



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

18th December 2025

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

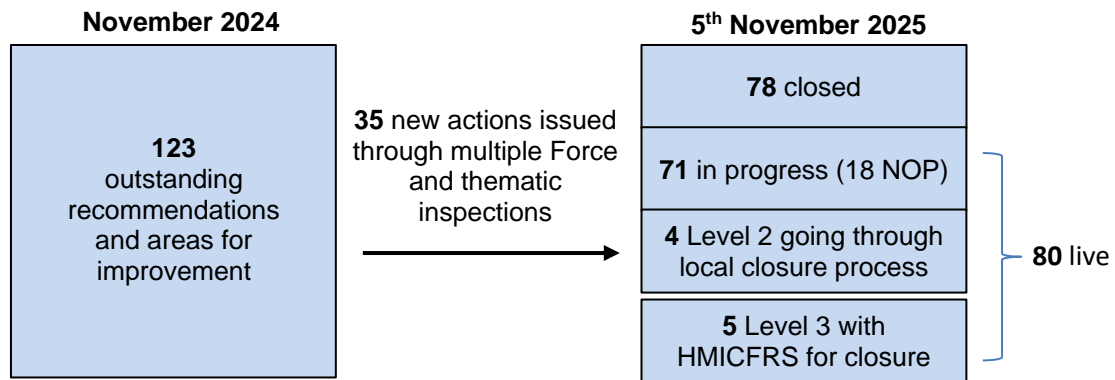
3.1 As previously reported, HMICFRS has introduced follow up activity levels for every recommendation and area for improvement (AFI) as follows:

- **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 to the HMICFRS Portal, 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 or revisit.
- **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 at 05.11.25. 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	0	0	0
Recommendation Level 1	0	0	0
Recommendation Level 2	0	41	41
Recommendation Level 3	0	8	8
Recommendation Level 4	0	0	0
AFI Level 1	0	0	0
AFI Level 2	0	1	1
AFI Level 3	12	0	12
AFI Level 4	0	0	0
Super-complaints (not on the portal)	0	18	18
Total 'live' activity	12	68	80

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 80 current live actions, only 12 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 to 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 the updated PAF for the 2025-27 inspection round is attached at Appendix B. To ensure appropriate drive and oversight, each PAF question area has a designated Chief Officer lead and a senior officer/staff equivalent delivery lead. Progress against achievement of the characteristics of ‘good’ outlined in the PAF is routinely tracked at the GAIN Board 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 force wide 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.
- 4.5 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 Following a National Child Protection Inspection of Cleveland Police in June 2024, HMICFRS published their inspection findings in January 2025 which included the following graded judgments of how good the Force is at safeguarding children who are at risk, along with two causes of concern and five AFIs.

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Working with safeguarding partners	Leadership of child protection arrangements	Responding to children at risk of harm
			Risk assessment and referrals	Investigating child abuse, neglect and exploitation

- 5.2 In response the Force developed an improvement plan to deal with the issues highlighted, which was submitted expediently to HMICFRS ahead of the required deadline. Progress against the plan was tracked and monitored via a Deputy Chief Constable led Gold Group and a Silver Group was established to drive the required improvement activity.
- 5.3 The Force invited HMICFRS to formally review progress made against the improvement plan in early September 2025. Following an audit of activity and outcomes for children, HMICFRS were satisfied with the Force's progress, and both causes of concern were removed. In addition, four of the five AFIs were closed. The remaining AFI which relates to consistent recording of child demographic data continues to be progressed and a programme of activity remains underway under Chief Officer leadership to ensure the Force continuously improves policing services provided to vulnerable children.

6. HMICFRS reports published since last update

- 6.1 Cleveland Police: National child protection inspection (published January 2025)

Force specific inspection with two causes of concern and two linked recommendations graded level 4, and five level 3 AFIs. Locally aligned to PAF 7 with ACC Crime and Safeguarding as Chief Officer lead. Both causes of concern and their associated recommendations have been closed following review by HMICFRS along with four of the AFIs. Work to address the remaining AFI is ongoing.

