

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

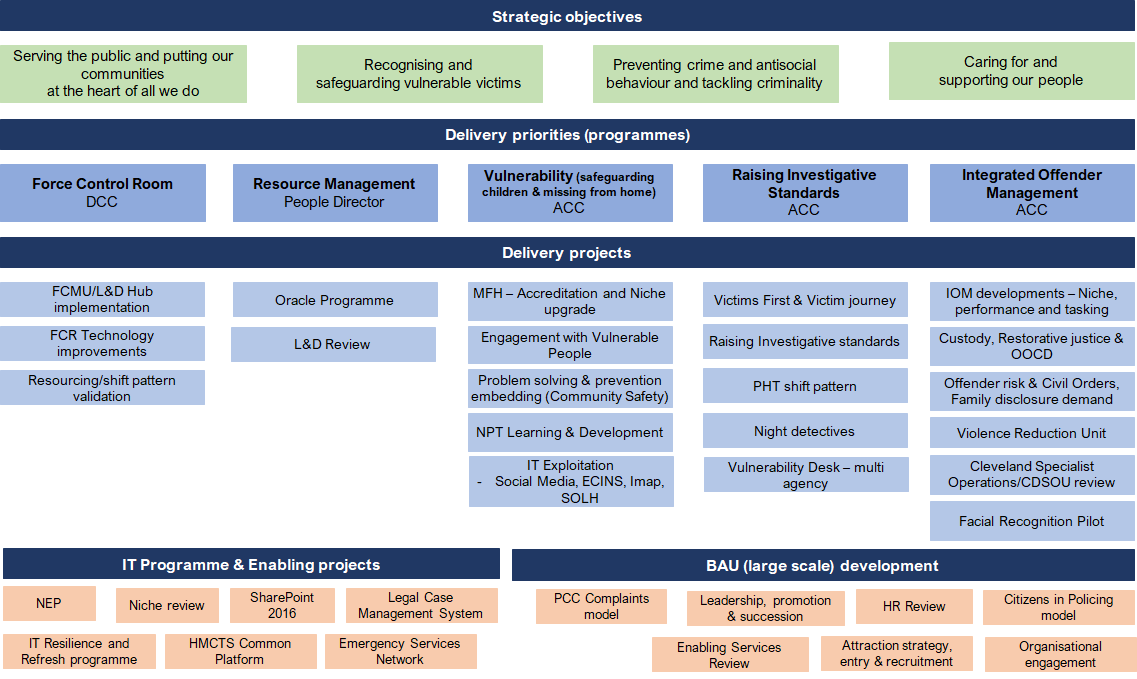
**June 2022**

**Executive Officer: Chief Constable**

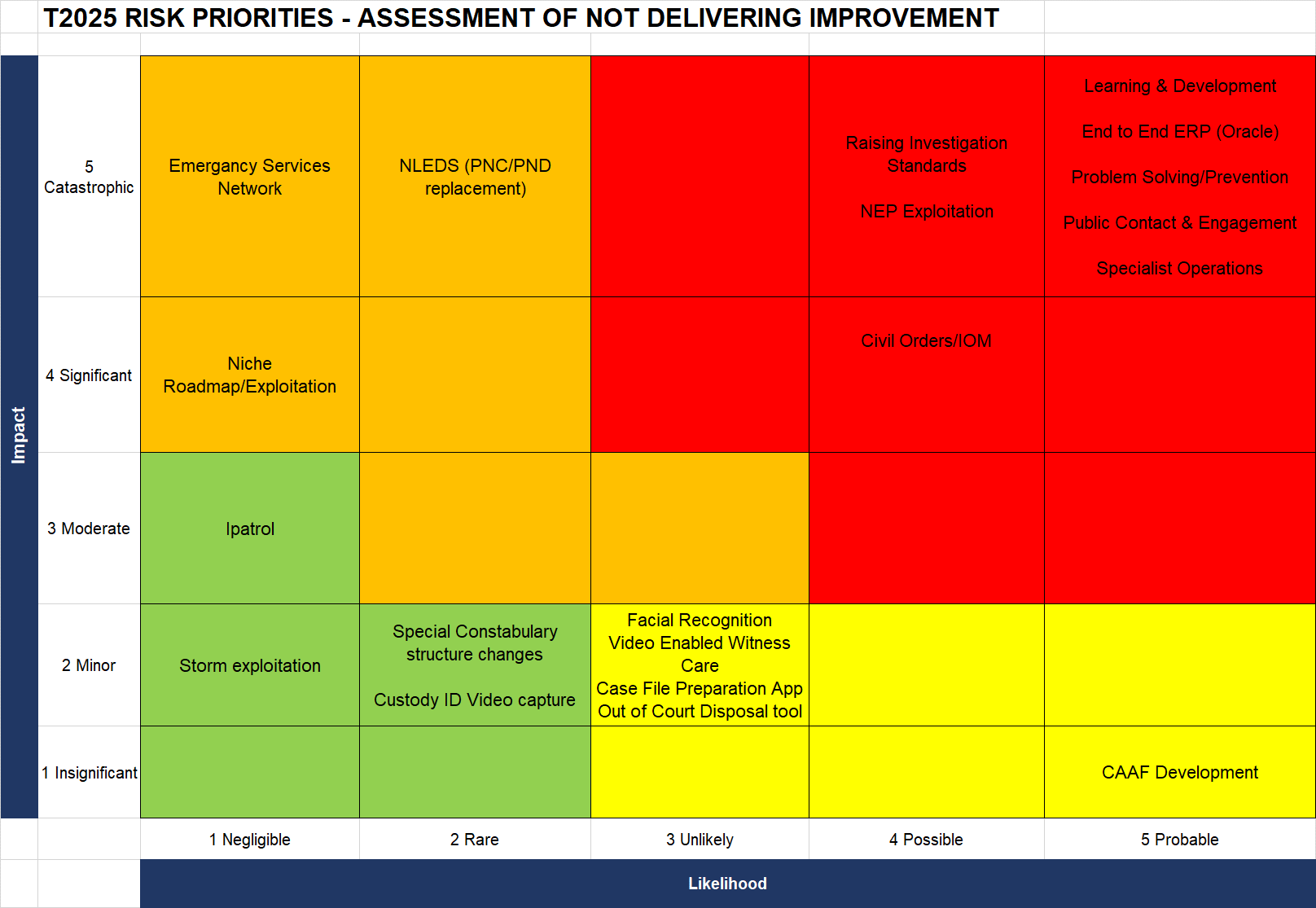
**Status: For Information**

**Cleveland Police Change Programme**

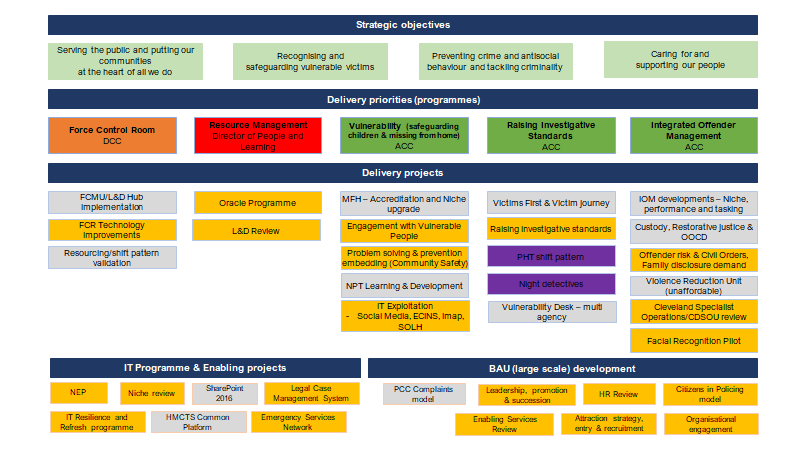
1. **Purpose**
   1. The purpose of the report is to update members on the progress of the Cleveland Police Service Improvement Programme.
2. **Recommendations**
   1. It is recommended that members note the contents of the report.
3. **Background**
   1. Since the last report to the Audit Committee 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 which continues and develops through the force strategic planning process.
   2. The table below confirms the programme that was agreed in August 2021, this report will cover progress being made how the programme has been reviewed the most recent annual strategic planning cycle.



