties the Force has continued to progress the Equality, Diversity and Inclusion (EDI) 2020-2025 Strategy.

This strategy has three strategic outcomes:

- Our People & Organisation: Create a working environment that is supportive and inclusive of all, enabling officers and staff to develop, feel supported and able to be themselves at work.
- Our Communities: Deliver policing services that are accessible, responsive and needs-led to ensure services meet the requirements of all our communities.
- Our Partners: Partners have confidence that Cleveland can have effective joint service delivery underpinned by equality and inclusion through improved opportunities for collaborative working.

The Force embeds equality duty compliance and delivery of the strategy through several organisational mechanisms. These mechanisms are in place to ensure positive outcomes for both the workforce and members of the public accessing services.

The Force has complied with statutory reporting requirements, completing and publishing Gender Pay Gap and Annual Equality Monitoring Reports, alongside ensuring up to date Public Sector Equality Duty objectives are in place for the 3 years ahead. This information is available for the public on the Force website and can be supplied in alternative and accessible formats if requested.

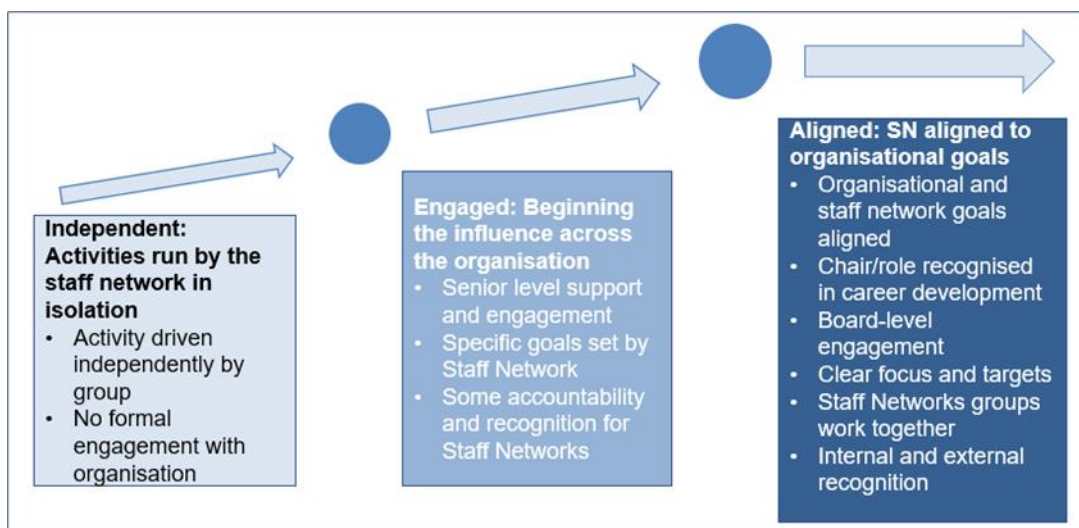
The equality impact assessment model established in 2020 has continued to be embedded into Force decision making processes for policies, strategies and services. The EDI team have continued to update the model and are iteratively improving the tools, guidance and resources available for the workforce to impact assess their work. 41 impact assessments were completed in the 2022-23 period, leading the Force having a total of 118 EIAs deployed to date to assure outcomes for the workforce and community.

7.18 There are 8 Cleveland Police Staff Networks:

- Armed Forces Network;
- Autism Association;
- Christian Police Association;
- Cleveland Police Women's Network;
- Disability Support Network;
- LGBT+ Network;
- Race Equality Network;
- Vegan Network.

The networks bring together individuals who share common experiences, interests, or backgrounds, creating spaces where diverse perspectives are celebrated and respected. The networks have delivered a range of activities for their members and the wider workforce to improve inclusion, wellbeing and organisational decision making in the 2022-23 period. The Armed Forces Network as further supported the Force to progress the Defence Employer Recognition Scheme (ERS) to achieve the Silver Employer Award which demonstrates that the Force is continuing to develop as an effective advocate and supporter to the armed forces community and aligned values with the Armed Forces Covenant.

The maturity model below¹ has been used as a diagnostic tool to design the approach to developing the Force's networks, whilst aligning them with the overall goals of the Force to ensure reciprocal benefits. Currently most of Cleveland Police staff networks are at the 'Independent' and "Engaged" stages, and the development work designed in 2022-23 will enable all networks to support their journey to the 'Aligned' stage in 2023-24.



7.19 The Force continues to performance manage powers and services that are critical to legitimacy, with a bi-monthly performance meeting for both Stop and Search and Use of Force monitoring data quality, compliance, and disproportionality. This is supported by a bi-monthly external scrutiny panel and a bi-monthly internal review. The external scrutiny panel comprises of independent members of the public reviewing stop search reports and use of force reports and viewing associated body worn video footage. The internal review comprises of an audit of stop search compliance against grounds and powers. Feedback is given to individuals where appropriate and back into the force through an organisational learning document and input into the afore mentioned meetings. Activity continues ensure our treatment of and outcomes for detained people are improved. A robust performance management framework has been created and internal review work has been undertaken to assure this is driving the required progress. Strategic oversight of this is maintained through ACC led governance.

7.20 The Force and the OPCC have a number of platforms where the Force can explore community feedback. These groups are integral to creating feedback that enables the Force, OPCC and HMICFRS to be assured that the community are being treated fairly, appropriately and respectfully. Transparently engaging diverse communities in scrutiny of powers and processes that are critical to legitimacy is an essential part of the Force demonstrating commitment to our public sector equality duties. The groups who have provided feedback and scrutiny in this reporting period include:

- Cleveland Youth Commission
- Complaints Scrutiny Panel
- Independent Custody Visitors (ICVs)
- Independent Ethics Committee (IEC)

¹ Staff Networks Organisational Alignment and Maturity Model (Radius Business)

- Joint Audit Committee
- Local Independent Advisory Groups (one for each local policing area) (IAGs)
- Out of Court Disposals (OOCd) Panel
- Stop and Search Panels
- Strategic Independent Advisory Group (SIAG)

- 7.21 The Force is continuously improving its approach to learning and training needs assessments to inform learning and training experiences for the workforce. EDI and inclusive leadership learning experiences in this period have been embedded into the Force's Leadership Development Programme, with core EDI competencies and cultural competencies embedded into this, wider programmes of learning and key dates (e.g. the Force-wide programme celebrating Black History Month).
- 7.22 The Force has a Director of Finance and Assets in post who is the statutory 'Section 151' Officer for the Force. The Force's Director of Finance and Assets works closely with the Chief Finance Officer of the PCC ensuring an effective, cooperative and constructive relationship, and complies with the CIPFA statement on The Role of the CFO in Policing (2021).
- 7.23 The progress and performance of Standards and Ethics continue to be monitored through the embedded governance and performance structures. The Police Complaint and Misconduct Regulations 2020 are now fully embedded throughout the force. Embedding of 'Model 3' in partnership with the OPCC continues and is now subject to review as part of joint performance meetings. A Service Level Agreement is in place which aims to ensure Public Confidence is a priority.
- 7.24 The Joint Independent Audit Committee receives reports on complaints against police on a six-monthly basis, along with examples of 'lessons learnt' that have been circulated across the Force.

8. Principle B – Ensuring openness and comprehensive stakeholder engagement

Openness
Expected behaviours and outcomes
<ul style="list-style-type: none"> • Ensuring an open culture through demonstrating, documenting and communicating the Force's commitment to openness. The presumption is for openness. If this is not the case, a justification for the reasoning for keeping a decision confidential should be provided. • Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. • Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions is clear. • Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/courses of action.

