NOTES - SCRUTINY MEETING (PEEL ASSESSMENT 2023-2025) - 21 MAY 2025

Question	Brief Summary of Evidence	Decision of PCC
1. **Following receipt of the early indications of HMICFRS's findings, what improvements were immediately put in place?**	- Immediate improvements are usually linked to 'causes of concern' i.e. a serious issue identified during the inspection process indicating a problem with a force's practice, policy or performance. - There were no causes of concern identified during the recent inspection. Activity associated with identified 'areas for improvement' (AFIs), will be delivered via the Force's continuous improvement processes and long-term strategic plan. - Questions raised throughout the inspection process were tracked and monitored to ensure appropriate action was taken in advance of the report being released. **Appendix 1** provides details of the Force's improvement journey. **Appendix 2** demonstrates the significant improvements that have been made since the previous inspection in March 2023. The Force has improved the policing service it provides to the public, it has made progress in all areas since the last inspection and has improved in most judgment grades.	**Assured** *The PCC noted the journey of improvement the Force had made since the last PEEL inspection and was assured that with its robust governance and internal assurance processes, the Force was well placed to achieve positive improvements in the next inspection.*
2. **In relation to the 'areas for improvement', identified within the report, what will be different and by when?**	**Responding to the public** - In terms of responding to public and securing improvements in flagging vulnerable people on incident logs, the Force has: - introduced enhancements to the Initial Contact Enquiry (ICE) system to assist with the assessment of risk; - updated the question set used by call handlers to ensure there is a key focus on vulnerability; - revised methodology for quality assurance audits and additional scrutiny of THRIVE (threat, harm, risk, investigation, vulnerability and engagement) assessments; - introduced the AWARE mnemonic to help identify early intervention and safeguarding opportunities; and - secured a notable improvement in its priority response, however, work will continue to improve the timeliness of the response to incidents involving vulnerable people. - As a result of the work undertaken by the Force in respect of this area of policing, early indications of progress include: - an increase in the number of THRIVE assessments assessed as 'good' or 'outstanding'; - an increase in the number of priority incidents attended on target; and - a significant reduction in the average time taken to respond to a vulnerable victim. **Investigating crime** - In terms of investigating crime and securing improvements in investigative outcomes, the Force has: - developed a co-ordinated approach with recognisable branding;	

- developed an investigative approach to Continuous Professional Development;
- focussed on improving detective resilience;
- re-designed the crime assessment and allocation framework;
- enhanced performance management and data insight in relation to crime investigations;
- introduced Thematic Testing to assess the quality of investigations;
- focussed on staff wellbeing and introduced protected time through Op Shield and Op Excellence; and
- provides recognition of good work e.g. Achieving Investigative Excellence (AIE) Awards and 'You Made an Impact' cards.
- In terms of investigating crime and securing improvements in supporting the needs of the victim, the Force has:
  - progressed activity through the Victims and Witnesses Group;
  - developed more robust and visible performance management in relation to the Victims' Code;
  - devised Victim Needs Assessment Problem Solving Plans to address any gaps;
  - developed a Citizens Portal; and
  - focussed on case file quality to improve outcomes for victims and address demand.
- As a result of the work undertaken by the Force in respect of this area of policing, early indications of progress include:
  - an increase in the number of accredited detectives;
  - a reduction in vacancy levels;
  - an increase in the solved crime rate;
  - an increase in the use of out of court disposals;
  - an increase in the completion of timely supervisor reviews;
  - an increase in the completion of victim needs assessments; and
  - an increase in the provision of timely updates to victims.

Protecting vulnerable people
- In terms of protecting vulnerable people and securing improvements in oversight of safeguarding strategy and tactical plans, the Force has:
  - refreshed its Vulnerability Strategy and aligned it to the National Strategy, which is underpinned by the 4Ps (Prepare, Protect, Prevent, and Pursue);
  - strengthened its governance arrangements, including a Tactical Vulnerability Performance Group and Domestic Abuse Improvement Board;
  - developed a bespoke Vulnerability Performance Framework to track and monitor delivery; and
  - developed more detailed performance dashboards to provide additional transparency and further insight.

