

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



10th December 2024

Presenting Officer: Louise Solomon, Head of Corporate Services

Status: For Information

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

1. Purpose

- 1.1 The purpose of this report is to provide an update on the Force's current position in relation to outstanding areas of improvement and recommendations made by His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) and provide assurance that the Force has appropriate governance and scrutiny arrangements to ensure that the required improvements are made and embedded.

2. Background

- 2.1 HMICFRS independently assesses and reports on the effectiveness and efficiency of police forces in the public interest. This is primarily achieved through local PEEL assessments and national thematic inspections. The PEEL inspection programme provides an assessment of the effectiveness, efficiency and legitimacy of all police forces in England and Wales and provides graded judgements across a range of policing areas. It identifies where forces need to improve and helps the public understand how well their force is performing.
- 2.2 If HMICFRS identifies an aspect of a force's practice, policy or performance that falls short of the expected standard, it will be reported as one or more area(s) for improvement (AFI). AFIs are not accompanied by a recommendation.
- 2.3 Identification of a serious or critical shortcoming in a force's practice, policy or performance, will be reported as a cause of concern. A cause of concern will always be accompanied by one or more recommendations.
- 2.4 HMICFRS continuously monitors the performance of all police forces in England and Wales and the monitoring process consists of two stages: Scan and Engage. All police forces are in routine monitoring under the Scan stage by default but may be escalated to enhanced monitoring under the Engage stage if they are not effectively addressing the inspectorate's concerns.

3. Current position

- 3.1 As outlined in the last update to the Joint Audit Committee, HMICFRS has introduced

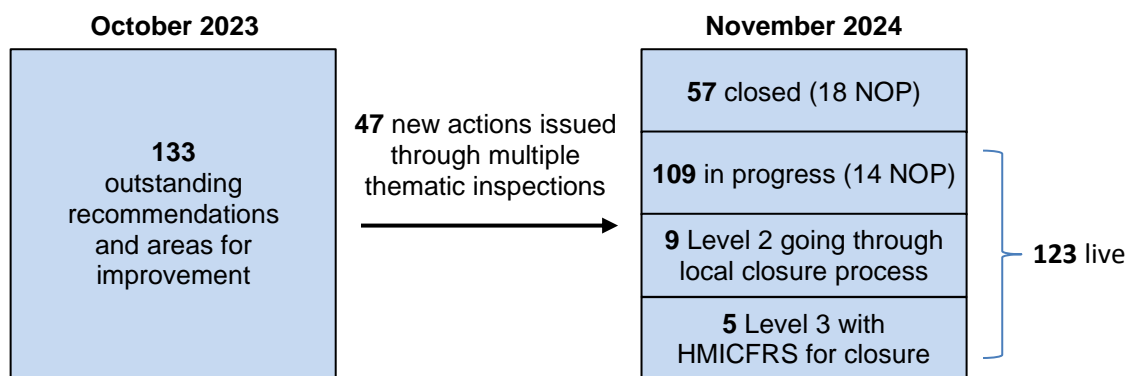
follow up activity levels for every recommendation and area for improvement (AFI) as follows:

- **Level 1** - No recorded follow up required and record closed
- **Level 2** – Force is able to close the record when the work is completed, with a letter uploaded signed by the Chief Constable.
- **Level 3** - Force self-certifies that the recommendation is complete, including uploading a letter signed by the Chief Constable with HMICFRS follow-up/ verification via the next relevant planned inspection.
- **Level 4** - No force self-certification. HMICFRS follow-up work conducted via further bespoke fieldwork, with additional support / inspection when appropriate. In most cases will be for forces moved to Engage.

3.2 The table below provides a breakdown of Force's current position in relation to 'live' improvements required against the new activity levels as 20.11.24. It should be noted that owing to timing delays in information being added to, removed from or updated on the HMICFRS portal, the information held locally may not be a direct match to that held on the portal. This is an acknowledged issue which is outside of the Force's control. Furthermore, the portal does not include super-complaints however these are tracked locally to ensure that the Force has adequately dealt with any findings.

