



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

March 2022

Executive Officer: Chief Constable

Status: For Information

Cleveland Police Change Programme

1 Purpose

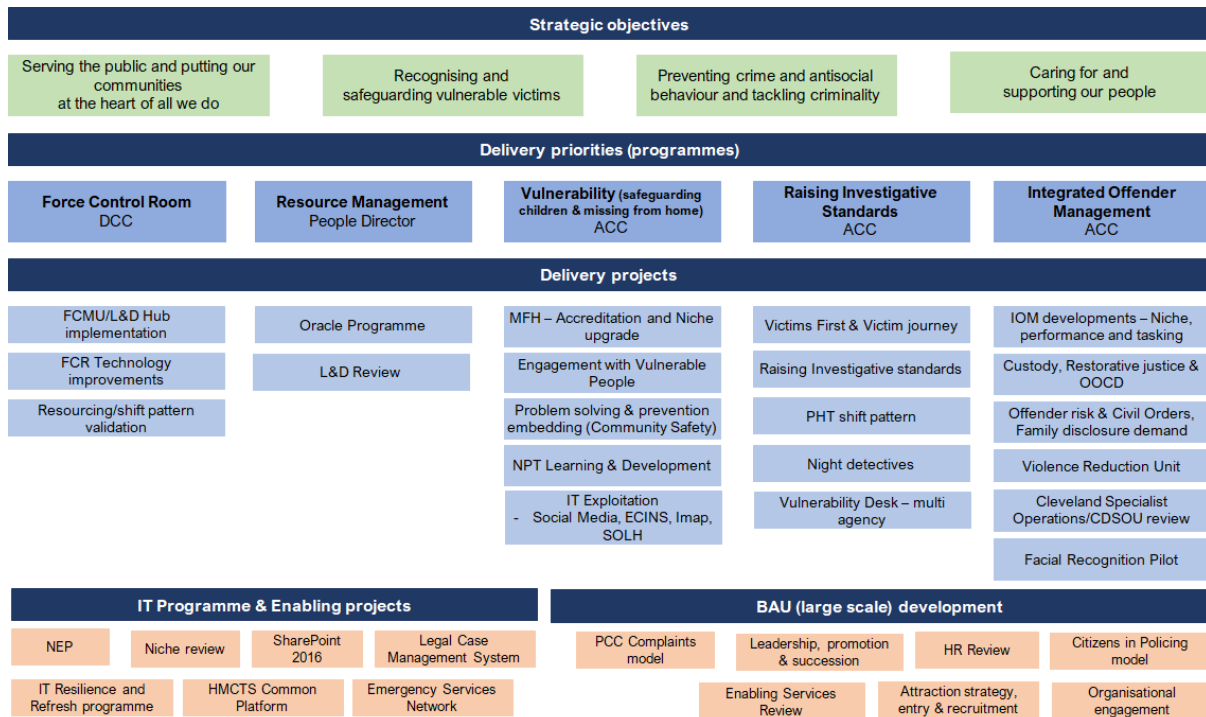
- 1.1 The purpose of the report is to update members on the progress of the Cleveland Police Service Improvement Programme.

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 in September 2021 progress has been made on all workstreams within the T2025 programme, previously agreed last year. This providing a single overarching programme to cover all major change activity across the force.
- 3.2 All Causes of Concern have been inspected by HMICFRS, the scale of change and progress has been recognised. So far, a total of 11 out of the 30 recommendations have been signed off with a number of these since submitted for closure. Detailed reporting for all recommendations is now progressed to the Audit Committee by Corporate Services. This report will cover the progress being made across the workstreams within the Programme.
- 3.3 Feedback from the inspection has where relevant been progressed by the relevant teams and/or supported by the Change Programme within the scope of the workstreams.
- 3.4 The table below confirms the programme that was agreed in August last year, this report will cover progress being made across the force core areas.