- As a result of the work undertaken by the Force in respect of this area of policing, early indications of progress include:
  - an increase in the child concern Public Protection Notice (PPN) submission rate;
  - an increase in the identification of high-risk missing children;
  - a reduction in the number of repeat missing children;
  - a reduction in the average time to locate missing children; and
  - a reduction in the child repeat victim rate.
- In terms of protecting vulnerable people and securing improvements in the initial response to reports of domestic abuse, the Force has:
  - introduced changes to the deployment policy regarding use of appointments;
  - reviewed the Vulnerability Desk and Rapid Video Response pilot;
  - introduced the RADAR Domestic Abuse Response Model;
  - introduced a domestic abuse question set for call handlers and reporting via Single On-line Home; and
  - introduced a new Domestic Abuse Improvement Board to drive and scrutinise progress.
- As a result of the work undertaken by the Force in respect of this area of policing, early indications of progress include:
  - an increase in arrest rate;
  - higher levels of PPN completion;
  - an increase in solved crime rate;
  - a reduction in the victim withdrawal rate; and
  - an increase in victim satisfaction rate.
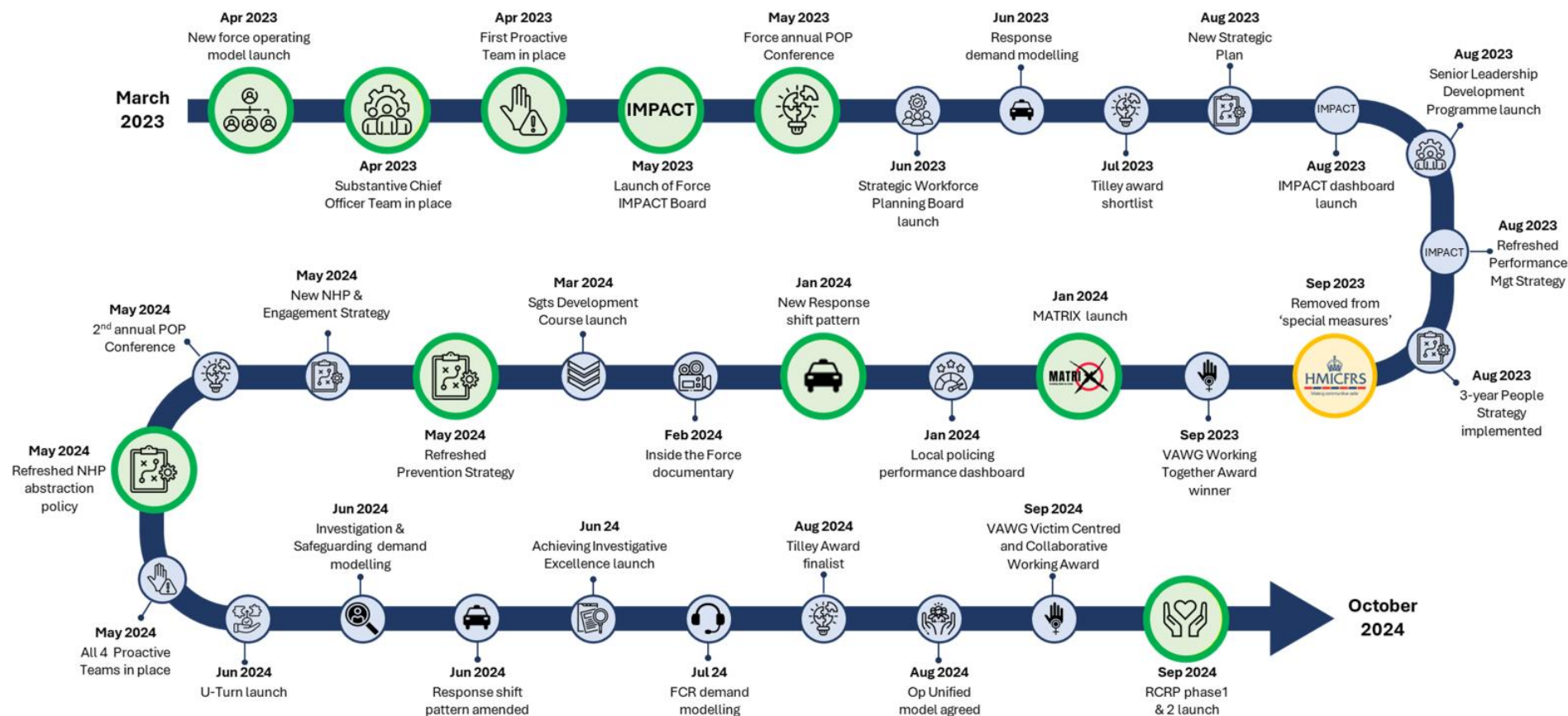
Leadership and management
- In terms of leadership and management and securing improvements in demand management and resource allocation, the Force has:
  - introduced a Monthly Officer Deployment Group;
  - developed demand models for most operational teams and an annual demand modelling plan;
  - completed scenario modelling to test the impact of resourcing changes;
  - developed further changes to Force Operating Model to improve service delivery and resource efficiency - Op Unified;
  - introduced annual resourcing and Training Needs Analysis (TNA) reviews, as part of Force Management Statement (FMS) process;
  - introduced ongoing monitoring of officer workloads;
  - introduced skills balancing, which is built into all shift pattern review activity;
  - invested significantly in additional training and upskilling, following the National Child Protection Inspection (NCPI); and
  - improved detective resilience and crime allocation.