HMICFRS activity level	Local	National	Total
Cause of Concern	3	0	3
Recommendation Level 1	0	0	0
Recommendation Level 2	0	63	63
Recommendation Level 3	3	13	16
Recommendation Level 4	0	0	0
AFI Level 1	0	0	0
AFI Level 2	5	1	6
AFI Level 3	4	3	7
AFI Level 4	0	0	0
Super-complaints (not on the portal)	0	28	28
Total 'live' activity	15	108	123

3.3 As highlighted above, the Force's position has continued to improve over the past 12 months. Despite the receipt of a number of national recommendations issued to all forces (as detailed later in the report) the number of 'live' actions has further reduced and of the 123 current live actions, only 15 are specific to Cleveland Police. This improvement is further illustrated in the chart overleaf.



- 3.4 Work continues to address the ‘live actions’ outlined above under the supervision of the GAIN Board and the Force is making active use of its ability under the new HMICFRS activity levels to both locally close level 2 actions and request the closure of level 3 actions where there is clear evidence to demonstrate that the required improvements have been embedded.

4. Governance and scrutiny arrangements

- 4.1 Governance and scrutiny arrangements associated with HMICFRS activity fall under the responsibility of the Deputy Chief Constable led Governance of Audit and Inspection (GAIN) Board which meets monthly. The GAIN Board provides a single governance forum to manage all inspection and audit related activity, the terms of reference for which can be found at Appendix A.
- 4.2 The Force continues to take a proactive approach to HMICFRS activity, and whilst the Board monitors progress against existing recommendations and areas for improvement, its’ core focus is on working towards achievement of the standards of good outlined in the HMICFRS PEEL Assessment Framework (PAF), a copy of which is attached at Appendix B. Following a self-assessment against each PAF question area in 2023/24, work has continued throughout 2024/25 to deliver improvements and address any gaps. To ensure appropriate drive and oversight, each PAF question area has a designated executive lead at Chief Officer Team level and a senior officer/staff equivalent delivery lead. Progress against improvement plans is tracked at the GAIN Board via exception reporting with a ‘deep dive’ into one of the PAF areas each month on a rotational basis.
- 4.3 To further support the Force’s improvement journey, the Force’s internal monitoring portal StART (**S**trategic **A**ctions and **R**ecommendations **T**racker) is hosted on SharePoint and provides forcewide access to the current status of all HMICFRS recommendations and areas for improvement (AFIs). This includes details on where the AFI originated from, what action is required, who is responsible at Chief Officer and delivery lead level and the current delivery confidence level. Information can also be filtered to provide a customised view.
- 4.4 In addition, evidence to demonstrate compliance with the PAF standards of good in readiness for future inspection activity, continues to be collated in the **F**orce **I**nspections and **V**isits **E**vidence **S**to**R**e (FIVES). Also hosted on SharePoint, this provides a central repository of positive evidence and a reminder to identify items suitable for inclusion on FIVES is a standing agenda item at all corporate meetings.

- 4.1 The Force continues to adopt a robust process to ensure that any recommendations and AFIs resulting from local and national inspection activity are promptly considered and allocated for action. The detailed process flow at Appendix C illustrates the 'end to end' process followed from the Force receiving a notice to improve through to an action being formally closed by HMICFRS, and shows who is responsible at each stage. Facilitated plenary sessions are held upon receipt of all new inspection reports and any identified improvement activity is incorporated into the relevant PAF improvement plan.

5. Local inspection activity since the last update

- 5.1 The Force's most recent PEEL inspection (for the 2023-25 inspection round) has just concluded. This involved a rolling programme of evidence collection commencing in April 2024, with a final fieldwork undertaken in weeks commencing October 7th and 21st. The inspection took into account information from a wide range of sources including the Force Management Statement (FMS); findings from thematic inspections, case file reviews, progress against areas for improvement; Force Liaison Lead (FLL) knowledge and insight, interviews with key personnel and officer/staff focus groups. A significant amount of Force effort was invested into both preparing for and supporting the inspection, and the final inspection report is due for publication in March 2024.
- 5.2 In June 2024, the National Child Protection Inspection (NCPI) Team assessed the Force's arrangements for safeguarding children, as part of a new rolling inspection programme across all forces in England and Wales. The inspection findings are due to be published in early 2025.
- 5.3 In September 2024, the Force was selected as one of a small number of forces to participate in a rapid review of the policing response to the disorder experienced in early August 2024.

