

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



**CLEVELAND
POLICE**

30th March 2022

Executive & Presenting Officer: Ian Wright, Director of Finance and Assets

Status: For information

Change Programme Update.

1. Purpose

- 1.1 To provide Members with an update on the Change Programme and explain the direction of travel on Transformation workstreams to ensure integration with the Force Strategic Planning process.

2. Recommendations

- 2.1 That Members note the contents of this report.

3. Background

- 3.1 The HMICFRS PEEL report on Cleveland Police published in March 2023 acknowledged significant progress in force performance but identified a number of areas for continued improvement.
- 3.2 One of those areas is the development of a properly integrated planning process encompassing operational, financial and workforce planning in order to produce a coherent set of planning documents.
- 3.3 As part of this process, it is necessary to review the progress of the Change Programme and align objectives and resources with the overall plans and in particular with the objectives of the Force restructure and associated enabling services review.
- 3.4 Work has been carried out to review workstreams in line with new requirements and recommendations on priority areas of focus for the Force. This work has now concluded, and it is recommended that the Towards 2025 Change Programme is formally closed at the end of 22/23 and any outstanding activity transitioned into BAU delivery or separate projects/programmes of work.
- 3.5 Despite resourcing challenges work continues to be implemented albeit at a slower pace than initially planned. Workstreams have reported slippage as required into the relevant project boards and plans prioritised and updated as required.

- 3.6 Each workstream has reviewed workloads and discussed options that have been ratified by the Director of Finance and Assets, Head of Corporate Services and Head of Business Support. Proposals for each workstream and the projects currently within them are set out below together with a summary of progress and agreed future action.

Project:	Progress:	Future Action:
Enabling Reform Programme		
ERP Project	<ul style="list-style-type: none"> - As Is process mapping and demand assessment completed, To Be processes due for completion end February - Oracle User Group established, initial meeting taken place and priorities for improvement being clarified - Issues with supplier engagement identified and now escalated with Head of IT - Further discussion is required with Enabling business area leads to clarify what is required to continue improvement work and project scope from April 23 onwards. 	<p>Workstream formally closed at end of financial year and ongoing improvement activity transitioned into BAU. ERP project scope post April 23 to be determined and agreed along with resource requirements.</p>

Project:	Progress:	Future Action:
Learning and Development Transformation	<ul style="list-style-type: none"> - Demand assessment completed and fed back into the L&D management teams - L&D Governance Group recommenced – separate BAU delivery from project objectives - PDU now in place and embedded - Corporate Health assessment completed and feedback to the management team - Issues reporting with resourcing of data cleansing and IT requirements 	<p>Once this is in place a new project can be established if required. L&D team re-shaping should be transitioned into the wider organisational structure work, either as part of an overarching project or separate enabling reform strand</p>
Frontline Knowledge Skills and Practice	<ul style="list-style-type: none"> - Frontline coaching completed and well received. Report finalised for IRT and almost completed for INT. Improvements have been clarified in the key areas and coaching recognised as a successful approach. - IOM research slippage due to vetting of university – this is now completed and data being developed for sharing - Following wider priorities of Op Leven resources from the workstream have been redeployed to support this work. - The remainder of the work has been allocated into SIT members and DSD for technology improvements 	<p>Workstream to be closed with immediate effect</p>

Project:	Progress:	Future Action:
National Systems Programme	<ul style="list-style-type: none"> - NEP Roll out now live, engagement with frontline teams in progress and roadmap in development with Microsoft discovery work - NLEDS – National Code of Practice developed and reviewed. Implementation commenced through Roads Policing, driving license photos available at the roadside and Drier Checks end of February - Some roles being funded by national funding, 1 in post and the remainder being recruited 	Transition workstream into a separate National Systems programme of change as all projects will still require completion/progression. This should report progress into the Digital Services Board
Systems Exploitation Programme	<ul style="list-style-type: none"> - All work in this area has now moved into BAU delivery through DSD 	Close workstream with immediate effect and monitor BAU delivery through the Digital Services Board

4. **Next Steps**

- 4.1 Former Change Programme workstreams and projects will be prioritised and monitored in line with the appropriate governance stream.
- 4.2 An update on Force restructure and enabling services review work will be brought to Audit Committee in June.