- 6.2 Crime investigations - An inspection into how effectively the police investigate crime (March 2025)

National thematic inspection with eight level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Crime and Safeguarding as Chief Officer lead.

One recommendation has been closed as superseded. Work to address the remaining recommendations is ongoing.

6.3 PEEL 2023/25: An inspection of Cleveland Police (April 2025)

Force specific inspection with eight level 3 AFIs. Locally aligned to the relevant PAF areas with a Chief Officer lead at ACC/ACO level. Work to address the AFIs is ongoing.

6.4 An inspection of the police response to the public disorder in July and August 2024: Tranche 2 (May 2025)

National thematic inspection, no recommendations issued to forces.

6.5 Improving the response to organised immigration crime (May 2025)

National thematic inspection with four level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendations is ongoing.

6.6 Joint child protection inspection of victims of domestic abuse in Redcar and Cleveland (June 2025)

Local Partnership inspection, no recommendations issued to the Force.

6.7 Joint case building by the police and Crown Prosecution Service: final report (July 2025)

National thematic inspection with three level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendations is ongoing.

6.8 How effectively do the police record crime? PEEL spotlight report (August 2025)

National thematic inspection with three level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendations is ongoing.

6.9 State of Policing: The Annual Assessment of Policing in England and Wales 2024–25 (September 2025)

National thematic inspection, no recommendations issued to forces.

6.10 The effectiveness of diverting children from the criminal justice system: meeting needs, ensuring safety, and preventing reoffending (October 2025)

Joint national thematic inspection by HM Inspectorate of Probation and HMICFRS with one level 2 recommendation issued to all forces. Locally aligned to PAF 7 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendation has commenced.

6.11 Inspection of the effectiveness of police and law enforcement bodies' response to group-based child sexual exploitation: A progress report (October 2025)

National thematic inspection with four level 2 recommendations for all forces. Locally aligned to PAF 7 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendation has commenced.

6.12 Evaluation of PEEL inspections (October 2025)

National evaluation report, no recommendations issued to forces.

7. 2025-2027 PEEL inspection programme

7.1 The 2025-27 inspection round has now commenced and Cleveland Police is due to be inspected as part of batch 10. An indicative timetable has been issued to forces which includes key milestone dates for the different stages within the process. The key dates for Cleveland are as follows:

- Document request - week commencing 8th June 2026
- Final evidence collection phase - two weeks commencing 30th November 2026
- Final report publication - April 2027

7.2 HMICFRS have updated their PEEL assessment framework for the next round of the PEEL inspection programme 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, but have made the following key changes:

- The introduction of two new core questions on safeguarding children and adults at risk 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.

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 HMICFRS' planned thematic inspections over the next four years (2025 to 2029) are as follows. The list is not in order of priority and includes the carryover of inspections from 2024/25:

- firearms licensing
- police leadership
- 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
- police and fire service cybersecurity
- counter-terrorism
- Joint Emergency Services Interoperability Principles
- data and analytics
- retail crime and shoplifting

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 The Force's internal arrangements for tracking and monitoring HMICFRS actions were subject to an internal audit by RSM in August 2025 which resulted in an internal audit opinion of 'substantial assurance'.



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
 Assistant Chief Officer (Enabling Services)
 Chief Superintendents
 Head of Corporate Services
 PAF Delivery Leads
 Head of Performance, Quality and Review
 Review and Assurance Team 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
1.0	June 23	Approved at GAIN Board meeting on 21.06.23
1.1	07/03/24	Formatting updated
1.2	07/01/25	Change of Force crest
1.3	11/11/25	Membership and role titles updated