1. **Programme Status**
   1. The latest progress report was submitted at the Force Change Board on 14th April and is currently reporting Red as a status due to issues that required wider support/senior direction.
   2. Overall, the categories of Risk and Funding continue to report ‘Red’ status mainly due to the scale of change required against affordability specifically on resourcing the change. This has been highlighted following ongoing review of the programme and new change requirements highlighted through the Force planning process.
   3. The ongoing review of the programme has recently closed two out of the five workstreams, these being Vulnerability and Raising Investigations Standards. In addition, the IOM Workstream is also planned to close at the end of June. Further detail on these workstreams will be provided later in the report but essentially the change aspects have been delivered and the force must now focus on driving and embedding new practice. This continues to be a challenge with the influx of an inexperienced workforce, the capacity and capability to support this and increases in operational demand.
   4. The Force planning process highlighted a number of wider or new projects that had previously not been fully resourced or prioritised.
   5. Each of the projects whether existing or new have been risk assessed using the corporate risk criteria to consider the repercussions should it not be progressed with a view of reducing the scale of change and/or the pace for change to be implemented.
   6. As all changes have merit and purpose the process has enabled a ranking to be summarised as follows:

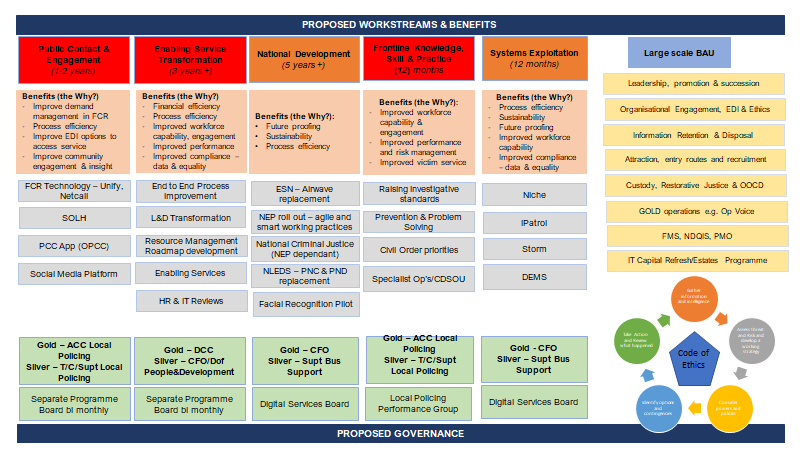


* + - Red Risk projects are those that if not progressed could result in significant implications across most or all the corporate risk categories. These must be progressed as a priority to reduce the likelihood of the risks occurring
    - Amber Risk projects whilst still being important pose less of a threat and likelihood of impact across the corporate risk categories. On this basis there are more opportunities to tolerate these not being progressed in the immediate term although there is recognition that these could become Red should any of the factors change
    - Green/Yellow Risk projects identify opportunities to manage the changes through business units unless any of the factors or timescales change in terms of risk or impact, this is a possibility especially for those that are being delivered through national projects.
  1. Once ranked the dependencies across the projects have been assessed and then grouped into workstreams to develop the programme into the next stage. This assessment included lessons learnt from the previous programme stage where some of the workstreams were overlapping and business areas were sometimes being asked to work with more than one workstream. Therefore, the next stage seeks to address this issue.
  2. To demonstrate how the programme has evolved the below pictures provide the programme status prior to the review and after.



Programme progress April 2022

* 1. The following should be noted:
     + Green projects have delivered a range of change requirements, the remaining areas (yellow) mainly focus on embedding these changes and developing skills and practice. The ability to embed change this has been impacted by increases in operational demand and capacity within the Learning & Development Unit who have required growth to support PCDA students and are undergoing a transformation project at the same time
     + Amber/FCR Project has been impacted by capacity in IT to deliver all the technology stabilisation but is still planned for closure by the end of July
     + Red/Resource Management has been impacted through lack of project, HR and IT resourcing, as a result some progress has been made but the work still requires continuation
     + Grey items are considered complete from a change perspective but some still require embedding by the business areas
     + Purple items have been deprioritised



