

Case Study



NATURE OF ENGAGEMENT: People development and creation of foundations for new culture. Worked to design and deliver a cultural change programme and to establish a forward looking vision for managing internal and external stakeholders and to identify initial steps to implement changes.

STAKEHOLDERS: The Chief Constable and Assistant Chief Constable) and their immediate Command Team (Top five people)

KEY CHALLENGES: Cleveland Police was one of the worst rated police authority, with particular issues around people skills, leadership, and community relationships. The Force was strong on achieving operational efficiency and delivering results but this had led to what many perceived as a narrow target-based culture with a preference for top-down, rather than collegiate management. There was concern that senior managers and their teams tended to act in silos and that the leadership and people agenda had slipped.

TEAM DEPLOYED: Dr Tuvia Melamed, with a support of a small consultancy team collaborated with a project team of Cleveland Police – Total chargeable days including the roll-out work was about 250 chargeable days – Delivered as part of the PKF team

METHODOLOGY: The programme included:

- Visioning workshops exploring priorities of the Force and the way the top team behaviour blocked the performance of those below them (Command Team)
- Sessions on culture and people management issues, particularly focusing on the issues of engaging people and motivation (Top 30)
- Leadership development modules with the top 30 senior managers
- Innovative leadership and management development for first line command

CATALYSED CHANGE: When the Putting People First was initiated, the focus was on the people in the community. Rather quickly it was realised that to get the required change, the focus should be expanded to include all stakeholders, particularly the people within the force

IMPACT: When Putting People First project commence, Cleveland Police was ranked 46 (one place before last) in the league table of police authorities. Three years into the project it progressed to 23rd place, and it is currently working to get into the top 10 police authorities. This was achieved through relentless focus on people within the force and viewing of the larger community as partners, stakeholders, and customers.