PEEL Assessment Framework (PAF) 2025 - 2027

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

Topic areas		Characteristics of good
1. Leadership		
a.	The force's senior leaders use all available information to develop strategic plans that will help provide a quality service to the public.	<ul style="list-style-type: none"> The force uses its force management statement to inform its strategic planning and performance objectives. The needs of the community and the workforce inform the force's strategic plans. The force has robust governance arrangements that hold its leaders to account.
b.	The force's senior leaders make sure there is a clear performance framework aligned to the force's strategic plans.	<ul style="list-style-type: none"> The force has access to and uses high-quality data and analysis to make sure it operates efficiently and effectively. Officers and staff understand the force performance framework and it is aligned to force priorities. The force understands what good performance is and holds its leaders to account against these performance measures to improve the service it provides to the public.
c.	The force's senior leaders make sure there is the right culture and capable leadership at all levels to oversee how the force's strategic plans are implemented, and its performance objectives are achieved.	<ul style="list-style-type: none"> The force's strategic priorities and performance objectives are clearly communicated, and the workforce understands them. The force has the right people with the right leadership skills in the right place to develop and implement its strategic plans. The force is continuously improving its leadership standards, behaviour and culture.
d.	The force's senior leaders make sure it has an effective, efficient and productive workforce to achieve the force's strategic plans and priorities, including better use of technology, continuous improvement and collaboration.	<ul style="list-style-type: none"> The force's operating model makes sure the force can address current and future demand. The force can show how it continues to improve productivity through digital, data and technology solutions. Leaders can show the benefits of collaborations and partnership working.
e.	The force's senior leaders make the best use of available funding to implement the force's strategic plans and achieve its performance objectives	<ul style="list-style-type: none"> The force's financial plans make sure spending is aligned to its priorities. The force appropriately targets its funding to make sure it can achieve its priorities. The force's future financial plans are affordable and sustainable.
2. Supporting and developing the workforce		
a.	The force has a diverse workforce and recruits the right people to meet the needs of its communities.	<ul style="list-style-type: none"> The force has a fair, open and inclusive recruitment process to make sure it recruits the right people with the right skills. The force promotes equality, diversity and inclusion. Leaders at all levels create an inclusive workforce culture. The force takes positive action to better represent the communities it serves.

b.	The force develops its workforce to make sure it has the skills and capabilities to meet the needs of its communities.	<ul style="list-style-type: none"> • The force creates opportunities for all members of the workforce to progress, including under-represented groups. Leaders support their teams to access development opportunities. • The force makes sure it gives officers and staff the right training to carry out specialist work. • The force prioritises and progresses the development of its workforce through continuing professional development. • Leaders identify and manage talent well. The workforce understands, uses and values the professional development review process.
c.	The force supports its workforce by making good efforts to retain officers and staff, while meeting the needs of the individual, force and community.	<ul style="list-style-type: none"> • The force understands the well-being challenges of its workforce. Leaders at all levels prioritise and promote the physical and mental health of all officers and staff. • The force has processes to encourage officers and staff to stay in its workforce where appropriate. • Leaders at all levels monitor and review information about why officers and staff may want to leave or have left the workforce
3. Public treatment		
a.	The force's training and feedback systems improve how it uses stop and search and use of force powers.	<ul style="list-style-type: none"> • Officers have the knowledge and confidence to interact with the public fairly and appropriately during stop and search and use of force encounters. • And supervisors effectively review these interactions and give feedback to officers to improve performance. • The force uses body-worn video in all appropriate use of force and stop and search encounters in line with its own policy and guidance from the National Police Chiefs' Council. Interactions between officers and the public are improved as a result. • The force supports independent external scrutiny processes and responds to scrutiny and challenge it receives to improve how officers use stop and search and use of force powers.
b.	The force's use of stop and search powers is fair and appropriate and supports its force priorities.	<ul style="list-style-type: none"> • The force only uses stop and search powers when there are reasonable grounds to do so. And it follows correct and fair processes. • The force uses safeguarding interventions when children are stopped and searched. • The force has management structures that make sure quality assurance processes lead to improved interactions during stop and search. The force accurately records all data and uses the analysis to make sure its use of the power is fair. • The force shows that the fair use of intelligence-led stop and search supports a problem-solving approach, which helps prevent and detect crime and keep people safe.
c.	The force's use of force is fair and appropriate.	<ul style="list-style-type: none"> • When officers use force, it is recorded, justified, proportionate and fair. • The force uses safeguarding interventions for children involved in use of force encounters. • The force has management structures that make sure quality assurance processes lead to appropriate, fair and proportionate use of force. The force accurately records all data and uses the analysis to make sure its use of the power is fair.

