

**Date:** 12<sup>th</sup> April 2021

**Our Reference:** FOIA-2021-026

**RE: Your request for information under the Freedom of Information Act 2000**

I write in response to your Freedom of Information Act 2000 ('FoIA 2000') request dated **11/03/2021**, in which you requested:

- A list of project and programmes (Business Change / Transformation/ Digital/ Data/Technology).
- A List of the key deliverables/outputs for all project and Programmes (Business Change / Transformation/ Digital/ Data/Technology).
- A List of SROs for project and programmes (Business Change / Transformation/ Digital/ Data/Technology).
- The timelines and stage of delivery (Project stage) for all project and programme (Business Change / Transformation/ Digital/ Data/Technology), including delivery status.
- Current Organisation charts / Organograms for IT, Change & Transformation, Operations and digital data and technology Teams.

**Decision**

When a request for information is made under the FoIA 2000, a public authority has a general duty under section 1(1) of the Act to inform an applicant whether the requested information is held. There is then a general obligation to communicate that information to the applicant. If a public authority decides that the information should not be disclosed because an exemption applies, it must, under section 17(1) cite the appropriate section or exemption of the Act and provide an explanation for relying upon it.

In line with section 1(1) of the FoIA 2000, I can confirm the College **does hold some** information relevant to your request. For simplicity, we have dealt with each part of your request separately:

**A list of project and programmes (Business Change / Transformation/ Digital/ Data/Technology)**

For a list of projects and programmes, please see disclosure document 1.

**A List of the key deliverables/outputs for all project and Programmes (Business Change / Transformation/ Digital/ Data/Technology)**

For a list of key deliverables, please see disclosure document 1.

## **A List of SROs for project and programmes (Business Change / Transformation/ Digital/ Data/Technology)**

For a list of SROs, please see disclosure document 1.

## **The timelines and stage of delivery (Project stage) for all project and programme (Business Change / Transformation/ Digital/ Data/Technology), including delivery status**

For the timelines and stage of delivery, please see disclosure document 1. Where no information is held, it has been stated clearly on the document.

## **Current Organisation charts / Organograms for IT, Change & Transformation, Operations and digital data and technology Teams**

Change and transformation:

Please see disclosure document 2, which contains the programme structure for the Transforming our College Programme. An exemption under section 40(2) – Personal information has been applied, allowing us to remove all names in disclosure document 2. Please see our reasoning for applying this exemption below.

IT, operations, digital data and technology teams:

Please see disclosure document 3, which contains the Digital Services Organisation Chart. An exemption under section 40(2) – Personal information has been applied, allowing us to remove all names in disclosure document 3. Please see our reasoning for applying this exemption below.

Please see disclosure document 4, which contains the Business Change Organisation Chart. An exemption under section 40(2) – Personal information has been applied, allowing us to redact all names in disclosure document 4. Please see our reasoning for applying this exemption below.

Your rights are provided at the bottom of this letter. Please find an explanation for our decision to apply section 40(2) below.

Yours sincerely,

**Kate Kaufman | Legal Advisor**

**Information Management and Legal Team**

**College of Policing**

Email: [FOI@college.pnn.police.uk](mailto:FOI@college.pnn.police.uk)

Website: [www.college.police.uk](http://www.college.police.uk)

## **Section 40 (2) – Personal information**

Section 40(2) states that:

“Any information to which a request for information relates is also exempt information if-

- (a) It constitutes personal data which do not fall within subsection (1), and
- (b) Either the first or the second condition below is satisfied.”

Essentially, under section 40(2) FoIA (by virtue of section 40(3A)), personal data of a third party can be withheld if any of the data protection principles would be breached by disclosing that data.

Personal data is defined in section 3(2) of the Data Protection Act 2018 (DPA), as being:

“Any information relating to an identified or identifiable living individual”.

Section 3(3) DPA defines an identifiable living individual as:

“a living individual who can be identified, directly or indirectly, in particular by reference to –

- (a) an identifier such as a name, an identification number, location data or an online identifier, or
- (b) one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of the individual”.

As is stated above, the two main elements of personal data are: that the information must ‘relate’ to a living person and that the person must be identifiable. Information will relate to a person if it is: about them, linked to them, has some biographical significance for them, is used to inform decisions affecting them, and has them as its main focus or impacts on them in any way.

We consider that releasing the names of individuals contained within disclosure documents 1 - 4 may lead to the direct identification of a living individual, therefore breaching data protection principles laid out in the Data Protection Act 2018.

We are committed to openness and transparency, and recognise the wider public interest in details of College employees, however, we also have a legal duty to ensure that the right to privacy of individuals is protected. Consequently, we do not believe that it would be fair to disclose the names in the requested information. Therefore, we have either redacted the names, or removed them from the disclosure documents.

