

# Matrix of maturity

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*Superintendent Matt Kennerley*

**In order to build on the National Police Chiefs' Council's Vision 2025 document, Cumbria Constabulary has undertaken significant work in preparing the force for the many challenges facing the service. Its 'Cumbria Vision 25' is a comprehensive strategy that sets out the constabulary's ambition for 2025, building on the national document as well as the force's achievements, and details the approach for transforming policing in Cumbria.**

Cumbria's geography and environment remains a significant challenge for the force. As one of the largest forces geographically (at 2,634 square miles), 98 per cent of the area is categorised as rural, which presents different challenges to those faced by many other forces in England.

Cumbria has a small, sparse population, but this is swelled by millions of visitors each year, increasing the demand on services and infrastructure. And its communities are becoming increasingly diverse with significantly isolated elements – financially, geographically and demographically.

The county has already experienced extreme weather events that have extensively challenged emergency services, partners and communities, with global changing weather patterns likely to remain a threat.

Demand on policing is growing with new crimes. Criminal methods are developing quickly, while the complexity of crime and investigations growing accordingly. Over the summer of 2017, Cumbria saw some of the highest recorded levels of calls into its command and control room and there is clear evidence now of the increasing complexity of crimes and incidents that officers are asked to deal with.

Technology is also changing how the public interacts with the world and each other, changing culture and expectations of its use by police, with criminal exploitation of the internet and digital crime a growing problem.

Terrorism is also likely to remain a key consideration for all forces, whether contributing resources to incidents elsewhere, reassuring the public, or in ensuring a force's own preparedness.

This poses significant challenges for small forces such as Cumbria, with large distances between deployment centres and the travelling time if reliant on regional resources.

This environment of evolving demand led chief officers to commission work to fully understand the capability gap affecting policing in Cumbria. Cumbria Vision 25 is a roadmap for the constabulary, providing both the aspirational look and feel of the organisation (developed together), as well as key principles for improvement, which in turn will drive a series of key deliverables in each business area. The work has focused on four overarching principles:

**Inclusivity** – the chief officer team has been clear that Cumbria Vision 25 will be built upon meaningful engagement with the public and staff in order to include their views to deliver an outstanding service. With this in mind the constabulary has developed a number of channels to facilitate staff involvement and participation in building the plan – from online discussion forums, to roadshows, use of new Office365 products, as well as focus groups, practitioner events and staff suggestion schemes and activities;

**Collaborative** – working together effectively across the organisation, as well as with partners and the public. The constabulary is in the process of aligning governance boards and performance frameworks to the five key areas of the national Vision 2025 document – local policing, workforce, specialist capabilities, business support and digital policing;

**Lean** – Cumbria Constabulary is committed to achieving savings and focusing on delivery of benefits. To invest in the future, the constabulary will need to effectively realise savings and release capacity right across the organisation. A number of projects are ongoing to drive additional benefits from some of the technology already adopted, such as electronic pocket notebooks and mobile devices, with other work focused on fundamentally changing the way policing is delivered; and

**Sustainable** – exploring opportunities to re-engineer the organisation in order to be fit for the future environment. Cumbria Constabulary has taken the opportunity to look around at key developments nationally. Ongoing work includes streamlining business processes, opportunities for automation in a variety of business areas, improved business analytics and intelligence and a focus on 'smarter working'.

Chief Constable Jerry Graham explained: "Policing is a system, and our understanding of the complexities of that system are critical to good decision-making and planning for the future.

"With Cumbria Vision 25 I am committed to listening to our staff, who have some fantastic new ideas about improving the service. They understand the issues facing policing and I have been inspired by their enthusiasm for working together to bring about change."

In establishing key areas of work for Cumbria Vision 25, the constabulary has paid close attention to the changing environment. With the introduction by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services of Force Management Statements, all forces will undertake the four-step process across all business areas – establishing demand, current capability and capacity, identification of gaps and closure, prioritisation.

Cumbria Constabulary worked with strategic business consultancy Chapel Associates on this process, giving consideration to digital policing.

Technology has transformed the way police forces work. This momentum will continue and grow, but embracing technology brings its own challenges, in particular, how it is embedded into a force and its culture will present difficult, and potentially very expensive, decisions.

Knowing what works well, why some programs work better than others, and how to make digital tools more effective is often not assessed or known. It is also within these highly-specialist, complex areas that the use of external objectivity can be a significant benefit to policing.

Cumbria Constabulary used Chapel Associates' Capability Maturity Modelling (CMM) to review the forces' readiness for the tidal wave of technological change. CMM is an innovative means by which forces can understand their own capability and gain evidence that can be used to:

- Inform a future digital strategy, or shape a target operating model;
- Help create a robust business cases for strategic investment or force collaboration;
- Successfully drive up operational efficiency or plan meaningful continuous improvements; and
- Establish force readiness for major change programmes, such as the Emergency Services Network.

The CMM provides forces with the means to identify their capability needs and provide evidence on which to base investment decisions.

It draws on established systems engineering methodology recognised across many industries, and has been specifically tailored to rigorously evaluate all dimensions of a police force's operations, including policy and strategy development, uniform and crime operations, IT and back office support and personnel and training – indeed, every aspect of responsibility that a force fulfils, and it does so from a digital perspective.

Each principal dimension of work is broken down into the many sub-criteria that constitute its whole, and provides a basis for the systematic evaluation of the maturity of execution in that organisation.

Evaluations are made against five descriptions of levels of maturity, which have been drawn up by experts in the relevant field. This drives standardisation into the method.

The results are displayed thematically through an easy to interpret Red/Amber/Green presentation for each criterion in the form of easily understood charts that allow Cumbria's chief officer team to rapidly 'drill down' into the detail to gain greater understanding of capability status.

"The capability modelling process gave the constabulary an unvarnished and comprehensive picture of our readiness to face the digital challenges/opportunities of the near future. I strongly recommend it," said Mr Graham.

Being an evidence-based service, CMM can offer the means of rigorously proving the rationale behind investment and efficiency planning decisions in support of a force's transparency agenda. Cumbria Constabulary has made specific use of the CMM in its planning for future demand, developing an improvement plan and digital strategy based on some of the key feedback. It will form a key basis for some of the ongoing capability work integrated within the new Force Management Statements.

Cumbria Vision 25 aims to transform the way Cumbria Constabulary delivers its policing mission and shapes decision-making, focusing on prevention and vulnerability, the effective management of risk and the development of capability through people, skills and assets, enabled by improved processes and technology. More information on the CMM is available at <http://www.chapel-associates.co.uk>

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