	• In terms of leadership and management and securing improvements in processes and increasing productivity through the use of technology, the Force has:
	   • developed a new Force Digital Strategy, which will be launched in 2025;
	   • revised the operating structure for the Data, Digital and Technology (DDAT) command;
	   • introduced more robust governance to support improved data quality and its use e.g. Niche Tactical Working Group, Data Ethics Board, Data Quality Tactical Working Group, Legacy Systems Working Group;
	   • implemented system upgrades and platform developments relating to legacy systems e.g. Oracle;
	   • developed iPatrol functionality, including desktop access;
	   • rolled out redaction software;
	   • continued development and deployment of Robotic Process Engineering and artificial intelligence;
	   • developed Power Bi dashboards and refinement of others to improve data transparency and insight, whilst maximising automation opportunities; and
	   • launched a quality improvement programme to improve process efficiency and reduce demand.	

3. **How does the Force plan to maintain, and improve on, good performance?**	• To maintain, and improve on, good performance the Force has robust governance and scrutiny arrangements in place. • The Force has in place a GAIN Board, an Improving and Managing Performance Across Cleveland Together (IMPACT) Board, Thematic Delivery and Assurance meetings and a Strategic Actions and Recommendations Tracker, the Force uses these mechanisms to fully understand and monitor performance, manage demand and hold people to account for making improvements to services. • A designated Chief Officer leads and questions owners for each element of the PEEL Assessment Framework (PAF). • The Force takes a proactive approach to evidence gathering and has a central storage repository i.e. FIVES - Force Inspections and Visits Evidence Store. • Further external assurance will be provided, in respect of the Force's governance and scrutiny arrangements, via a commissioned RSM audit.	

Cleveland Police's Improvement Journey

PEEL Outcomes

Outstanding	Good	Adequate	Requires improvement	Inadequate

April 2025

Good	Adequate	Requires improvement
Police powers and public treatment	Responding to the public	Investigating crime
Preventing crime	Leadership and force management	Protecting vulnerable people
Managing offenders		
Developing a positive workforce		

March 2023

Good	Adequate	Requires improvement	Inadequate
Recording data about crime	Engaging with and treating the public with fairness and respect	Investigating crime	Preventing crime and anti-social behaviour
	Responding to the public	Protecting vulnerable people	Good use of resources
	Managing offenders and suspects	Building, supporting and protecting the workforce	
	Disrupting serious organised crime		