4 Programme Status

- 4.1 The latest progress report was submitted at the Futures Board on 15th March and is currently reporting Red as a status due to a number of issues that require wider support/senior direction.
- 4.2 Overall risk management is reporting Red mainly due to work in progress to review the scale of change against organisational and operational risks and affordability. Also, the full programme will require briefing with the new Chief Constable and therefore subject to further ratification. The full risk register is in the Appendix.
- 4.3 Considerable progress has been made and the current review of the change programme has allowed the force to review the capability and capacity of the enabling services functions aligned to each project. This has identified several gaps some of which are impacted by vacancies in certain specialist roles that the Force continue to attempt to attract into. In some of the workstreams prioritisation has taken place with the relevant C/Supt and Chief Officer to mitigate this risk in the short term until the gaps have been addressed.
- 4.4 Three out of the five workstreams are being impacted by this issue including FCR, Resource Management and Integrated Offender Management, the detail of this is within the next section of the report.

- 4.5 Linked to issues with resourcing it has now been confirmed and reported in the February Long Term Financial Plan that the force will need to find efficiencies to balance the budget in the longer term. The change programme will therefore need to support this requirement. Financial options have been identified that provides some flexibility from 2021/22 – 2024/25 on savings requirements therefore future efficiencies will need to be realised from 2024/25.

Expenditure Plans & Funding	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's
Funding from the OPCC	(145,045)	(151,315)	(157,512)	(158,350)	(161,450)
Police Pay & Allowances	82,585	85,425	89,380	91,655	95,295
Staff Pay & Allowances	35,261	37,098	38,996	38,819	39,907
Non-Pay Expenditure	27,777	29,174	29,518	29,803	30,062
Savings Target	(578)	(382)	(382)	(382)	(382)
Total Planned Expenditure	145,045	151,315	157,512	159,895	164,882
Planned surplus / (deficit)	0	0	0	1,545	3,432

- 4.6 In addition to workstream progress the programme has been reviewed in line with the Force Planning process where all requirements for projects (existing and anything new) have been scored in accordance with the Corporate Risk Criteria to identify how these can be prioritised.
- 4.7 Recommendations were presented at the Futures Board in relation to risk assessment, treatment of risk in terms of what the force will mitigate, tolerate, and transfer, approaches to resourcing including potential gaps and the work still to complete before the updated programme can be approved. These include:
- The outcomes of the FMS risk assessment need to be reviewed in line with the programme and resourcing priorities
 - Scoping and sequencing of the workstreams for the next 3 years (subject to resources being in place)
 - Confirmation of the resourcing approach
 - Ratification with the new Chief Constable

5 Workstream Updates

5.1 Force Control Room

- 5.2 The workstream is currently reporting Amber status due to slippage in implementing the technology requirements. This is due to competing demands within the IT team where high risk work for the wider force has necessitated a higher priority. The timescales have therefore been readjusted and is planned for completion by June 2022.

- 5.3 The wider scope of the workstream is on track including the progression of the Force Crime Management Unit, Learning & Development Hub and tweaks to the shift pattern following the review conducted last year.

5.4 Integrated Offender Management

- 5.5 The workstream is currently reporting Amber status due to changes in scope.

- 5.6 The workstream initially had the requirement of a Violence Reduction Unit (VRU) as part of the scope and a Special Grant bid was submitted to the Home Office to provide funding that could be targeted to the issue of Serious Violence. This bid was unfortunately rejected, feedback confirmed that funding could not be used as part of 'Business as Usual' requirements. The OPCC continue to progress discussions with the Home Office to confirm further options for funding and continued lobbying for Violence Reduction Unit funding.

- 5.7 As a result, the additional funding and resourcing requirements were considered as part of the Force Planning process and are unaffordable in most of the areas. The VRU requirement has therefore been de-scoped from the project and business areas will progress improvement where possible unless the funding options change.

- 5.8 Wider to this the requirement to demand assess the scale and use of civil remedies has been re-scoped due to the required data not being sufficiently accurate to calculate demand. Whilst the issue of exploiting the use of civil orders is a national one the Integrated Offender Management Working Group has prioritised those orders that are likely to be most required and aim to develop knowledge and skills to increase the volume and use. These include: Domestic Violence Protection Orders, Stalking Protection Orders, Sexual Harm Prevention Orders, Sexual Risk Orders and Criminal Behaviour Orders.

