



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

September 2022

Executive Officer: Chief Constable

Status: For Information

Cleveland Police Change Programme

1 Purpose

- 1.1 The purpose of the report is to update members on the progress of the Cleveland Police Service Improvement Programme.

2 Recommendations

- 2.1 It is recommended that members note the contents of the report.

3 Background

- 3.1 Since the last report to the Audit Committee progress has been made to develop the programme priorities agreed in April 2022. Direction from the Change & Investment Board confirmed that each workstream needed to be developed the relevant Silver and Gold Commander to clarify scope, benefits, risk, cost and resourcing requirements.
- 3.2 The summary¹ of this work was presented to the Change & Investment Board in June where it was agreed in principal that the programme proceed subject to decisions on resourcing and funding by the Executive. These decisions have been delayed due to wider work taking place to review the force strategy.

4 Programme Status

- 4.1 The progress reports for June and August have continued to report Red status. Some progress continues to be made but due to the need for additional

¹ Change & Investment Board Presentation Included in the Appendix detailing scope, high level timeline, cost/funding & resource requirements.

resourcing it is unlikely that all planned change can be delivered.

- 4.2 The programme business case requirements summarised in June were being developed under the direction of the T/CFO to consider against the Force budget and options to progress proposals into the PCC.
- 4.3 These decisions have not yet been confirmed as a result of a number of factors including:
- A review of the force strategy commissioned by the Chief Constable that has recently been conducted by consultants Leapwise, this includes a review of the Programme and a focus to determine how the force can exit PPOG in 12 months
 - The requirement to consider the results of the Staff Engagement Survey which took place with all Senior Leaders on where improvements are required
 - Briefing and engagement being required with the now permanent CFO, Temporary ACC and new C/Supt Local Policing
 - Final decisions being made on Force priorities following the listening phase being conducted by the Chief Constable
- 4.4 In response to the above and also acknowledging the wider issues with staffing the August programme report made recommendations for the workstreams to be further ratified as decision making and then resourcing is estimated to take at least 6 months to resolve. This could be longer when considering the current recruitment market, the impact of further resignations and the need for increased operational demands to be met.
- 4.5 By reducing scope and agreeing to tolerate risk of not progressing some aspects of change would then address the 'red' status until the wider strategic direction is confirmed.
- 4.6 The Change & Investment Board therefore agreed with the proposals and Gold/Silver commanders are now reviewing their workstreams with the Programme Manager to finalise the following as a collective on the 30th September:
- Amended scope until investment direction has been fully resolved
 - Clarification of risks associated with non delivery or delayed implementation linking back to the initial risk assessment completed earlier in the year
 - Clarification of on the the delivery of workstream benefits
- 4.7 **Benefits Management**
- 4.8 Wider to the above issues the programme now has a high level benefit plan² completed for all workstreams which can now be reported into the respective Board meetings.

² Included within the Appendix as apt of the Programme Control Summary

- 4.9 This is an improvement on previous years and moves the force away from purely focusing on audit recommendations, linking benefits into the strategic needs from the planning process. This also moves the programme closer to best practice in Programme Management methodology and now in place can be further developed across workstreams and teams involved within the change programme.
- 4.10 A number of workstreams will deliver change incrementally over the coming year, a deliberate approach as it lessens large scale impact on business areas and enables more flexibility when considering the current resourcing situation. In some cases changes have already started to implement.
- 4.11 Previously the focus has been wholly on delivery of change milestones in meeting audit recommendations. It is a known (and historical) issue that the force often struggles to embed for a variety of reasons. These issues have been reported previously, are reflected in the risk register and also been considered in areas where despite change being implemented the buy-in and performance takes longer than expected and the change work cannot be closed.
- 4.12 Now that benefits plans are in place, Project and Programme Boards can now provide a more focused approach on 'readiness' and measurement for business areas to receive and embed these changes as they are delivered, in addition to the use of corporate benefits reviews.

5 Workstream Updates

5.1 Force Control Room (carried forward from 2021/22)

- 5.2 The workstream is currently reporting Amber status following further delays with the final project requirement - an increased usage of Netcall, an automated switchboard capability. This requirement was due to go live on the 8th August but an issue has been identified with the solution when this was being tested. Work is continuing with the supplier to identify, resolve and launch.

5.3 Integrated Offender Management

- 5.4 The workstream has now been closed by the Change & Investment Board in August as all requirements from a change perspective have now been implemented. This workstream has in the main developed a new method of improving the assessment of all offenders considering the potential harm caused to the communities across all types of offending. The focus being on targeting offenders that will pose the greatest harm rather than attempting to deal with each individual offending type.

5.5 Additional improvements were also piloted for tasking of officers in offender management making this more transparent and auditable using force systems

5.6 Options are now being progressed through the Head of Crime to embed this approach and sustain the improvement of identifying and prioritising offender management.