6. HMICFRS reports published since last update

- 6.1 An inspection of the effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation in England and Wales (December 2023)

National thematic inspection with four level 2 recommendations and one level 2 AFI issued to all forces. Locally aligned to PAF 6 with ACC Baker as executive lead. Work to address these actions is ongoing.

- 6.2 Report on the Criminal Justice Alliance's super-complaint - Section 60 of the Criminal Justice and Public Order Act 1994 and independent community scrutiny of stop and search (December 2023)

A super-complaint response from HMICFRS, the College of Policing (CoP) and the Independent Office for Police Conduct (IOPC) which made seven recommendations for all forces. The Force's response to these recommendations was published on the force website on 07.03.24 and all actions were completed by June 2024.

6.3 Meeting the needs of victims in the criminal justice system (December 2023)

National thematic inspection with one level 2 recommendation issued to all forces. Locally aligned to PAF 6 with ACC Baker as executive lead. Work to address the recommendation is ongoing.

6.4 Vetting and anti-corruption part 2: How effective is the National Crime Agency at dealing with corruption? (April 2024)

National thematic inspection with one level 2 recommendation issued to all forces. Locally aligned to PAF 11 with DCC Fuller as executive lead. Work to address the recommendation is ongoing.

6.5 Progress to introduce a national operating model for rape and other serious sexual offences investigations (August 2024)

National thematic inspection with five level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Baker as executive lead. Work is ongoing to address the recommendations as part of the force's Operation Soteria project.

6.6 An inspection into activism and impartiality in policing (September 2024)

National thematic inspection with nine level 2 recommendations issued to all forces. Locally aligned to PAF 2 with ACC Felton as executive lead. Work to address the recommendations is ongoing.

6.7 Report on the Suzy Lamplugh Trust's super-complaint: The police response to stalking (September 2024)

A super-complaint response from HMICFRS, the CoP and the IOPC which made 14 recommendations for all forces. The force's initial response to these recommendations was published on the force website on 22.11.24. Locally aligned to PAF 6 with ACC Baker as executive lead and work to address the recommendations is ongoing.

6.8 The policing response to antisocial behaviour: PEEL spotlight report (October 2024)

National thematic inspection with five level 3 recommendations issued to all forces. Locally aligned to PAF 3 with ACC Felton as executive lead. Work to address the recommendations is ongoing.

7. **2025-2027 PEEL inspection programme**

7.1 HMICFRS have updated their PEEL assessment framework for the next round of PEEL inspections that will take place from 2025 to 2027 in response to new and emerging priorities in policing and Government missions. They will continue to make graded judgments in several areas of policing against the 'core questions' within the PEEL assessment and are proposing the following key changes:

- The introduction of two new core questions on safeguarding and the response to fraud

- The movement of custody from a specialist inspection into PEEL, which will increase the frequency of inspections, so every force is inspected every four (rather than six) years
- Revisions to how they inspect and report on crime data integrity and the management of suspects and offenders
- A revised HMI summary.

7.2 Consultation on the proposed new Performance Assessment Framework (PAF) which outlines the characteristics of good for each core question closed on 22.11.24 and the final version will be published in early 2025.

7.3 The timetable for the 2025-27 inspection round has not yet been agreed but Cleveland's next PEEL inspection is likely to fall in late 2026/early 2027.

8. Other planned inspection activity

8.1 In addition to the PEEL continuous assessment process, HMICFRS conduct thematic inspections across a range of policing areas. From April 2025, HMICFRS will continue a multi-year programme of thematic inspections in line with their strategy, the timing of which will depend on their funding and capacity and the emerging priorities for policing.

8.2 Consultation on the draft programme for future years closed on 25.10.24 and whilst final details are awaited, the following inspections have been proposed:

2024-2025

- firearms licensing
- police leadership

2025-2029

- the police response to knife-related crime
- the efficiency and effectiveness of current arrangements that provide local, regional and national policing services
- science and technology
- economic crime
- undercover policing
- police and fire service cybersecurity
- counter-terrorism
- Joint Emergency Services Interoperability Principles
- data and analytics

8.3 It is not known at this stage whether Cleveland will be directly involved in any of the above inspections, however the Force will be subject to any national recommendations arising from them.