- 8.1 Public confidence is measured via the Crime Survey for England and Wales (CSEW), a national survey commissioned by the Home Office, conducted via face to face interviews. Although this information stream was halted during COVID due to methodological changes, Force level information is now available once again and is our primary source of data which allows us to track and monitor levels of public confidence amongst local communities.
- 8.2 In December 2020, the Force introduced a public engagement survey. Known as the 'Communities Survey' the aim of this survey is to reach out to our local communities and ask them to provide structured feedback in relation to what it is like to live in their local area, what they feel our priorities should be and whether they have trust and confidence in the services we currently provide. Many of the questions replicate those used in our previous Local Public Confidence Survey, and the CSEW. Despite offering residents the opportunity to complete the survey online, via a postal questionnaire and in seven different languages, we have been unable to generate the number of responses required to provide us with statistically valid breakdown at a local policing level. The Communities Survey is therefore currently on hold pending a review of our Public Engagement Strategy.
- 8.3 The Force aims to place victims at the centre of everything that we do, achieving a high level of victim satisfaction is therefore a key performance outcome. Victim satisfaction is measured via a telephone based 'Victim Experience Survey' which has been in operation since May 2021. Over the past year over 1400 victims were interviewed and we have achieved a response rate of 17%. The results obtained via this survey are generally positive indicating an overall satisfaction level of around 70%. There are however still some areas for improvements, particularly in relation to follow up and feedback, which despite a marginal improvement on the previous year, continued to be the service aspect with the lowest level of satisfaction.
- 8.4 All public authorities are required to provide a publication scheme. The Cleveland Police Publication Scheme, which is available through the Force website, is our way of making sure that information relating to specified 'information classes', is routinely published. In addition to the information that falls into these categories, the scheme also includes information that we have disclosed in response to freedom of information (FOI) requests.

Engaging comprehensively with institutional stakeholders

Expected behaviours and outcomes

- Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.
- Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.
- Ensuring that partnerships, including collaborations, are based on trust, a shared commitment to change, and a culture which promotes and accepts challenge among partners and that the added value of partnership working is explicit.

8.5 The Force has a Community Engagement Strategy (published in February 2021) which is designed to inform our communities and staff how we will consult, engage and communicate with the people of Cleveland. Supported by our force priorities, it will shape how, when, where and who we engage with based on our understanding of target audiences and local communities. This will help direct our engagement priorities for our Force and aligns with the Force Corporate Communications Strategies and the Office of the Police and Crime Commissioner for Cleveland Engagement Strategy.

8.6 Within Cleveland there are 4 geographic Independent Advisory Groups (IAG) covering each local authority area, and a Strategic IAG (SIAG) bringing together representatives from the geographic IAGs, including senior police officers and staff, and the PCC to discuss strategic issues that affect the whole of the Cleveland policing area. Volunteers have been recruited to assist in the administration of locals IAGs.

Work has been undertaken to increase the diversity of SIAG members. Lunch and learn sessions have been developed and members of the SIAG have supported some sessions with providing awareness courses around; disability, LGBTQ+, religious beliefs and cultural differences to increase representation in these areas.

A youth IAG was established in July 2020, led by an organisation called Leaders Direct who received a grant fund to provide this service. In line with commissioning guidelines this will go out for tender in 2022-23 to elect a youth organisation to run the group from September 2022 onwards.

8.7 The Force is party to 25 collaborative agreements; 10 national; 5 regional, 3 with NE ROCU and 7 with other police forces to increase resilience and effectiveness and reduce costs, with Section 22A agreements in place defining the governance arrangements and funding formulas.

8.8 The Chief Constable gave notice in May 2021 that the Force would be withdrawing from the Cleveland and Durham Special Operations Unit (CDSOU) collaboration but would continue with the firearms training element. From May 2022 the de-collaboration has taken place and Cleveland Special Operations Unit is now in place incorporating armed policing, road policing including motorcycles, collision investigation and problem solving as well as dog section and dog training both moving back under this command. Whilst working closely with neighbouring forces around our public order and CBRN capacity the Emergency and Specialist Support Unit continues to be a standalone Cleveland Unit. Both departments are overseen by a newly reformed Specialist Capabilities Board quarterly meeting chaired by the ACC. The firearms and taser training continue to be provided through the shared Tactical Training Centre with Durham Constabulary overseen through the strategic Joint Operating Group.

8.9 Considerable progress has been made on the Evolve collaboration programme between Cleveland Police, Durham Constabulary and North Yorkshire Police; looking at where working together can improve services to communities and reduce operating costs. As part of the Evolve programme, the police and crime commissioners and forces have a fully collaborated Legal Service which has resulted in restructuring of teams across all three forces. The Service was launched in February 2020 within the three forces and work continues to drive forwards its effectiveness and realise further efficiencies. The service has delivered legal services across all three forces but

continues to focus on local delivery to Chief Constables and has provided depth and breadth of expertise in core service areas and has built resilience in respect of increasing and complex demand under the current structure and model. Evolve Legal Services is continuing its alignment phase to embed the structure and practices following recent review of the operating model and agreement. The service supports the national Association of Police Lawyers.

- 8.10 Cleveland Police is part of the North East Regional Organised Crime Unit (NE ROCU). Formerly known as NERSOU, the NE ROCU provides additional specialist capacity to deliver an increased response to tackling serious organised crime that transcends force borders. The mission of the unit is to tackle those organised crime groups causing the greatest levels of harm to communities in the North East.
- 8.11 The Force is also part of a national collaboration for the provision of air support, the National Police Air Service (NPAS).

Engaging with individual citizens and service users
Expected behaviours and outcomes
<ul style="list-style-type: none"> • Establishing a clear policy about the type of issues on which the Force will meaningfully consult with, or involve, individual communities, citizens, service users and other stakeholders to ensure that a service provision is contributing towards the achievement of intended outcomes. • Ensuring that communication methods are effective and that the PCC and officers are clear about their roles with regard to community engagement. • Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs. • Implementing effective feedback mechanisms for those consultees in order to demonstrate how their views have been taken into account. • Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity. • Taking account of the interests of future generations of taxpayers and service users.

- 8.12 There is regular communication between the Office of the Police and Crime Commissioner and Cleveland Police, with the Chief Constable meeting the PCC on a regular basis to update on current issues. A summary of the topics and actions discussed in these meetings is published on the PCC's website. In addition, the two Chief Finance Officers also meet on a weekly basis.
- 8.13 The Chief Constable has regular meetings with two of the local authority Chief Executives, and the Chief Crown Prosecutor. Meetings are held with the remaining two local authority Chief Executives on an ad hoc basis. The Chief Officer Team also meet with Cleveland Fire Brigade Chief Officer Team on a quarterly basis. In addition, the Force works in partnership with the local authorities, and other stakeholders, e.g. health, education and social care on a range of issues, for example: multi-agency children's hub, community safety partnerships, local safeguarding boards, health and wellbeing boards, youth offending boards and the strategic contest delivery group. This is not an exhaustive list.

9. Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits

<p style="text-align: center;">Defining outcomes</p> <p style="text-align: center;">Expected behaviours and outcomes</p>
<ul style="list-style-type: none"> • Having a clear vision – an agreed formal statement of the Force’s purpose and intended outcomes containing appropriate performance indicators which provides the basis for the Force’s overall strategy, planning and other decisions. • Specifying the intended impact on, or changes for, stakeholders including individual citizens and service users. It could be immediately or over the course of a year or longer. • Delivering defined outcomes on a sustainable basis within the resources that will be available, while recognising that changing and unforeseen demands will place additional pressure on financial resources. • Identifying and managing risks to the achievement of outcomes as part of delivering goods and services. • Managing expectations effectively with regard to determining priorities and making the best use of the resources available.