5.7 **Public Contact & Engagement Programme**

5.8 The workstream is currently reporting Amber status and is making progress against the scope for delivery. A range of technology improvements are included within this workstream to improve the way by which the force engage and respond to public contact including:

- A social media platform led by the Corporate Communications team to improve the efficiency and effectiveness of social media use across the force. This solution has now been procured and now the new Temporary Head of Communications has started will progress these benefits.
- Improved processes across the FCR and Front Desk for non emergency support with demand. One months slippage has developed as a result of availability and progression of process re-engineering workshops
- FCR technology development has been planned for later in the year to provide sufficient time to complete the work currently being delayed in the former FCR workstream
- The PCC App COPA has been launched to the public as a pilot phase to determine how this will interact with the Force and the public in terms of managing demand and public engagement
- The use of Consumer Insights software has commenced procurement, this is being led by the Head of Community Safety to improve the depth and use of community data to target the best and most effective methods for engagement including how this can further improve attraction into recruitment
- The national Single Online Home (SOLH) developments are being fully explored to increase the use of public online reporting and self serve functionality. The use of online reporting for sexual offences is planned for October this year. This provides an additional channel for reporting and removes any pressure to the victim in being able to answer and re-live trauma that they would have had to do over the phone. Wider SOLH work is linked to national development and planned for 2023.

5.9 **Enabling Reform Programme**

5.10 The workstream continues to report an overall Red status and whilst some progress is being made there is a lack of resource within IT and HR to support this work. The focus of this workstream is to develop, design and re-engineer the processes across enabling teams, working more effectively with operational teams to future plan and manage day to day requirements including:

- Enterprise Resource Planning (ERP) Project which is now progressing small scale improvements across the end to end processes associated with the solution Oracle. Larger and longer term requirements are subject to specialist resources being in place
- The Learning & Development Project seeks to improve processes, structures and governance. The focus for this year is to set up the PDU, reshape the team and improve planning and governance processes
- The Enabling Operating Model Project is currently in start up under the direction of the CFO

5.11 National Systems Programme

5.12 The workstream is currently reporting Amber status overall, resourcing issues are starting to impact in project management and IT, however some progress continues to be made on national projects including:

- The National Law Enforcement Data Programme (NLEDS) seeks to replace the national systems of PNC/PND. This project will commence with improvements to accessing photos at the roadside and then increase functionality for driver and property checks. National funding is being exploited to bring in resources to support this workstream.
- National Enabling Programme & Office 365 is a critical project for the Force in being able to leverage smarter ways of working across all parts of the organisation and a number of the change workstreams. Infrastructure roll out is currently being impacted by insufficient IT resource therefore Chief Officers are currently considering a web based solution as a quicker alternative
- The Emergency Services Network project is in national delay although funding has been exploited to conduct preliminary requirements and bring in resource
- Wider national projects whilst progressing nationally are not yet in proximity for the Force and are planned for future dates subject to information being provided from the national teams. The detail of these are included within the programme control document located in the Appendix

5.13 Systems Exploitation

5.14 The workstream is currently reporting Amber and progress is being made in the following areas:

- IT development roadmaps are in progress setting out the requirements and timeframes for existing core IT systems across the force. These bring together supplier upgrades and business requirements
- Systems ownership develops and core systems now have been covered in terms of operational ownership, there are some gaps within the Digital Services team to support all required systems, these requirements are linked to the programme issues
- Digital governance is now in place supporting the workstream through the Digital Services Board and links are in place with force business continuity plans

- Funding provided through the national workstream for resources will further support this workstream by providing digital coaches to work across all teams to increase and improve IT use and knowledge

5.15 Frontline Knowledge Skills & Practice

5.16 The workstream is reporting Amber status and is now starting to make progress. This has been delayed as a result of resourcing issues and a review of the scope by T/ACC following starting with the Force. The focus of this workstream is to provide support in addressing the issue of the Force being able to embed operational improvements into frontline teams including:

- Frontline coaching of supervisors and Continuous Professional Development Days on improving the Victims Code of Practice, National Crime Recording Standards and the use, quality and compliance of supervisor checks for each shift
- A pilot to identify and implement ways to provide time back to frontline teams
- Linkages with operational supervision and Learning & Development teams to develop longer term approaches in developing these areas

6 Implications

6.1 Finance

All identified budget requirements for the workstreams are in progress, there is a wider risk that the required approaches to transformation will be unaffordable already covered within the report.

6.2 Diversity and Equal Opportunities

There are no diversity or equal opportunity implications arising from the content of this report. The Equality, Diversity and Inclusion Team continue to support the Service Improvement Programme in all aspects of their work.

6.3 Human Rights Act

There are no Human Rights Act implications arising from the content of this report.

6.4 Sustainability

There are no sustainability implications arising from this report.

6.5 Risk

The risks associated with the programme are outlined in detail within the bespoke risk register. Linkages have been made with the Force's overarching Corporate Risk Management Processes to ensure all relevant actions are being regularly reviewed, mitigated or ameliorated.

7 Conclusion

- 7.1 The Force Change programme is currently at Red status, some progress is being made as detailed within this report although resourcing has been confirmed as an issue. Decisions to address the issue are being developed through further ratification of scope and linkages to wider development work on the Force strategy.

Chief Constable Mark Webster

Appendices

Change Programme Presentation – June 2022



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Programme Control Document August 2022



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