9. Conclusion

- 9.1 The Force continues to take a robust approach to tackling the required improvement activity identified by HMICFRS with significant progress being made. New governance arrangements are working effectively with regular monitoring and scrutiny in place, and additional resources have been invested to ensure that the Force is well prepared in advance of future inspections and has a clear understanding of any gaps against the required standards.
- 9.2 Whilst the Force awaits the publication of the inspection findings following the recent PEEL and NCPI inspections, it is confident that it can continue to build on the improvements already made in order to provide the best possible service to the communities of Cleveland.

Terms of Reference



Governance of Audit and Inspection (GAIN) Board

Purpose

To provide a mechanism through which the Chief Officer lead is assured of:

- the Force's readiness for HMICFRS and other inspection/audit activity and its response to areas for improvement arising from such activity
- the Force's ability to meet the defined quality and standards contained within the HMICFRS inspection framework
- the identification of best practice to enhance the service we provide to our communities

Core activities

- To monitor Force activity in relation to existing causes of concern, areas for improvement and recommendations for change arising from external inspection, audit or other regulatory bodies
- To oversee the development of practice and procedures that will deliver identified areas for improvement
- To oversee the on-going development of the Force in relation to its effectiveness, efficiency and legitimacy through PEEL, within a culture of continuous improvement
- To provide assurance that products coming out of audit and inspection work are embedded and being used effectively to drive performance in the organisation
- To ensure that the Force is able to demonstrate and evidence the outcome and impact of its improvement activity at both a tactical and strategic level
- To lead and oversee the Force's approach to HMICFRS inspection planning and preparation
- To consider any identified areas of risk and commission further internal inspection and review work as necessary
- To identify recommendations and areas for improvement which are suitable for local. Closure (where appropriate) or submission to the HMICFRS to request closure
- To review the findings of new reports by HMICFRS and other audit/regulatory bodies and assign an appropriate lead officer to oversee the development of action plans to deliver the required improvements

Membership

Members

Deputy Chief Constable (Chair)
 Assistant Chief Constables
 Director of Finance and Assets
 Director of People and Development
 Chief Superintendents
 Head of Corporate Services
 Review and Assurance Team Inspector
 PQR Review Inspector
 HMIC Governance Officer
 If members are unable to attend, a suitably briefed deputy should be nominated who is empowered to make decisions on their behalf.

Frequency	
Monthly	

Governance	
Agenda compilation	Executive Support
Notes taken by	Executive Support

Document Control

Version	Date	Status
0.1	May 23	Draft for consideration by the group to reflect rebranding and revision of the previous Audit and Inspection Board.
1.0	June 23	Approved at GAIN Board meeting on 21.06.23.

PEEL Assessment Framework (PAF) 2023 - 2025

The following core questions, topic areas and characteristics of good will be assessed.

Topic areas		Characteristics of good
1. How good is the force's service for victims of crime?		
1	The force manages incoming calls, assesses risk and prioritises its response well.	<p>1. The force answers 999 calls to the standards set out in the National Contact Management Strategy. And only a low number of callers hang up before their 101 calls are answered.</p> <p>2. The call handler correctly records the details of the call and identifies vulnerability, including repeat callers and others in the household. They use and correctly record a structured initial triage and complete a risk assessment to inform the prioritisation to give the call and provide the most appropriate response to the caller.</p> <p>3. Call handlers act politely, appropriately, and ethically and use clear, unambiguous language. They give appropriate advice on safeguarding and evidence preservation.</p>
2	The force deploys its resources to respond to victims and incidents in an appropriate manner.	<p>1. The force responds to calls for service within its published time frames, which are consistent with the prioritisation given to the call. It changes the prioritisation given to the call only if appropriate.</p> <p>2. The force provides an appropriate response. It takes into consideration risk and victim vulnerability, including information obtained after the initial call (such as information from the public, officers or systems checks).</p>
3	The force's crime recording can be trusted.	<p>1. The force is effective at recording reported crime.</p> <p>2. The force's systems and processes support accurate crime recording.</p> <p>3. The force's leaders maintain oversight of the force's processes for crime recording and strive to make sure that they meet national standards.</p>
4	The force carries out a proportionate, thorough, and timely investigation into reported crimes.	<p>1. All investigative opportunities are considered. And those which are proportionate are carried out in a timely manner.</p> <p>2. The force enables victims to access their rights under the Code of Practice for Victims of Crime.</p> <p>3. The force makes sure that its line managers supervise and review investigations appropriately</p>
5	The force makes sure that it follows national guidance/rules for deciding which outcome code it assigns to each report.	<p>1. When making a decision on an outcome, the force's systems and processes make sure that appropriate consideration is given to the nature of the crime, the offender, and the victim.</p>
2. How good is the force at treating the public fairly, appropriately, and respectfully?		
1	The workforce interacts with the public fairly and respectfully.	<p>1. Officers are effective at communicating and interacting with the public without bias. They consider the needs of their communities.</p>