9.1 The Force has a clear vision to deliver outstanding policing for our communities. The mission of the Force is:

- Protect People
- Protect Communities
- Tackle Crime
- Be the best you can be

9.2 The vision and values are supported by a performance management strategy and performance measurement framework that has been developed in line with NPCC guidelines. The performance framework is outcome driven and has been built around Chiefs mission and four strategic priorities. Within the framework we have identified a number of key performance outcomes which we are able to track and monitor using a wide range of quantifiable performance indicators alongside additional qualitative evidence and insight. Through our analysis of this data, we will be able to evidence the progress we have made and identify where further improvements are still required. During the past year, our performance framework and associated governance structure has been re-designed in order to ensure alignment with the Chief Constables Mission and revised force operating model and in May 2023 the force launched a new IMPACT (Improving and Managing Performance Across Cleveland Together) performance framework and held its first performance IMPACT Day (see section 10.5). To support the IMPACT framework, we have also developed a range of new performance products and automated tools. This includes an IMPACT performance dashboard which provides a high level organisational health check across key victim services.

9.3 A key enabler for delivery of the Force vision has been the development of a sustainable local policing model that can effectively respond to threat, harm and risk.

This model has recently been refined to respond to the areas for improvement identified by HMICFRS, the threats identified in our Strategic Threat & Risk Assessment (STRA), risk areas identified through the FMS, and refreshed demand modelling post the impact of Covid-19. Work continues to improve our ability to understand demand with the further embedding of a business as usual demand analysis team. An annual plan is developed which includes the ongoing maintenance of those demand models already created and the development of further models for business areas which have been highlighted as a risk through the Force Management Statement process. Following a revision of the Force meeting structure, the prioritisation and delivery of the annual plan will be overseen by the Strategic Workforce Planning Board in 2023-24. The STRA is published every two years, following approval through the Executive Management Board. The next STRA is therefore due for completion in 2024-25.

- 9.4 The Long Term Financial Plan (LTFP) 2023-24 to 2026-27 and Capital Plan 2023-24 to 2026-27 were agreed with the PCC in February 2023. The Force produces monthly reports on progress against the plan which are reviewed by the Executive Management Board and discussed with the PCCs Chief Finance Officer.
- 9.5 A significant effort has been put into ensuring the completeness of both revenue and capital rolling equipment replacement programmes to: ensure funding is available when necessary; avoid spikes in expenditure by smoothing the replacement profile; inform the procurement plan to ensure timely ordering and receipt of equipment, and inform prioritisation and decision making.

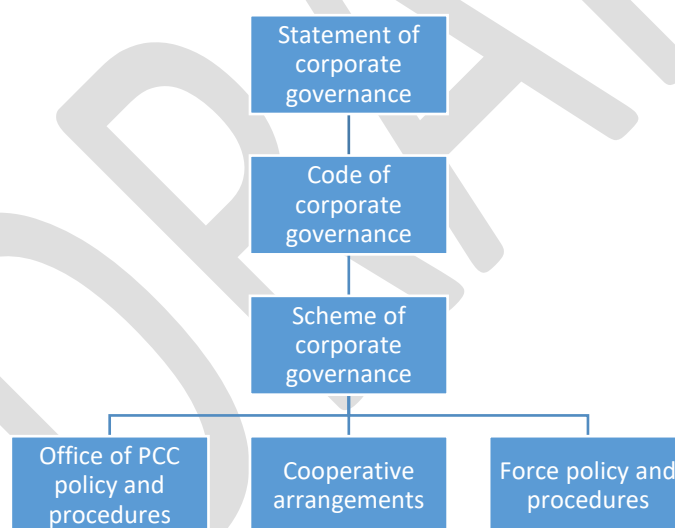
Sustainable economic, social and environmental benefits	
Expected behaviours and outcomes	
	<ul style="list-style-type: none"> • Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about services. • Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the PCC and the chief officer's intended outcomes and short term factors such as the political cycle or financial constraints • Ensuring fair access to services.

- 9.6 The Force has continued to improve processes around capital planning, business cases and small works to ensure the accuracy of business cases and the timeliness of decision making. The Business Case Triage Group continues to operate and improve the collective discussions prior to any formal decision making on the approval of requests for change that may impact on service delivery and helping to manage expectations around delivery of such change.
- 9.7 The Change and Investment Board, chaired by the Director of Finance and Assets, meets on a monthly basis to drive delivery of the Force change and innovation programme ensuring that projects are prioritised, resourced and delivered in order to achieve the best outcomes in line with overall Force objectives.

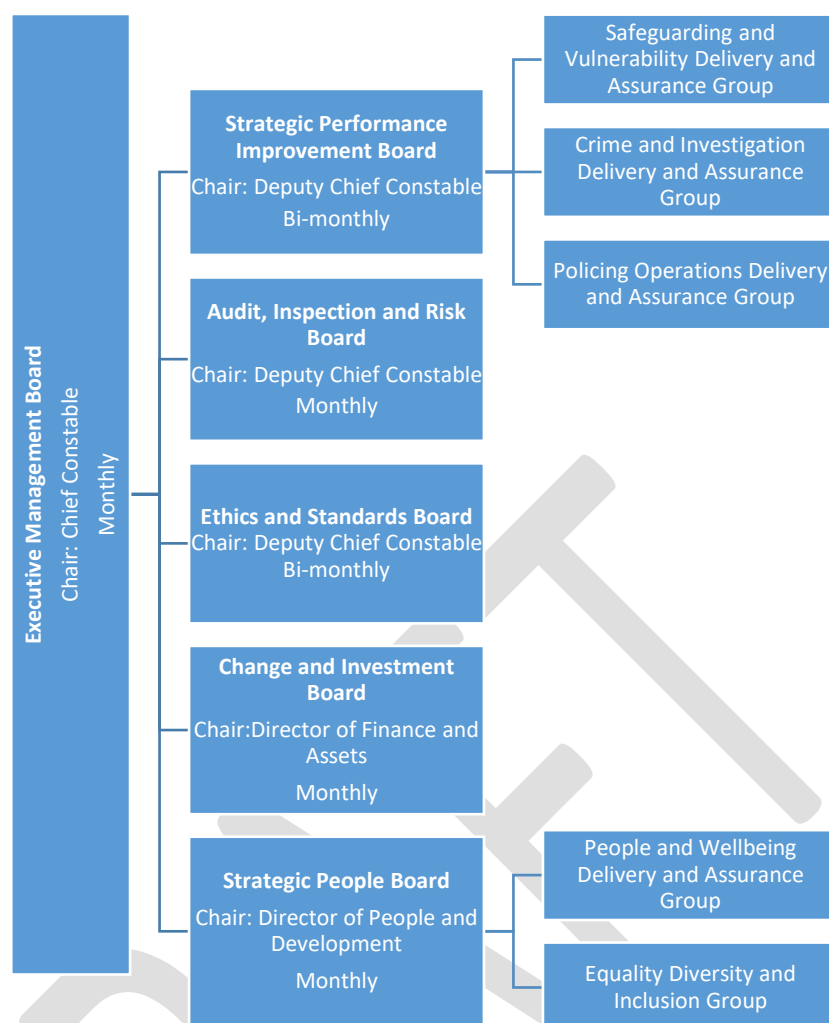
10. Principle D – Determining the interventions necessary to optimise the achievement of the intended outcomes

Determining interventions
Expected behaviours and outcomes
<ul style="list-style-type: none"> Ensuring that decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore, ensuring that best value is achieved however services are provided. Considering feedback from citizens and service users when making decisions about service improvements, or where services are no longer required, in order to prioritise competing demands within limited resources available including people, skills, land and assets, and bearing in mind future impacts

- 10.1 The Force has a joint corporate governance framework with the Police and Crime Commissioner (PCC) for Cleveland. The framework sets out the way that the two organisations, the Police and Crime Commissioner and the Chief Constable, govern, both jointly and separately. The framework also details the delegations and consents from the PCC to the Force and outlines the specific roles and responsibilities of officers. The framework, outlined below, is reviewed and amended as necessary on an annual basis.