Revised programme

* 1. The rationale for the developments include:
     + Change delivered within the FCR project and reviews conducted within the Vulnerability workstream lead to the next stage of development focusing on exploiting technology and opening wider channels for public contact & engagement. This also addresses the overlap from the previous workstreams and keeps all contact based development together
     + The Enabling Services scope brought together all change either in progress or identified within the planning process. Discussions are now in progress to reduce/rationalise the scope and agree a resourcing approach.
     + National development has been brought together as timescales can change on a regular basis and there is opportunity for funding to resource this work. The resourcing approach would therefore seek to maximise resource across all national work rather than just one project
     + The constraints of the force being able to embed change and support the inexperience within the frontline has been acknowledged to provide coaching to frontline teams whilst the L&D project matures during the next financial year
     + The implementation of the Digital Services Division has started to provide expertise to develop and exploit existing systems plus develop and implement the governance for digital development. To do this in addition to taking on the scale of new change requires support to ensure that roadmaps and future development compliments the requirements of the programme and wider IT priorities
     + Consideration has been made to the PCC 10-point Police and Crime Plan and the remaining development required for the Causes of Concern
  2. The workstreams are now in the process of being scoped and will be presented as a collective Programme Business Case during July for Executive approval. This work includes scope, high level timescales, benefits and funding requirements.

1. **Workstream Updates**
   1. **Force Control Room**
   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.
   3. Future development of FCR technology is now planned into the Public Contact & Engagement Programme.
   4. **Integrated Offender Management**
   5. The workstream is currently reporting Amber status and is planned for closure at the end of June.
   6. The changes completed will now be embedded as follows:
      * The embedding of the Cambridge Harm Index and tasking for offender management will be progressed through the Force Integrated Offender Management Working Group chaired by Head of CID
      * The development of training and guidance for the use of Civil Orders will be progressed by the Frontline Knowledge Skills & Practice workstream.
   7. Since the last reporting period the PCC has also been successful in receiving funding to support the development of a Violence Reduction Unit. Whilst this will not be sufficient to address the full police requirements previously identified within the Special Grant bid it will start to provide options as to how offending can be managed or prevented more effectively in this area.
   8. **Vulnerability (Prevention/Engagement & Missing)**
   9. The workstream is closed with all required 2021/22 deliverables being completed and evidence provided to support the relevant HMICFRS recommendations for review as part of the ongoing PEEL inspection.
   10. The reviews completed by the workstream for technology exploitation such as SOLH, Social Media and the use of Consumer Insights will be moved into the Public Contact & Engagement workstream due to the linkages with FCR technology development and resourcing of demand that exploitation will incur. Implementation of the reviews was planned for 2022/23 therefore this development is still on track through a different workstream.
   11. **Resource Management**
   12. The workstream continues to report Red status due to the lack of capacity within IT and HR to support the developments. Business design work still progresses and is planned for completion at the end of September.
   13. 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 and assess against technology options. It is expected that some of these will be larger scale and need investment and potential transfer of responsibilities across teams to make processes more efficient.
   14. The workstream will continue into the next programme but will also bring together the wider approach to Enabling Services Reform subject to the resource requirements being funded as part of the Programme Business Case that will be submitted to the Executive in July.
   15. **Raising Investigation Standards**
   16. The workstream is closed with all required 2021/22 deliverables being completed and evidence provided to support the relevant HMICFRS recommendations for review as part of the ongoing PEEL inspection.
   17. As part of the workstream closure future change requirements were prioritised to focus predominantly on embedding the changes and developing new practice. As a result, the Frontline Knowledge Skills & Practice workstream will focus predominantly on coaching frontline teams and continue to support this work.

1. **Implications**
   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.

* 1. 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.

* 1. Human Rights Act

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

* 1. Sustainability

There are no sustainability implications arising from this report.

* 1. 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.

1. **Conclusions**
   1. The Force Change programme is currently at Red status and being developed into an overall business case for Executive approval in July. Resourcing the programme and embedding new practice continue to be the main issues to be addressed from the areas delivered to date.
   2. The programme has been reviewed and developed into the next stage and has been subject to an assessment of risk, dependencies and timescales.

**Chief Constable**

**Mark Webster**