- 5.9 For these to improve will require upskilling and increased knowledge across front line teams supported by line management to ensure time is prioritised to do these when competing with other high risk demands. In addition there will be additional demand into legal services in terms of preparing and applying for orders. The frontline aspects will therefore be further supported through the Change team providing coaching to these teams into the next financial year.

- 5.10 Work that has been completed includes offender profiling using the Cambridge Harm Index to identify those offenders who are the most harmful across all areas of the Force. This is in the process of being embedded into the Force Tasking Process.

- 5.11 A tasking pilot has been progressed for offenders within the MATAAC and DVPO cohorts. This has been successful and will be rolled out to wider areas improving transparency and timeliness of managing offender behaviour.

5.12 The Specialist Operations project is on track to complete at the end of May when the de-collaboration is finalised. Decisions on structures and resources have been progressed as part of the Force Planning Process.

5.13 Vulnerability (Prevention/Engagement & Missing)

5.14 The workstream is reporting Green status and is on track for all the required activities to be completed by the end of March 2022.

5.15 As part of this workstream a range of feedback from the inspection last year has been addressed including:

- Engagement equipment for frontline teams has been confirmed, funding located and in progress for providing out to teams. This ranges from minor items such as leaflets to larger aspects such as gazebo for events and an engagement van.
- The quality assurance process has been developed and in place for problem solving and increased usage of technology already in place such as IMAP which provides insight into crime hotspots.
- Longer term training approaches have been developed and will start from April, these are based on previous visits recommended by HMICFRS to South Yorkshire and move the training to a 3-day interactive course
- Business cases for social media exploitation and the use of consumer insight data have been produced and approved.
- Options for exploiting the national system of SOLH have been confirmed plus a range of requirements for the development of the PCC app that continue to be fed into the OPCC
- All technology options will seek to enable a greater depth of understanding on communities, their issues and develop the range of channels available for the public to contact the force whilst improving how increases in demand can be more efficiently managed within the FCR. The implementation of these options will be progressed into the next financial year

5.16 The change activities for Missing people have been focused on the development of processes, management of risk and development of Niche (the force crime system).

5.17 Missing From Home co-ordinators have been established within the Safeguarding team, it has been confirmed that the level of resourcing is currently not sufficient to meet the demand as identified within the demand profile. This requirement was progressed through the Force Management Process as part of a risk-based approach.

5.18 Based on what is in place the change team has been working with the Missing from Home Co-ordinators to progress the following:

- Production of trigger plans for repeat missing people that are now accessible by the FCR
- Development of a Standard Operating Procedure, guidance, videos and SharePoint support materials

- Completion of a peer review with other forces to compare processes and identify best practice/development areas – the recommendation from this now being progressed by the MFH Co-ordinators
- Review and recommendations for Concerns for Safety including where work is required with partners to transfer the demand from the police
- Implementation of the Niche 'Missing' module which is on track for completion by the end of April. The module supports the process for Missing and improves the availability of information as the investigation progresses including recording and tracking activity and adherence to the Victims Code.
- Longer term training approaches are in the process of being confirmed enabling the change work to close at the end of March
- Continuing to support frontline teams in embedding the knowledge will however continue into the next financial year through coaching and de-brief sessions facilitated by the change team and line managers.

5.19 Resource Management

5.20 The workstream is reporting Red status and whilst work continues the availability of resources has resulted in elements of the workstream being re-prioritised to focus on business design aspects such as end to end process mapping and demand analysis.

5.21 So far this has consisted of the completion of As Is process maps and data requirements that are now being developed into To Be processes – this will provide a list of business requirements to then progress. It is expected that some of these will be larger scale and need technology investment and potential transfer of responsibilities across teams to make processes more efficient.

5.22 This is the only workstream that can be designed to release cashable savings in the longer term therefore continues to be a priority for the change programme.