		2. The force uses body-worn video in all appropriate use of force and stop and search encounters in line with its policy and national mandates. Interactions between officers and the public are improved as a result.
2	The force uses stop and search powers fairly and respectfully.	<p>1. Forces make appropriate use of stop and search as an investigative tactic and can show that its use is fair and effective.</p> <p>2. The force acts upon scrutiny and challenge it receives from an external independent forum to improve officers' use of stop and search powers.</p>
3	Officers' use of force is fair and appropriate.	<p>1. The force understands how, and with what impact, its officers use force and can show that this is fair and appropriate.</p> <p>2. The force acts upon scrutiny and challenge received from an external independent forum to improve how officers use force.</p>
3. How good is the force at preventing and deterring crime, anti-social behaviour (ASB) and vulnerability?		
1	At its core function, the force prioritises the prevention and deterrence of crime, ASB, harm and vulnerability.	<p>1. The force uses its own and shared data to identify and prioritise vulnerable people, groups, and locations, repeat ASB, victims and suspects.</p> <p>2. Working in partnership, the force uses primary, secondary and tertiary prevention initiatives to deter and tackle crime and ASB. It also uses these initiatives to reduce harm, vulnerability, offending and repeat demand.</p> <p>3. The force provides a sustainable neighbourhood policing model that can provide positive long-term solutions to community problems.</p>
2	The force uses partnership-orientated evidence-based problem-solving to reduce and prevent long-term crime, ASB, harm and vulnerability.	<p>1. The force understands and demonstrates a long-term commitment to problem-solving and evidence-based policing. It maximises opportunities to prevent public harm and reduce demand through working with partner organisations.</p> <p>2. The force has systems and processes in place to consistently evaluate and share problem-solving.</p>
3	The force actively seeks views and support from its communities.	<p>1. The force uses two-way community engagement, showing that it understands, listens and responds to what matters to its communities.</p> <p>2. The force uses community engagement to gather information and intelligence to address local, force and national priorities.</p> <p>3. The force empowers local people to become involved in local policing activity.</p>
4. How good is the force at responding to the public?		
1	The force has effective oversight of its response to public contact and understands risk effectively at first point of contact.	<p>1. The force has an effective management structure in place that provides appropriate governance and oversight of the control room. Senior leaders take an active interest in the control room.</p> <p>2. The force answers 999 calls to the standards set out in the National Contact Management Strategy. And only a low number of callers hang up before their 101 calls are answered.</p> <p>3. The public can contact the force through appropriate, accessible and monitored channels to report a crime.</p>