- 10.2 The Force has a structured Force meeting framework to ensure accountability and provide clarity over levels of decision making and responsibility. The framework, headed by the Executive Management Board as the key driver of the Force, is supported by a number of key strategic and tactical delivery and assurance forums. In summary the framework is as shown below.



- 10.3 In early 23, due to the ending of a period of instability at Chief Officer level, a review of the above framework was commenced and some changes have taken place including the replacement of the Strategic Performance Improvement Board with the IMPACT Board to provide a more holistic review and management of performance and the replacement of the Strategic People Board with the Strategic Workforce Planning Group. These changes took place post March 23 and will be enhanced by further changes to the framework during 2023-24.

Planning interventions
Expected behaviours and outcomes
<ul style="list-style-type: none"> Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets. Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered. Considering and monitoring risks facing each partner when working collaboratively, including shared risks. Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances. Establishing appropriate performance measures as part of the planning process in order to assess and inform how the performance of the services and projects is to be measured.

- Ensuring capacity exists to generate the information required to review service quality regularly.
- Preparing budgets in accordance with government funding announcements, Force objectives, strategies and the medium term financial plan.
- Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure, together with estimates of grant, precept, and other income streams, aimed at developing a sustainable funding strategy.

- 10.4 The Force has developed a strategic planning cycle that links with the production of the Force Management Statement (FMS) demanded by HMICFRS. The cycle for FMS5 has been completed and forms the basis for the corporate plan identifying the change to be delivered during the coming year to achieve the priorities outlined above.
- 10.5 The Force undertakes a detailed monthly performance assessment which reviews current performance against our strategic policing priorities. The reporting mechanisms associated with this work have been designed to facilitate a conversation which examines and challenges performance and supports the decision-making process. The results of the performance assessment are presented at the monthly performance 'IMPACT' day, where senior leaders from across the organisation will discuss, debate and problem solve any current or emerging 'performance threats'.
- 10.6 The Force has a current Digital Strategy which provides four strategic priorities which then translate into delivery plans and are synchronised with the Force's change workstreams. A review of the National Digital Policing Strategy is underway by the Police Digital Service (PDS). The Force (Head of ICT) is engaged in the review via the National Police Technology Council (NPTC) to assist and advise on the strategy refresh. Once the national review is complete, a review of the Force Digital Strategy will be completed to ensure continued alignment with the revised national strategy, the local Cleveland Police mission, and the PCC's police and crime plan.
- 10.7 The Force has approved an integrated strategic approach to medium- to long-term workforce planning which informs tactical and operational resource planning, matching resources and skills to operational requirements. The workforce plan now informs skills sets, recruitment requirements, learning and development priorities and promotional opportunities. The workforce plan is now aligned with the Force's strategic objectives and the financial planning and forecasting process.
- 10.8 The plan focuses on the next three years to ensure the Force has sufficient resources with the required skills to deliver day to day and strategic priorities. The number of staff employed by the Force grew with increased numbers of police officers through the national uplift and the ongoing recruitment of the staff vacancies.
- 10.9 Additional focus has now been placed on the retention of existing staff and officers and positive action to attract a more diverse range of recruits and talent into identified hard to fill roles.
- 10.10 The Force has a 10 year capital plan running from 2019 along with a rolling 12 month plan for business as usual maintenance and replacement. The 10 year plan ensures that the best use of the estate is achieved by maximising the use of the main stations

and Central Headquarters, modernising existing premises and co-location opportunities with public sector partners.

<p style="text-align: center;">Optimising achievement of intended outcomes</p> <p style="text-align: center;">Expected behaviours and outcomes</p>
<ul style="list-style-type: none"> • Ensuring the medium term financial strategy integrates and trades off service priorities, affordability, and other resource constraints. • Ensuring that the budgeting process is all inclusive, taking into account the full cost of operations over the medium and longer term. • Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for the outcomes to be achieved while optimising resource usage. • Ensuring the achievement of 'social value' through service planning and commissioning

- 10.11 We acknowledge the work required by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services to ensure strategic priorities are aligned, and that they are embedded in the strategic, financial and workforce planning. In the 2021/22 PEEL report HMICFRS noted that *'The force presents a balanced financial budget. There is a good level of fiscal management, and the force has sound fiscal awareness'*.²
- 10.12 The LTFP 2023-24 to 2026-27 and Capital Plan 2023-24 to 2026-27 was agreed with the PCC in February 2023, and regular updates are provided to the Chief Officer Team and the Executive Management Board (see 9.4).
- 10.13 The financial planning cycle commences at the beginning of each financial year linked with the Force Management Statement and planning cycles to ensure that incoming demand, changes in anticipated funding and potential gaps are considered and plans developed to fill the gaps or mitigate the risk of not being able to do this.
- 10.14 The Department of Standards and Ethics continues to ensure consistent and appropriate outcomes as evidenced by robust processes and procedures to resolve complaints, conduct, and death and serious injury (DSI) following police contact matters; with clear accountability, responsibility and authority for decision-making within a defined scheme of delegation and governance. This is supported by robust performance scrutiny and internal challenge that ensures high quality investigations and casework leading to the ability to operate in a timely and consistent fashion across all aspects of assessments and casework. The scheme of delegation is currently subject to a review and will be completed in 2023.

² HMICFRS PEEL 2021-22 [PEEL 2021/22: Police effectiveness, efficiency and legitimacy – An inspection of Cleveland Police \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/peel/2021-22-police-effectiveness-efficiency-and-legitimacy-an-inspection-of-cleveland-police/)

11. Principle E – Developing the entity’s capacity, including the capability of its leadership and the individuals within it

<p style="text-align: center;">Developing the entity’s capacity Expected behaviours and outcomes</p>
<ul style="list-style-type: none"> • Reviewing operations, performance and asset management on a regular basis to ensure their continuing effectiveness. • Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how policing resources are allocated so that defined outcomes are achieved effectively and efficiently. • Recognising and promoting the benefits of collaborative working where added value can be achieved through partnerships. • Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.

11.1 The Force structure is designed to manage service delivery whilst ensuring that effective governance is applied throughout the Force. In March 2023, the Force agreed a move back to a more local delivery model with the return to a four basic command unit model that is co-terminus with local authority areas. This change commenced in April 2023 with the creation of a new command structure to be followed by the creation of the structures below that level during 2023. The operation structures continue to be supported by enabling structure such as:

- People and Development, including HR and training;
- Legal Services;
- Finance, Procurement and Fleet, Risk Management and Service Continuity;
- ICT, Digital Services and Business Support;
- Corporate Services including responsibility for corporate planning and governance, transformational change, performance, quality and review and corporate communications.