## **Your right of review**

Under the Freedom of Information Act 2000 you have a right to request an internal review if you are dissatisfied with our handling of your request. Review requests should be made in writing (by email or post) within **40 working days** from the date of our original response. We will aim to respond to your review request within **20 working days**.

### **The Information Commissioner's Office (ICO)**

If, after lodging a review request you are still dissatisfied, you may raise the matter with the ICO. For further information you can visit their website at <https://ico.org.uk/for-the-public/official-information/>. Alternatively, you can contact them by phone or write to them at the following address:

#### **Information Commissioner's Office**

**Wycliffe House**

**Water Lane**

**Wilmslow**

**Cheshire**

**SK9 5AF**

**Phone: 0303 123 1113**

Programme	Project	Key deliverables/Outputs	SRO	Timelines	Stage of delivery	Delivery status
<b>Transforming our College Programme</b>	Corporate Development	<ul style="list-style-type: none"> <li>• Increased understanding of the demand across strategic, tactical and core requests.</li> <li>• Increased understanding of each customer and their specific needs, to enhance relationships.</li> <li>• Increased and more effective use of skilled delivery resource</li> <li>• Implemented Corporate Development</li> <li>• Recruitment of existing College staff into new Corporate Development Capability</li> </ul>	Director of Workforce Development	Due to conclude April 2021	Implementation stage	On track
	Communications and Engagement	<ul style="list-style-type: none"> <li>• Communications &amp; Engagement (C&amp;E) Strategy and annual Business Plan to align with the College's long term strategy and priorities</li> <li>• C&amp;E delivery plan &amp; management of in-year demand</li> </ul>	Director of Workforce Development	Timelines for completion currently being reviewed. Design stage has been completed. Implementation stage is anticipated to	Design stage	On track

		<ul style="list-style-type: none"> <li>• Planning &amp; support for individual projects</li> <li>• Scheduling of College wide C&amp;E activity through Comms Calendar</li> <li>• Advice &amp; support to ensure College communications materials produced to a high standard in line with College brand</li> <li>• Increased and more effective and efficient use of skilled delivery resource</li> <li>• Recruitment of existing College Staff into Comms &amp; Engagement Capability</li> </ul>		complete by July 2021.		
	Portfolio Delivery	<ul style="list-style-type: none"> <li>• Increased understanding of resource capabilities/skills and how they support and lead delivery</li> <li>• Increased focus on professionalisation and enhancement of individual careers</li> <li>• Increased understanding of each customer and their specific needs, and how the College aligns</li> </ul>	Director of Workforce Development	IOC#1 December 2020 - complete IOC#2 March 2021 - in progress IOC#3 May 2021	Implementation stage with some further design continuing in parallel to end of May 2021.	Not on track – plans under review, but likely to end May 2021.

		<p>through the portfolio construct</p> <ul style="list-style-type: none"> <li>Increased impact of delivery across all customers and within the College.</li> </ul>				
	Culture Change and Leadership	<p>The change, culture and leadership work is an enabling project that will enable the realisation of ToC programme benefits by focusing on key behavioural shifts required to embed new ways of working and addressing this holistically through communication, engagement and skills development.</p> <p>It will create sustainable change by utilising a network of leadership at every level across the organisation to drive and embed change.</p>	Director of Workforce Development	Due to conclude end of July 2021	Implementation stage	On track
	College Re-Brand	<ul style="list-style-type: none"> <li>Rebrand of all College templates and materials</li> <li>Launch of new College website</li> <li>New College Logo</li> <li>Re-dressing of Ryton site (new signage and branding fitted to site).</li> </ul>	Director of Workforce Development	Due to complete March 2021. Installation of new signage at Ryton is now due to conclude at the end of April 2021.	Implementation stage	Rebrand of all college templates and materials complete. New website launched late 2020 including new College logo.

						Signage at Ryton has been delayed due to COVID-19 restrictions on site.
	Digital Information Services	This project seeks to bring together Digital Services (DS) and Information Services (IS) into a single, cohesive function. The project will define any additional capabilities the function will deliver. The project will also assess the skills and roles required to deliver these services, identifying any gaps, and define a plan / approach to filling these gaps, in alignment with industry frameworks.	Director of Workforce Development	Design completed March 2021. Delivery date is yet to be confirmed.	Design stage	On track
<b>20K Uplift/Recruitment &amp; Development</b>	Assessment Information Management System (AIMS)	To support the management of police recruitment and examinations.	Head of Workforce Development Enablers	Implementation commenced 2020.	Delivery stage	Complete
	Day One Estates	To provide a long term estate solution for Day One.	Director for Enabling Services	Due to complete September 2021	Delivery stage	Work in progress on site
	Day One Implementation	Transition and implementation of the Day One Assessment Centre.	Head of Workforce	Implementation had been planned to	Paused at the start of the pandemic	Paused at the start of