4. Prevention and deterrence		
a.	The force works with partner organisations to identify and prioritise its approach to prevent vulnerability, antisocial behaviour and crime.	<ul style="list-style-type: none"> The force has an effective management structure that allows it to identify vulnerability, repeat volume crime, neighbourhood crime and antisocial behaviour. The force, where required, accurately records crime within incidents of antisocial behaviour.
b.	The force uses primary, secondary and tertiary prevention activity to prevent, deter and tackle crime and antisocial behaviour and keep its communities safe.	<ul style="list-style-type: none"> The force uses appropriate antisocial behaviour legislation and interventions where needed. The force widely encourages a problem-solving culture and has effective governance, support and systems in place to monitor and evaluate problem-solving activity. The force works with partner organisations to prevent crime and divert young people away from committing crime through early intervention programmes. The force works with partner organisations to reduce the risk of persistent and problem offenders reoffending (including integrated offender management).
c.	The force's neighbourhood policing teams interact with, listen to and respond to its communities to help make them feel safe.	<ul style="list-style-type: none"> Neighbourhood policing teams have the capacity and capability to provide a regular, accessible and targeted presence within local communities. The force closely monitors officers and staff who are taken away from their main neighbourhood duties of deterring crime and antisocial behaviour. The force demonstrates ongoing two-way communication tailored to meet the needs and preferences of different communities. It monitors and evaluates how it works with its communities to develop a better understanding of their needs and how to address them.
5. Responding to the public		
a.	The force meets the needs of the public who make contact using a range of communication methods.	<ul style="list-style-type: none"> The force has an effective management structure that makes sure it understands its performance and can make sure the public receives a quality service. The force answers 999 calls in line with the national standards for contact management to keep the public safe. The force answers 101 calls promptly, keeps waiting times to a minimum and makes sure low numbers of callers end the call. The force has processes in place to make sure the public who contact the force using digital platforms receive a high-quality service. The force should make sure it has processes in place to supervise and manage all demand to minimise delays when the public has contacted them using any of the available communication methods.
b.	The force understands risk and vulnerability at the first point of contact and makes sure it gives appropriate advice and guidance to the public.	<ul style="list-style-type: none"> The force identifies vulnerability at the first point of contact. It records an initial structured triage that determines how it will prioritise the call. The force should make sure it gives appropriate and proportionate advice on safeguarding, evidence preservation and crime prevention at the first point of contact.
c.	The force provides an appropriate response to calls for service and manages and prioritises ongoing risk to keep the public safe.	<ul style="list-style-type: none"> The force attends calls for service quickly which keeps the public safe, and secures and preserves evidence. Responding officers receive information and intelligence to understand the risk and vulnerability of the calls for service they attend, which helps them make appropriate recording and investigative decisions. The force understands ongoing risk using a structured risk assessment process to help the public receive an appropriate response.

6. Investigating crime		
a.	The force secures justice for victims.	<ul style="list-style-type: none"> • The force has an effective management structure that provides appropriate governance and oversight of investigations. It understands the importance of maintaining high investigative standards. • The force makes sure crimes are allocated to appropriately skilled officers and staff to achieve an appropriate outcome for victims. • The force consistently achieves appropriate outcomes for victims, which includes bringing offenders to justice. • The force records crime accurately to make sure it meets the national crime recording standard and victims receive appropriate support.
b.	The force carries out high-quality investigations to achieve appropriate outcomes for victims.	<ul style="list-style-type: none"> • The force consistently carries out thorough and timely investigations that lead to appropriate outcomes for victims. • The force supervises and reviews investigations to make sure they are of a high quality and result in appropriate outcomes for victims. • The force has processes to make sure it promptly deals with outstanding suspects and wanted people, to progress investigations and reduce the risk of harm to the public. • The force monitors use of voluntary attendance, released under investigation and pre-charge bail to make sure they are always used appropriately to safeguard victims and protect the public from harm.
c.	The force provides a quality service to victims of crime.	<ul style="list-style-type: none"> • The force maintains victim confidence by making sure victims receive their entitlements as set out in the Code of Practice for Victims of Crime.
7. Safeguarding children and adults at risk		
a.	The force understands and addresses the vulnerability and safeguarding concerns it identifies.	<ul style="list-style-type: none"> • The force has an effective governance structure that allows it to understand and address vulnerability and protect children and adults at risk of harm. • The force's compliance with statutory safeguarding processes improves its response to children and adults at risk of harm. • The training that the force provides to personnel involved in safeguarding activity helps them to reduce harm to children and adults at risk of harm. • The force records crimes when it receives reports from partner agencies and victims of domestic abuse, and reports of incidents of rape (N100s), and cancels recorded crimes of rape appropriately.