11.2 The Force currently offers two entry routes into policing, the PCDA which is a three year apprenticeship programme in partnership with Teesside university and leading to the award of a Degree in Policing. We have opened up the two year Initial Police Learning Development Programme (Plus) over 2023 and are developing two other routes to be run in 2023-24; the Degree Holder Entry Route and Detective Degree Holder Entry Route both are two years in duration and will be run in partnership with a Higher Education Institute.

11.3 The Force positions employee wellbeing as the core workforce priority and takes a strategic approach to optimising wellbeing in a way which promotes our values. The strategic approach to wellbeing is informed by the Blue Light Wellbeing Framework (BLWF), Occupational Health Standards, relevant evidenced based trend data; e.g. sickness absence levels, management and self-referrals for services, staff survey outcomes, the Force strategic objectives, identified risks, challenges and horizon scanning trends.

Recruitment and securing third party and in house clinical specialists is an increasing regional and national challenge. The challenges to recruit into the specialist occupational health nurse roles has been addressed through innovative practice to recruit Registered General Nurses and support the individuals to become qualified Occupational Health Nurses.

The 'cost of living crisis' has impacted our workforce and a task and finish group has introduced support mechanisms, reinforced employee assistance programmes already in place and continually signposts employees to internal and external initiatives.

- 11.4 The Force recognises the importance of understanding the workforce wellbeing needs and along with the national wellbeing survey the Force also undertakes an annual staff survey. The outcomes from the 2022 survey were built into Executive and command action plans to support and improve wellbeing. These outcomes have informed the refreshed people strategy, policy, resource utilisation, skills and training requirements. In addition, an assessment of the Blue Light Wellbeing Framework is now completed, and analysis has prioritised actions to further develop the Force wellbeing provision.

Demand for wellbeing services has continued to increase year on year primarily due to increased police officer recruitment to deliver the Uplift programme recruitment and increasing trends in mental health support services. Work continues to ensure wellbeing service provision aligns with ongoing changes to the demand mix; through offering a wider range of services and ongoing efficiency improvements to provision of supporting administration.

<p>Developing the capability of the entity's leadership and other individuals</p> <p>Expected behaviours and outcomes</p>
<ul style="list-style-type: none"> • Ensuring the PCC and chief officers have clearly defined and distinctive leadership roles within a structure whereby the chief officers lead by implementing strategy and managing the delivery of services and other outputs set by the PCC and/or chief constable, and each provides a check and balance for each other's responsibility. • Ensuring the PCC, chief officers and staff receive appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged. • Ensuring that the PCC, chief officers and staff have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis. • Ensuring personal, Force and system-wide development through shared learning, including lessons learnt from governance failures both internal and external. • Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections. • Holding staff to account through regular performance reviews which take account of training or development needs. • Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.

- 11.5 Following the approval of a new approach to leadership development in December 2020, significant investment was secured until 2023-24 to design and implement a leadership framework. A Leadership Training Needs Analysis and leadership skills audit informed the development of a Leadership Development Framework (Prospectus), including two modular leadership programmes, prioritised for first and second-line managers, aligned to the College of Policing leadership curriculum and supporting NPPF qualifications.
- 11.6 The purpose of the Leadership Prospectus has been to embed the leadership expectation in Cleveland Police for everyone at all levels. The Leadership Prospectus is available to all, to demonstrate and provide ethical and supportive leadership. It encompasses the elective learning opportunities that are made available to leaders in role and those thinking about promotion on a voluntary basis (supported by a 6-month timetable), including:
- Internal and external workshops (including first and second-line managers programmes);
 - A suite of flexible learning masterclasses;
 - A suite of lunch and learns;
 - Coaching and mentoring/reverse mentoring; a key focus this year has been to develop our internal mentor capability and capacity;
 - Staff network membership;
 - Signposting to College of Policing leadership learning;
 - 360-degree feedback.
- 11.7 All leadership development is aligned to the Values and Behaviours Framework and three pillars:
1. New to Cleveland Police/Role
 2. In role leadership development
 3. Developing into another role
- Leadership learning has been developed by leadership by Level. Leadership development considers differences in requirements by level, and the notion of a leadership pipeline with identifiable turning points that call for increasing levels of leadership ability. This has been a key principle in communicating when the learning will be valuable and available.
- 11.8 The focus of the PDR process in 2022-23 has been to continue to build in learns from the previous PDR process, evaluate year-end review outputs and improve assurance, align the objectives with the Force priorities throughout the workforce, educate and train managers, and communicate revised arrangements with staff. A Performance Excellence Framework has been launched, aligned to our vision and values, and force priorities to ensure the organisation remains fit for the future. The overarching strategic aim is to optimise the contribution and wellbeing of all employees to best support delivery of the vision. Performance Excellence in Cleveland Police:
- Makes the strategic priorities relevant and meaningful for all Cleveland Police employees to meet the needs of our communities through performance of people;

- Enables line managers to manage team performance on a daily or weekly basis, with regular monitoring of results and active management of resource deployment, briefings to highlight current priorities, and problem solving on an ongoing basis;
- Enables employees at all levels can continuously monitor their own personal and professional development, keeping themselves aware of what is required from them, responding to emerging problems as they arise and alerting managers to performance issues requiring assistance;
- Will develop in line with the College of Policing, aligned to the Code of Ethics and CVF framework;
- Celebrates and recognises good work;
- Puts employee engagement and wellbeing at the heart of Cleveland Police.

11.9 The next stage will focus on quality assurance, measures against desired outputs and outcomes, building on the career development/talent conversations and systematically capturing specific Learning and Development requirements for the Force wide TNA. An overarching performance management policy will be developed to align and connect all aspects of performance, including career development, talent management, promotions, capability, probation, learning and development approaches and adjustments.

11.10 In addition, work will continue to fully embed the performance excellence annual cycle and gradually shift the timing to align objective setting with the start of the new financial year. The PDR system will be reviewed and adapted to support introduction the national reward reform programme; specifically, for 2022-23 the Pay Progression Standard. Cleveland Police undertook a Performance Excellence pilot calibration activity with one command and the People and Wellbeing Directorate in February 2022; a structured process of benchmarking individual talent on performance. It will be rolled out across the Force in January 2024. This calibration is an evidenced based process which will:

- Ensure objective-setting, assessment against these objectives and values and behaviours are standardised, consistent and fair;
- Build line manager skills and confidence to have honest conversations about performance, discuss potential and build a cross-organisation picture of performance;
- Support succession planning and talent identification.

12. Principle F – Managing risks and performance through robust internal control and strong public financial management

Managing risk
Expected behaviours and outcomes
<ul style="list-style-type: none"> • Recognising that risk management is an integral part of all activities and must be regarded as a continuous process. • Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.

- Ensuring that responsibilities for managing individual risks are clearly allocated.
- Ensuring that the Force is risk aware and that its risk appetite is defined and communicated clearly to those responsible for making decisions.