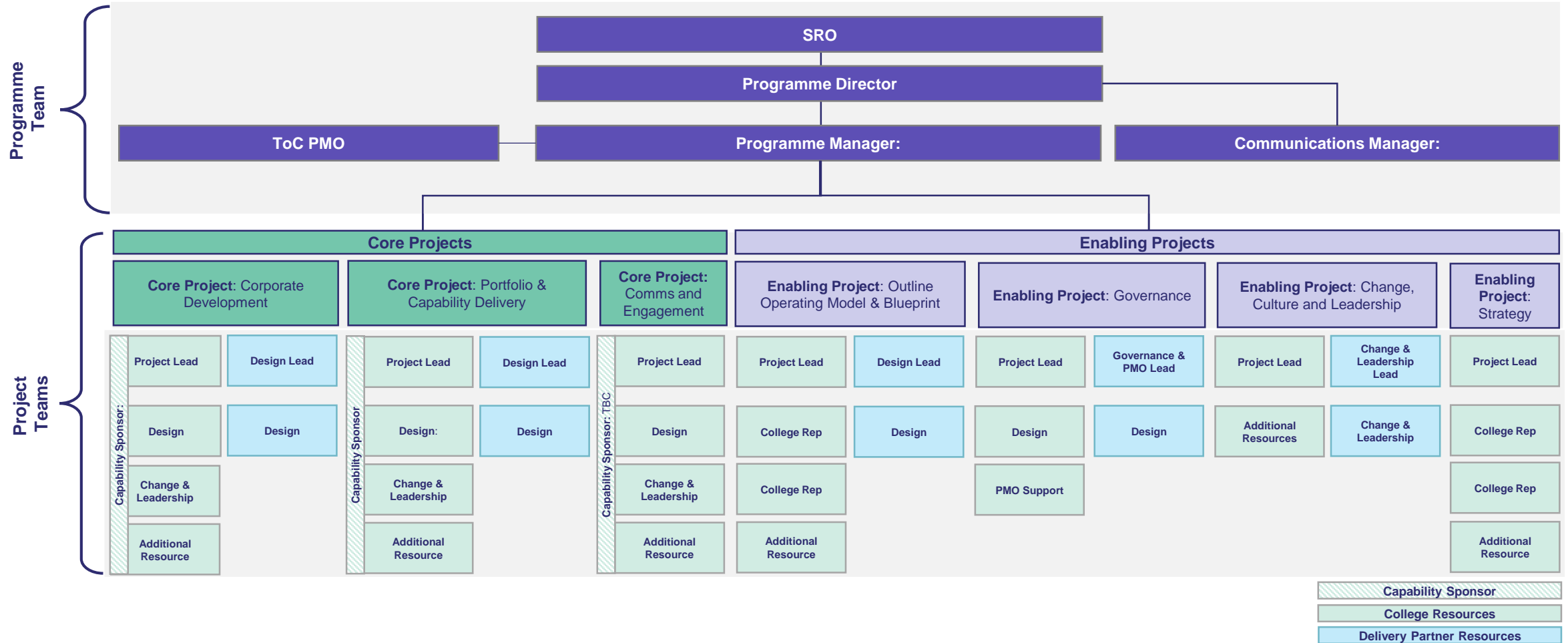


			Development Enablers	commence from September 2020		the pandemic
	Online Assessments	To develop and implement an online assessment process to enable police recruitment to continue throughout the pandemic.	Head of Workforce Development Enablers	Interim solution to remain in place until at least June 2021	Delivery stage	Interim solution to remain in place until at least June 2021
	Online Exams	To design, develop and implement an online exams facility to enable promotion and progression to continue throughout the pandemic.	Head of Workforce Development Enablers	Interim solution to remain in place throughout 2021	Delivery stage	Interim solution to remain in place throughout 2021
<b>Digital</b>	Barred & Advisory List	No information held	Faculty Lead - Uniformed Policing	No information held	Start-up stage	No information held
	College Learn	<ul style="list-style-type: none"> <li>• Improved self-service</li> <li>• Removing restrictions when accessing the systems</li> <li>• Mobile device compatibility</li> <li>• Consistent user design</li> <li>• Improved user experience</li> <li>• Reduced workflow for online training history transfers</li> <li>• Improved user engagement through</li> </ul>	Chief Digital Officer	Due to conclude March 2021	Delivery stage	Delayed due to the COVID-19 restrictions