5.23 Raising Investigation Standards

5.24 The workstream is reporting Green status and is on track for all the required activities to be completed by the end of March 2022 although some issues have been reported with resourcing for sustaining change into the longer term.

5.25 The options for frontline teams to improve standards have been developed including the development of Crime Clinics with experienced detectives, briefings, and feedback sessions with the change team to identify options for improvement and continued development of SharePoint materials for guidance and support. Longer term approaches to development have been impacted by resource availability in the Learning & Development team.

- 5.26 There have been some improvements with supervisor checks and performance, but this is fluctuating and is not yet consistent, resource issues have also been reported in conducting audit work – the requirement for developing knowledge and skills will therefore continue to be supported by the change team into the next financial year.
- 5.27 Review work has also been completed and recommendations were presented as part of the Victim Mapping Review. These are planned for completion by the end of the year except for those that require technology improvements – these will be subject to prioritisation for investment or resourcing.
- 5.28 Changes that are in progress are small scale improvements informed by the review that can improve the accessibility victims have to information and improve how officers can communicate with them. Recommendations have also been identified to explore closer working or collaboration options with mental health workers and social services with the FCR.

Programme Communication and Engagement

- 5.29 Inspection feedback on the Causes of Concern from last year identified that the programme needed to improve attempts at developing more mechanisms for 2-way engagement with all teams. As a result, a range of options are now in place and working across all workstreams subject to their stage of development.
- 5.30 The T2025 subsite went live in November supported by the first supervisor newsletter, this being designed to help all employees in focusing on the priorities for the current period rather than attempting to understand the programme in its entirety. The letter also includes questions and answers to the most popular feedback received including any action taken to address it. The subsite includes the plans, progress reports, updates for PPOG and the latest news for the programme.
- 5.31 The DCC conducted supervisor briefings which included a section on the change programme, the feedback from these sessions has been reviewed and where applicable included as part of workstream development within the current year or for future years.
- 5.32 There has been a focused use of the Innovation tool Idea Drop where the various workstreams have set challenges to the workforce to ask for feedback as to how improvements can be made. This included Raising Investigation Standards, Oracle Development and barriers to the using surveys.
- 5.33 Lessons learnt from previous stages in the programme identified that developing buy in for change is being impacted by a number of factors such as stress, lack of development, capacity etc. The impact of this is that milestones take longer to achieve and there is high resistance or capacity for change.

- 5.34 To try and address this the programme is trialling a new method to assess the corporate health of a team as part of the initial stages of change called the Corporate Health Check. The approach has been developed taking in a range of team measures such as sickness, overtime etc plus ratings that each team member provide on how engaged they feel. These ratings have been designed in line with the Best Companies Framework being progressed by the Organisational Development team. The outcome of this assessment provides the team with the information to confirm how they can engage and deliver change including where wider support maybe required e.g. Force Ethics Lead, EDI team, Organisational Development, HR etc.
- 5.35 The approach has been trialled within the Learning & Development project and the results are in the process of being reviewed to be shared with the management team. Key themes from the health check can be clearly identified such as the level of engagement within the team itself, development opportunities and cause & effect across the numerical information and feedback.
- 5.36 Work continues to be progressed with the Force Ethics lead to align change with the continued work to embed the Code of Ethics. Joined up approaches to developing solutions for change and engagement are in progress plus plans to utilise the National Decision Making model to within decisions for future projects.

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 Conclusions

- 7.1 The Force Change programme is currently at Red status with senior leaders working through the issues with resourcing and finance. The future programme will require ratifying with the new Chief Constable therefore this will be presented at the next Committee meeting in line with the outcomes of the Force Planning Process.
- 7.2 The Causes of Concern continue to be a focus for improvement but now that the force is subject to an efficiency target and a new Police and Crime Plan has been approved, those projects that will find options to deliver on these will require prioritisation and sequencing.
- 7.3 Of the work planned for delivery in this year, two of the five workstreams are one track, two will deliver by June 2022 and one will need to move activities into the coming year due to a lack of resource.

8 Appendix



SIT Risk Log V6
March 2022.xlsx

**T/Chief Constable
Helen McMillan**