- 12.1 The Audit, Inspection and Review Board is well established and continues to meet on a regular basis. This Board provides assurance that strategic and operational risks are being effectively managed and that action to respond to audit findings and recommendations is being taken. Health and safety and business continuity issues are also discussed in these meetings. The board is chaired by the Chief Finance Officer. Updates are presented to the Joint Independent Audit Committee on a six-monthly basis and updates are reported to the Executive Management Board following every meeting.
- 12.2 Cleveland Police has taken an integrated approach to embedding risk management and service continuity planning within the Force via an agreed programme. The programme of reviewing and updating business continuity plans is progressing well on a systematic basis and a programme of testing and exercising against those plans is in place. The Force continues to ensure that robust service continuity plans are in place and that a risk management culture is embedded. Internal audits conducted during 2020-21 provided 'reasonable assurance' and 'substantial assurance' opinions on risk management and business continuity respectively. All actions raised from the 2020-21 audit have now been completed and closed by the internal auditors. No further audits have been conducted in relation to Business Continuity or Risk Management; the next Risk Management audit is due in 2023-24 and there is nothing currently planned for Business Continuity.
- 12.3 The Force maintains a strategic risk register along with operational risk registers for each business area. The risk management process is managed by the Strategic Finance Manager with strategic risks being reviewed on a bi-monthly basis at the Audit, Inspection and Review Board and further scrutiny by the Audit Committee.
- 12.4 Each business area within the Force has a risk 'champion' who has received additional risk management training and meets with the Risk and Insurance Manager on a regular basis to review the area's risk register. All new and emerging risks that are identified during these meetings that may be considered to be a strategic risk, are remitted to the Audit, Inspection and Review Board for moderation and agreement before being included on the strategic risk register.

<p style="text-align: center;">Managing performance</p> <p style="text-align: center;">Expected behaviours and outcomes</p>
<ul style="list-style-type: none"> • Monitoring service delivery effectively including planning, specification, execution and independent post implementation review. • Making decisions based on relevant, clear, objective analysis and advice, pointing out the implications and risks inherent in the Force's financial, social and environmental position and outlook. • Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives

before, during and after decisions are made thereby enhancing the Force's performance and that of any organisation for which it is responsible.

- Providing the PCC and chief officers with regular reports on service delivery plans and on progress towards outcome achievement.
- Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (e.g. financial statements).

- 12.5 The Force has an agreed Performance & Accountability Framework with the PCC which includes a timetable of Scrutiny Meetings chaired by the Police and Crime Commissioner including details of the subject(s) to be discussed. The reports and minutes from these meetings are available on the PCCs website. Terms of reference and a programme of work have been agreed for these meetings to minimise bureaucracy and duplication. Questions (with context and rationale) are provided two weeks in advance with Corporate Services facilitating the collation of the Force response, in collaboration with relevant business leads/subject matter experts.
- 12.6 The PCC has also introduced a quarterly performance scrutiny meeting at which he will hold the force to account in relation to our contributions towards the delivery of his Police and Crime Plan. To facilitate this process, we have developed and agreed a Performance Outcome Framework, using appropriate performance measures, as set out in the Police and Crime Plan.
- 12.7 There is a governance schedule for all of the strategic contracts, which include regular contract and performance meetings with both the PFI board, and their appointed facilities management providers Tascor FM (for PFI Action Stations), Equans for the PFI Tactical Training Centre at Uxley Nook. Mitie Care & Custody are the service providers for the delivery of Custody Management and Medical Services elements and are also held to account during regular contract and performance meetings.
- 12.8 The Police and Crime Commissioner for Cleveland and Cleveland Police Joint Corporate Governance Framework include the Contract Standing Orders, Financial Regulations and Scheme of Delegation, along with the roles and responsibilities of chief officers. The Framework is reviewed on an annual basis, and the outcome of the review is reported to the Joint Independent Audit Committee.
- 12.9 In line with the Contract Standing Orders, the Force reports to the Joint Independent Audit Committee all instances of exemptions to these standing orders, on a six-monthly basis.
- 12.10 Regular budget monitoring reports, including an analytical review, are produced for all budget holders and are underpinned by monthly 'budget clinics' between the budget holder and Finance Business Partner.
- 12.11 The Force has recently developed a structured approach to commissioning work which will provide greater oversight, projects and programmes of work are managed using project and programme management principles. This ensures that projects and programmes provide measurable benefits to the Force: are aligned to strategic objectives and are governed appropriately. Regular monitoring of all change activity through the Change and Investment Board will minimise the risk of projects being over budget or being delivered outside of timescales, and it will help ensure that resources

are appropriately allocated to minimise project failure. Strategic oversight of all change activity will be provided at Chief Officer level.

Robust internal control Expected behaviours and outcomes
<ul style="list-style-type: none"> • Aligning the risk management strategy and policies on internal control with achieving the Force's objectives. • Evaluating and monitoring the Force's risk management and internal control on a regular basis. • Ensuring effective counter fraud and anti-corruption arrangements are in place. • Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor. • Ensuring an independent audit committee or equivalent group or function, which is independent of the executive and accountable to the PCC and chief constable, provides a further source of effective assurance regarding arrangements for managing risks and maintaining an effective control environment and that its recommendations are listened to and acted upon.

12.12 The Force and the OPCC for Cleveland have a shared internal audit service and agree a programme of internal audit work at the start of each financial year. During the financial year 2022-23, as well as follow up on previous internal audit management actions; visit 1 and 2, Internal Audit have completed audits in the following areas:

- Integrated Offender Management;
- Vetting;
- Firearms Licensing;
- Cyber Security;
- Health and Safety;
- Key Financial Controls;
- General Data Protection Regulation (GDPR);
- Commissioning;
- HR: Suspension and Restrictive Duties;
- De-Collaboration: Cleveland Durham Specialist Operations Unit; *
- Criminal Disclosure. *

* Yet to be finalised and published

These reports were presented to, and scrutinised by, the Joint Audit Committee. The reports are made available on the Police & Crime Commissioner's website, except those with the protection marking 'Official Sensitive'.

Eight actions remain outstanding from audits prior to 2022-23. All are expected to be reviewed for closure by RSM in their August 2023 Follow-up Audit and relate to Wellbeing (1 Low rated action), Automatic Number Plate Recognition (1 Medium Action), Complaints (1 Medium action), Victims Code (2 High and 1 Medium), and 2 Low graded Sickness Absence actions.

The updated position of all live actions are reported to the Joint Audit Committee twice a year.

<p style="text-align: center;">Managing data</p> <p style="text-align: center;">Expected behaviours and outcomes</p>
<ul style="list-style-type: none"> • Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data. • Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies. • Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.

- 12.13 The Force is required to demonstrate that principles of the CIPFA Financial Management (FM) code are being satisfied. A self-assessment has been completed and will be presented to the Joint Independent Audit Committee in June 2023.
- 12.14 Cleveland Police adopted the Government Security Classification (GSC) in April 2016, which describes the required technical, physical, personnel and procedural security control measures that are commensurate with different classifications of data. The baseline training for all officers and staff currently comprises two e-learning packages: “Managing Information” (in two variants for operational and non-operational staff), and “Government Security Classification Scheme”, both mandated for completion every two years. Information Asset Owners are expected to also complete “Protecting Information level 2”.
- 12.15 Police forces are expected to implement the baseline security controls as described in the Police Digital Services’ SyAp framework, which is managed by the Information Security Manager working closely with the ICT Department. In addition, the Information Security Manager conducts security reviews both internally and externally to ensure that police data is appropriately secured. These reviews culminate in the issue of recommendations for improvement where needed.
- 12.16 The Force has designated the Deputy Chief Constable as the Senior Information Risk Owner (SIRO), with responsibility for information assurance governance and risk ownership in the Force; including shared risks with other organisations, partnerships and third-party suppliers. The function of the SIRO is to also understand how the strategic business goals of the Force may be affected by failures in the secure use of the Force's information systems, to ensure that information risks are managed and to accept or decline to accept any residual risk.
- 12.17 The Data Protection Officer and the Force Information Security Manager meets with the SIRO on a regular basis and has direct access to discuss urgent issues outside of these meetings when necessary.
- 12.18 The completion of Data Protection Impact Assessments is mandated when new systems are being developed and when we intend to process personal data that attracts high risks to individuals.
- 12.19 Information security requirements are designed into documentation where Cleveland Police share information with partners. This is intended to provide the Force with an

adequate level of assurance that information provided will be appropriately handled, stored, disseminated and disposed of when no longer needed.