		4. The force understands and promptly identifies vulnerability at first point of contact. This includes repeat callers and others in the household.
		5. The call handler uses and correctly records a structured initial triage and completes a risk assessment to inform the prioritisation to give to the call and provide the most appropriate response to the caller.
		6. Call handlers provide appropriate advice on safeguarding, evidence preservation and crime prevention.
2	The force provides an appropriate response to incidents, including those involving vulnerable people.	1. The force seeks advice from internal and external experts to inform better decision-making and risk assessments.
		2. The force attends incidents quickly enough to secure scenes. Responding officers receive appropriate information and intelligence to understand the risk and vulnerability posed to themselves and others.
		3. The force thoroughly assesses a victim's vulnerability at initial response and makes sure it completes appropriate risk assessments.
		4. The force is effective at managing crime scenes and makes the most of early evidence opportunities.
5. How good is the force at investigating crime?		
1	The force has effective oversight of investigations and carries out quality investigations to get the best results for victims.	1. The force has an effective management structure in place that provides appropriate governance and oversight of investigations. Leaders make sure that staff and officers have sufficient skills and capabilities to achieve quality investigations and the right outcome for the victim.
		2. The force consistently carries out thorough investigations, which lead to satisfactory results for victims.
		3. The force supervises and reviews investigations effectively and appropriately. The quality of investigations are improved as a result.
2	The force secures justice for victims.	1. The force consistently achieves appropriate outcomes for victims, which include bringing offenders to justice.
		2. The force achieves good results for victims by pursuing evidence-led investigations when appropriate to do so. It actively pursues prosecution on behalf of the victim.
3	The force provides a quality service to victims of crime.	1. The force maintains victim and witness confidence by enabling victims to access their rights through the Code of Practice for Victims of Crime/Victims' Bill.
6. How good is the force at protecting vulnerable people?		
1	The force understands and effectively addresses the vulnerabilities it identifies.	1. The force has an effective strategy, performance framework and governance structure in relation to all College of Policing vulnerability strands.
		2. The force requests feedback from victims on a regular basis and uses it to enhance and improve its services to protect vulnerable people.

2	The force provides good-quality safeguarding and support for all vulnerable people.	1. The force applies for and monitors preventative orders/schemes in all applicable cases to safeguard vulnerable people.
		2. The force makes sure that the risk of further and/or increased harm to vulnerable victims is reduced via timely and appropriate safeguarding activity.
		3. Staff involved in multi-agency working arrangements understand their role and have the necessary skills to perform it. They work to develop risk-reducing actions that safeguard vulnerable people and challenge perpetrators.
7. How good is the force at managing offenders and suspects?		
1	The force is effective at apprehending and managing suspects and offenders and uses appropriate safeguarding tools to protect the public from harm.	1. Senior leads are held to account for apprehending outstanding suspects and wanted persons. The force has processes in place to monitor performance.
		2. Supervisors monitor use of pre-charge bail to make sure its safeguarding benefits are considered and that it is used in all appropriate cases.
		3. The force monitors its use of released under investigation or subject to voluntary attendance to make sure they are timely and appropriate. Use shows consideration of the impact on victim safeguarding.
2	The force effectively manages the risk posed to the public by registered sex offenders.	1. The force uses nationally recognised risk assessment tools and follows best practice guidance for accurate and adequate management of registered sex offenders. It has monitoring processes that make sure risk is managed in a timely manner.
		2. The force complies with Authorised Professional Practice (APP) when managing registered sex offenders, including those reactively managed. If it deviates from APP, it can assure itself that no risk is posed to the public.
		3. The force routinely considers preventive or ancillary orders. It monitors any breaches and takes action as a result.
3	The force effectively manages the risk posed by online child abuse offenders.	1. The force manages images of online child abuse in line with nationally recognised risk assessment timescales. It considers a range of risk factors when taking timely enforcement action.
		2. The force uses specialist software to identify, in a proactive and timely way, the sharing of indecent images of children.
		3. The force makes sure that timely and appropriate safeguarding is in place for both potential victims and suspects.
		4. The force has effective digital triage capabilities to support timely and quality investigations.
		5. The force continually risk assesses any backlogs in referrals and those cases awaiting enforcement action.
8. How good is the force at disrupting serious and organised crime?		
1	The force makes good use of all available intelligence to identify, understand and prioritise serious and organised crime (SOC) and inform effective decision making.	1. Strategic analysis directs and prioritises SOC intelligence collection.
		2. The force assesses threat, harm, risk and vulnerability to inform an operational response that reduces the effects of SOC.