b.	The force reduces and prevents harm by safeguarding and supporting vulnerable people	<ul style="list-style-type: none"> • The force safeguards children and adults at risk of harm through high-quality assessment, appropriate safeguarding interventions and referrals to support services or processes. • The force works with multi-agency partners to safeguard and reduce the risk of harm to vulnerable people through prompt information-sharing and effective joint working arrangements (through the multi-agency safeguarding hub or equivalent processes). • The force applies for and monitors prevention orders and schemes to safeguard vulnerable people and manage the risk that offenders pose. • The force considers all appropriate tactics when working with partner organisations to safeguard vulnerable people and challenge offenders. • This includes during multi-agency risk assessment conference and multi-agency tasking and co-ordination.
8. Managing fraud		
a.	The force understands the scale and impact of fraud in its communities.	<ul style="list-style-type: none"> • The force has an effective management structure that creates accountability for understanding and managing the threat of fraud in its communities. • The force has enough capacity and capability to manage fraud in its communities and provide support to victims.
b.	The force provides a quality service to victims of fraud and achieves appropriate outcomes for victims.	<ul style="list-style-type: none"> • The force has processes that make sure victims of fraud who contact the force receive an appropriate response. • The force appropriately allocates investigations it receives from the National Fraud Intelligence Bureau and other sources. Its investigations achieve appropriate outcomes for victims. • The force works with multi-agency partners to safeguard and reduce the risk of harm to victims of fraud that the National Fraud Investigation Bureau and other sources identify.
9. A safe and lawful custody environment		
a.	The force protects the safety and well-being of detainees.	<ul style="list-style-type: none"> • The force's leadership structure and approach to performance management provides robust oversight of custody. • The force promotes fair outcomes for all detainees and is open to effective external scrutiny.
b.	The force protects detainees from neglect and harm by recognising and meeting their needs.	<ul style="list-style-type: none"> • The force maintains a safe custody environment and promotes the security, privacy and dignity of detainees. • The force makes sure detention before and after charge is appropriate for children and vulnerable adults and prioritises their needs, well-being and safety.
c.	The force follows the Police and Criminal Evidence Act 1984 codes of practice and College of Policing authorised professional practice and makes sure detainees can exercise their legal rights.	<ul style="list-style-type: none"> • Trained custody officers appropriately authorise detention and make sure detainees understand and can exercise their legal rights. • The force carries out reviews of detention as required by the Police and Criminal Evidence Act 1984 and in the best interests of the detainee to make sure continued detention is necessary.

d.	The force makes sure it assesses, manages and regularly reviews any risk detainees pose to themselves and/or others throughout detention and on release.	<ul style="list-style-type: none"> • Custody officers assess, manage and review risk throughout detention. • The force makes sure detainees are released or transferred from custody safely and appear at court promptly in person or through video conferencing.
e.	The force makes sure any use of force in custody is lawful, necessary and proportionate, and is subject to robust scrutiny.	<ul style="list-style-type: none"> • The force makes sure only appropriately trained staff use force in custody. • The force makes sure it only uses strip searching when necessary and its use is appropriately authorised and recorded.
f.	The force makes sure detainees have access to a range of appropriately staffed and well-managed healthcare services.	<ul style="list-style-type: none"> • Senior leaders oversee healthcare services to make sure there are enough trained staff to provide appropriate healthcare support in custody. • The force makes sure detainees receive timely assessment and treatment for physical, mental health and substance misuse needs in an environment that promotes dignity and maintains privacy.

HMICFRS Process Flow