- 12.20 Six monthly reports on information management, incorporating data protection matters, information rights, information security, records management and the Disclosure Barring Service are presented to the Joint Independent Audit Committee to provide assurances that Cleveland Police has implemented the necessary technical, physical, personnel and procedural security controls to protect its information and satisfy national information assurance requirements that are pertinent to the government and policing. These reports are available on the PCCs website.
- 12.21 Cleveland Police has adopted the College of Policing's Authorised Professional Practice (APP) for data protection (April 2021) and information sharing (Feb 2020). APP is the official source of professional practice on policing. Cleveland Police are committed to achieving compliance with the Information Commissioner's Governance and Accountability Self Assessment Toolkit detailing the ICO's expectations of Data Controllers, progress towards compliance is reported to the Information Assurance Board on a quarterly basis. This Board manages the governance and oversight of information risk.

<p>Strong public financial management</p> <p>Expected behaviours and outcomes</p>
<ul style="list-style-type: none"> • Ensuring financial management supports both long term achievement of outcomes and short term financial and operational performance. • Ensuring well developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.

- 12.22 As part of the approved Audit plan for 2022-23, Internal Audit undertook an assessment of the Force's key financial systems to evaluate the adequacy of the controls to ensure the systems and processes were operating effectively. The Internal Audit concluded: *'The Police and Crime Commissioner and the Chief Constable have robust financial regulations in place which sets out the key financial controls, which can be supported by additional evidence and clear justification within the Oracle System. As a result of our review, we have agreed one low priority management action in relation to the testing completed for purchase order authorisation, we identified four discrepancies which did not follow the purchase order authorisation process before an invoice was received.'*³

³ Key Financial Controls Final Internal Audit report 5.22/23 (RSM)

13. Principle G – Implementing good practices in transparency, reporting and audit to deliver effective accountability

Implementing good practice in transparency Expected behaviours and outcomes	
<ul style="list-style-type: none"> • Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring they are easy to access and interrogate. • Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand. 	

- 13.1 The National Decision Model uses the Code of Ethics and Force's values as the core of the decision-making process, ensuring they are at the heart of every decision made.
- 13.2 All decision making is carried out in accordance with the Police and Crime Commissioner for Cleveland and Cleveland Police Corporate Governance Framework including Contract Standing Orders, Financial Regulations and Schemes of Delegation.
- 13.3 The governance arrangements ensure that when making key decisions, the Force considers the appropriate legal, financial, human resources and other professional advice as part of the decision-making process.
- 13.4 The Force Chief Officer Team meets on a weekly basis and the Executive Management Board meets on a bi-monthly basis. These meetings provide a delivery focussed, cohesive, holistic and supportive approach to developing and delivering services. For each meeting the decisions made, including rationale, and actions allocated are recorded.
- 13.5 The OPCC maintains appropriate oversight and scrutiny of the Force decision making through weekly meetings with the Chief Constable, the receipt of update reports to the scrutiny meetings and by attending the Strategic Performance Improvement Board.

Implementing good practice in reporting Expected behaviours and outcomes	
<ul style="list-style-type: none"> • Reporting at least annually on performance, value for money, and the stewardship of resources to stakeholders in a timely and understandable way. • Ensuring the PCC and chief officers own the results. • Assessing the extent to which the Force is applying the principles contained in the Framework and publishing the results of this assessment including an action plan for improvement and evidence to demonstrate good governance in action (the AGS). • Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar entities. 	

- Ensuring that the Framework is applied to jointly managed functions as appropriate.

- 13.6 The Annual Governance Statement (AGS) is prepared in consultation with the PCCs Chief Finance Officer to ensure any areas of overlap are consistent. The AGS is published on the Force website along with the Statement of Accounts. Updates on the action taken to address the significant governance issues identified in the AGS are reported to the Joint Independent Audit Committee. This report is publicly available on the PCCs website.
- 13.7 There is an established Joint Audit Committee for Cleveland Police and the Police and Crime Commissioner, with agreed Terms of Reference and a programme of work for the year. During 2022-23 the Committee met formally on 5 occasions to conduct its business; all were regular meetings, however the first meeting, in May 2022, was carried over and related to the previous year. The meetings are held in public, and the agenda, papers and minutes of meetings are available on the PCC's website.
- 13.8 The Audit Committee members have scheduled meetings with the Internal and External Auditors in private at the start of each Audit Committee meeting, in line with good practice.
- 13.9 Internal Audit report to the Chief Finance Officers for the Force and the PCC, and the Audit Committee. Internal audit work is planned using a risk-based approach that aims to ensure that the Chief Finance Officers' responsibilities under Section 151 are fulfilled and that an effective internal audit service is provided.
- 13.10 The Force is subject to an extensive inspection regime by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the results of these are published on their website to ensure appropriate scrutiny of decision making. The Force has a process for reviewing and assessing the recommendations arising from HMICFRS reports, coordinated by the Performance, Quality & Review Team. Information captured via this process is reviewed in consultation with Delivery and Assurance Board chairs and the Audit, Inspection and Risk Board to determine whether there is evidence of sustained improvement and closure should be requested or if further work is required.

Assurance and effective accountability

Expected behaviours and outcomes

- Ensuring that recommendations for corrective action made by external audit are acted upon.
- Ensuring an effective internal audit service, with direct access to the PCC, chief constable and audit committee, provides assurance with regard to the Force's governance arrangements, and produces recommendations which are acted upon.
- Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations as appropriate. Gaining assurance on risks associated with delivering services through third party suppliers and that this is evidenced in the AGS.

- Ensuring that when working in partnerships, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.

- 13.11 The Force presents six monthly updates to the Audit Committee on the progress of implementing recommendations arising from internal audit reports and an annual update on progress to address issues raised through HMICFRS inspections. This is supplemented by the, twice yearly, follow up audits that form part of the agreed Internal Audit Plan. These reports are available on the PCC's website as part of the papers for the Audit Committee.
- 13.12 The Joint Independent Audit Committee prepare an Annual Report to provide assurance to the PCC and Chief Constable that the Committee is satisfactorily undertaking its role and responsibilities. The report provides the PCC and Chief Constable with assurance that the Committee has fulfilled its terms of reference and demonstrates the added value that has been delivered by the Independent Committee to both the PCC and Chief Constable.
- 13.13 The outcomes from misconduct hearings are published on the Force website, including occasions where officers have resigned prior to a hearing. Misconduct meetings are held in public, published in advance, and details of how to apply to attend hearing are displayed on the website. A debrief is held after all hearings and any departmental or organisational learning is highlighted.