2	The force has the right systems, processes, people and skills to tackle SOC and keep the public safe.	1. Effective strategic management and planning meet SOC demand.
		2. The force effectively manages and co-ordinates its response to serious and organised crime threats.
		3. The force aims to continually improve and develop how it responds to SOC threats.
3	Disruptive activity reduces the threat from SOC (Pursue).	1. The force maximises disruption of serious and organised crime by considering a range of overt and covert tactics; this includes using the powers of partner agencies to frustrate organised criminals.
4	The force prevents people from engaging or re-engaging in organised crime (Prevent).	1. The force has a consistent and structured approach to identifying those people at risk of being drawn into SOC or whose offending is likely to intensify and become more serious.
		2. The force works with public and private sector partners to effectively deliver prevent initiatives and diversionary schemes.
		3. SOC offender management prevents those people in the criminal justice system from continuing to offend.
5	Communities, organisations and individuals are resistant and resilient to the impact from serious and organised crime (Protect and Prepare).	1. Police and partner agencies reduce risk and vulnerability in local communities.
9. How good is the force at building, developing, and looking after its workforce and encouraging an ethical, lawful and inclusive workplace?		
1	The force understands the main factors that influence its workforce's well-being, and takes effective action to address any related problems.	1. The force clearly understands what factors have positive and negative effects on its workforce's well-being, as well as any related stress, in all areas of business. It uses this understanding to inform resourcing decisions, and aims to strike a balance between operational needs and looking after its people.
		2. The force is taking effective action to address any well-being challenges it has identified. It provides a good range of preventative and supportive measures, including enhanced support to those in high- risk roles or those experiencing potentially traumatic incidents.
		3. The force's occupational health service provides support and interventions that improve officer and staff well-being.
2	The force effectively supports its new recruits, encouraging them to remain.	1. The force understands the specific challenges faced by new recruits. It makes sure that their well-being and development needs are prioritised and monitored by effective and supportive supervisors and tutors.
		2. The force promotes equality, diversity and inclusion. It makes new recruits feel welcome and included and helps supervisors to foster an ethical and inclusive working environment.
		3. The force is making good efforts to retain new recruits, with specific consideration given to understanding and overcoming the challenges faced by those from diverse backgrounds.
3	The force is effectively developing its workforce and first-line leaders.	1. The force effectively equips, develops and supports its first-line leaders to meet leadership standards, exemplify the behaviours expected of them and effectively support both teams and individuals.
		2. The force uses effective individual performance appraisals and continuing professional development processes to understand, monitor and prioritise the development needs of its workforce.

		3. The force creates opportunities for officers and staff from under- represented groups to develop and progress and provides support when appropriate.
10. How good is the force at planning and managing its organisation efficiently, making sure it achieves value for money both now and in the future?		
1	The force has an effective strategic planning and performance management framework and makes sure it addresses what is important both locally and nationally.	<p>1. The force has effective governance and performance management processes that reflect its communities' needs and local and national priorities.</p> <p>2. The force uses relevant analysis and data to make sure it operates effectively and efficiently. The force's performance objectives are aligned to its strategy.</p> <p>3. Force management statements and performance objectives are supported by plans on how the force will achieve the goals it has set.</p>
2	The force's leaders are visible and effective	<p>1. The force has assessed the capacity and capability of leadership at all levels. It has plans in place to address identified gaps in leadership.</p> <p>2. The force understands how senior and general leadership is perceived and understood throughout the workforce at all levels. It is taking action to improve standards of leadership.</p> <p>3. Leaders throughout the force have a clear understanding of what is expected of them and are acting on those expectations.</p>
3	The force is effective at managing demand and can demonstrate it has the right resources and partnerships in place to meet future needs.	<p>1. The force's operating model and workforce helps it to respond to priorities and current and future demand.</p> <p>2. The force's has effective systems in place that make sure crimes are allocated to appropriately skilled staff and units.</p>
4	The force provides value for money and can demonstrate continuous improvement, efficiency savings and improved productivity.	<p>1. The force makes the most of the productivity of its resources and assets.</p> <p>2. The force continues to improve productivity through digital, data and technology solutions, including mobile working.</p> <p>3. The force can clearly demonstrate why it is or isn't collaborating with other bodies, when appropriate. It uses effective programme management techniques throughout any collaborative activity.</p>
5	The force makes the best use of the finance it has available, and its plans are both ambitious and sustainable.	<p>1. The force has enough resource to make sure it can follow its priorities.</p> <p>2. The force's financial plans are affordable and sustainable. They will support it to continue to meet future demands.</p>

11. Counter-corruption units and vetting		
1	Proactive and disruptive action taken by the force and effective vetting management reduce the threat and risk posed by police corruption.	1. The force manages the vetting of its workforce effectively.
		2. The force has IT monitoring software that operates across all its IT systems.
		3. The force's counter-corruption units understand and act successfully on the threat and risk posed by police corruption.

HMICFRS Process Flow