14. Review of Effectiveness

- 14.1 Public sector organisations have a responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including the system of internal control. This review of effectiveness is informed by the work of the Chief Officers of the Force who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's Annual Report, and also by comments made by the external auditors and other review agencies and inspectorates.
- 14.2 In line with the CIPFA Financial Management Code 2019, the Force and the Office of the Police & Crime Commissioner for Cleveland have agreed to a shared internal audit service. This service was provided by Risk Assurance Services (RSM) LLP during 2021-22.
- 14.3 Internal auditors in the public sector are required to work to the *Public Sector Internal Audit Standards (PSIAS)*, which are based on the *International Standards for the Professional Practice of Internal Auditing* published by the Institute of Internal Auditors and which also adopt the institute's definition of internal auditing and code of ethics.
- 14.4 The Head of Internal Audit is required to include in the annual internal audit report an opinion on the internal control environment; providing any details of weaknesses that qualify this opinion and bringing to the attention of the Audit Committee any issues particularly relevant to the preparation of this Annual Governance Statement. The Audit Committee will formally receive the Internal Audit Annual Report for 2022-23 at their meeting in June 2023.

14.5 Internal Audit issued the following opinion in their annual report for 2022-23:

‘The organisation has an adequate and effective framework for risk management, governance and internal control. However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.’⁴

14.6 In line with the Joint Independent Audit Committee’s Terms of Reference, the draft Annual Governance Statement is shared with Members for consideration, prior to publication alongside the Statement of Accounts.

15. Significant Governance Issues

15.1 The following governance issue has been noted classified as significant:

Significant governance issue 1

Adverse Opinions from Audits

One of the Force Internal Audit reports published in 2022-23 were awarded ‘Minimal Assurance’, these related to Health & Safety (Force) and Commissioning (OPCC). Ten actions were identified for Health & Safety (2 Low priority, 3 Medium and 5 High) The Force are progressing these actions, with a number already identified for closure, to ensure they can be closed at the earliest opportunity. Health & Safety will be re-audited in October 2023.

One report in relation to Vetting was awarded ‘Partial Assurance’. Five actions were identified (2 low, 2 Medium and 1 High). These actions were progressed to closure and closed by RSM in their September 2022 and January 2023 Follow-up audits. Vetting will be audited again in September 2023.

15.2 The following governance issue which is considered as non-significant has also been identified:

Governance issue 1

Performance Framework and Corporate Meeting Framework

In early 23, due to the ending of a period of instability at Chief Officer level, a review of both frameworks was commenced and some changes have taken place including the replacement of the Strategic Performance Improvement Board with the IMPACT Board to provide a more holistic review and management of performance and the replacement of the Strategic People Board with the Strategic Workforce Planning Group. These changes took place post March 23 and will be enhanced by further changes to the framework during 2023-24. To support the IMPACT framework, we have also developed a range of new performance products and automated tools. This includes an IMPACT performance dashboard which provides a high level organisational health check across key victim services.

⁴ Annual internal audit report June 2023 – The Police and Crime Commissioner for Cleveland and the Chief Constable of Cleveland - RSM

- 15.3 In addition to the significant governance issue there are also some specific issues from previous reviews which require further/continued focus:

Issue for continued focus 1

Ongoing changes in Chief Officer Team

Following a period of instability at Chief Officer level, throughout 2022-23 successful recruitment ensured that the Chief Officer team was complete for 2023-24. This may result in a period during which the new staff will need to be familiarised with the governance structures and processes of the Force, and the interdependencies of the decision making and assurance structures.

Issue for continued focus 2

CDSOU withdrawal

The withdrawal from the Cleveland and Durham Specialist Operations Unit (CDSOU) collaboration took place in May 2022, and Cleveland Special Operations Unit is now in place. Governance structures have been addressed to ensure compliance with the Code of Practice on Armed Policing and Police use of Less Lethal Weapons. Governance of finance, HR and fleet have been enhanced. Policies, procedures, and plans have been updated and will be implemented incrementally. The department will be overseen by a newly reformed Specialist Capabilities Board chaired by the ACC. The firearms and taser training continue to be provided through the shared Tactical Training Centre with Durham Constabulary overseen through the strategic Joint Operating Group.

Issue for continued focus 3

HMICFRS Inspection outcomes

In March 2023, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) graded Cleveland Police's performance across ten areas of policing and found the force was 'good' in one area, 'adequate' in four areas, 'requires improvement' in three areas and 'inadequate' in two areas. HMICFRS identified the organisation required improvement in the area of 'investigating crime', 'protecting vulnerable people', and 'developing a positive workplace'. Further to this, the Force received inadequate in relation to 'preventing crime' and 'good use of resources'. Delivery of the required improvements will be monitored by the GAIN Board along with continuing to ensure we have adequate levels of performance in other areas measured against the PEEL Assessment Framework (PAF).

Issue for continued focus 4

Alignment of operational, workforce and financial planning cycles

Following a period of significant change in leadership and approach to planning, the established Force process for strategic and operational planning have been eroded as highlighted by HMICFRS. The Force has re-established a robust and structured approach to strategic planning to ensure that the various elements are in alignment and intrinsically linked. This is reliant on the continuation of a detailed understanding of demand, capacity and capability across the Force.

Issue for continued focus 5

Understanding and use of demand

Whilst we have improved our understanding of current and future demand, we need to continue to improve our understanding of capability and capacity and use this knowledge to influence workforce planning at a strategic and tactical level.

DRAFT

Glossary

Acronym	Full title
ACC	Assistant Chief Constable
AGS	Annual Governance Statement
APP	Authorised Professional Practice
BLWF	Blue Light Wellbeing Framework
CBRN	Chemical, Biological, Radiological and Nuclear
CDSOU	Cleveland and Durham Special Operations Unit
CFO	Chief Financial Officer
CIPFA	Chartered Institute of Public Finance and Accountancy
CSEW	Crime Survey for England and Wales
CVF	Competency and Values Framework
DCC	Deputy Chief Constable
DSE	Directorate of Standards and Ethics
DSI	Death and Serious Injury
EDI	Equality, Diversity and Inclusion
ERS	Employer Recognition Scheme
FM	Financial Management
FMS	Force Management Statement
FOI	Freedom of Information
GAIN	Governance of Audit and Inspection Board
GSC	Government Security Classification
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HR	Human Resources
IAG	Independent Advisory Group
ICO	Information Commissioner's Office
ICT	Information Communication Technology
ICV	Independent Custody Visitors
IEC	Independent Ethics Committee
IMPACT	Improving and Managing Performance Across Cleveland Together
IOPC	Independent Office for Police Conduct
IPA	Integrated PEEL Assessments
LGBT	Lesbian, Gay, Trans and Bisexual
LGBTQ	Lesbian, Gay, Trans, Bisexual & Queer
LTFP	Long Term Financial Plan
NDM	National Decision Model
NE ROCU	North East Regional Organised Crime Unit
NERSOU	North East Regional Special Operations Unit
NFI	National Fraud Initiative
NPAS	National Police Air Service
NPCC	National Police Chiefs Council
NPPF	National Police Promotion Framework
NPTC	National Police Technology Council

O OCD	Out of Court Disposals
O PCC	Office of the Police and Crime Commissioner
P AF	Performance Assessment Framework
P CC	Police and Crime Commissioner
P CDA	Police Constable Degree Apprenticeship
P DR	Performance Development Review
P DS	Police Digital Service
P EEL	Police Effectiveness, Efficiency and Legitimacy Programme
P FI	Private Finance Initiative
P IB	People Intelligence Board
P POG	Police Performance and Oversight Group
P SIAS	Public Sector Internal Audit Standards
R SM	Risk Assurance Services LLP
S IAG	Strategic Independent Advisory Group
S IRO	Senior Information Risk Owner
S TRA	Strategic Threat and Risk Assessment
T NA	Training Needs Analysis