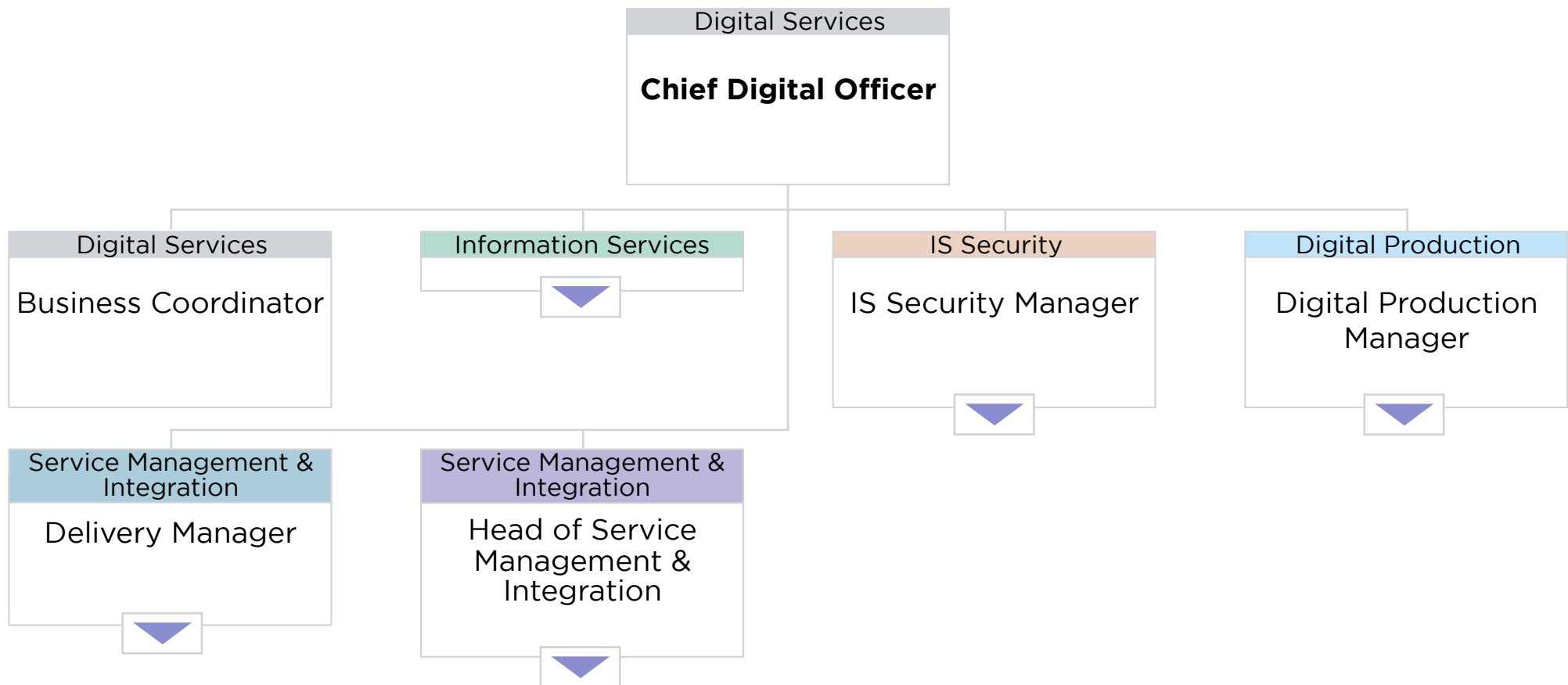
		better design and enhanced functionality.				
	College Search	Improved search experience with relevance, speed and prioritised content.	Chief Digital Officer	The BETA launch is planned for April 2021. The full release is planned for August 2021.	Delivery stage	In progress
	College Website	New college website to integrate sites including APP, WWC, career pathways, recruitment.	Chief Digital Officer	The College Microsite transition is predicted to complete by October 2021.	Delivery stage	In progress
	Enterprise Resource Planning (ERP) – system replacement	To evaluate the cost benefit and develop timescales for using the ERP system as a potential solution. Ensure that the financial impact of non-delivery is minimised. To deliver an effective transition of the in-scope College of Policing functions.	Head of Finance and Performance Improvement	Due to launch June 2022	Initiation stage	On track
	Learning Solutions	No information held	Head of Delivery Services	No information held	Initiation stage	On track
	Microsoft 365	No information held	Chief Digital Officer	The pilot is predicted to launch in August 2021	Delivery stage	In progress
<b>Inclusion and race</b>	College Internal Inclusion and Diversity	<ul style="list-style-type: none"> <li>Identifying &amp; Understanding Issues</li> </ul>	Head of Diversity,	Ongoing	Delivery stage	Phase 1 has been completed

		<ul style="list-style-type: none"><li>• Leadership &amp; Behaviour</li><li>• Employee Experience</li><li>• External Relations</li></ul>	Inclusion & Engagement			
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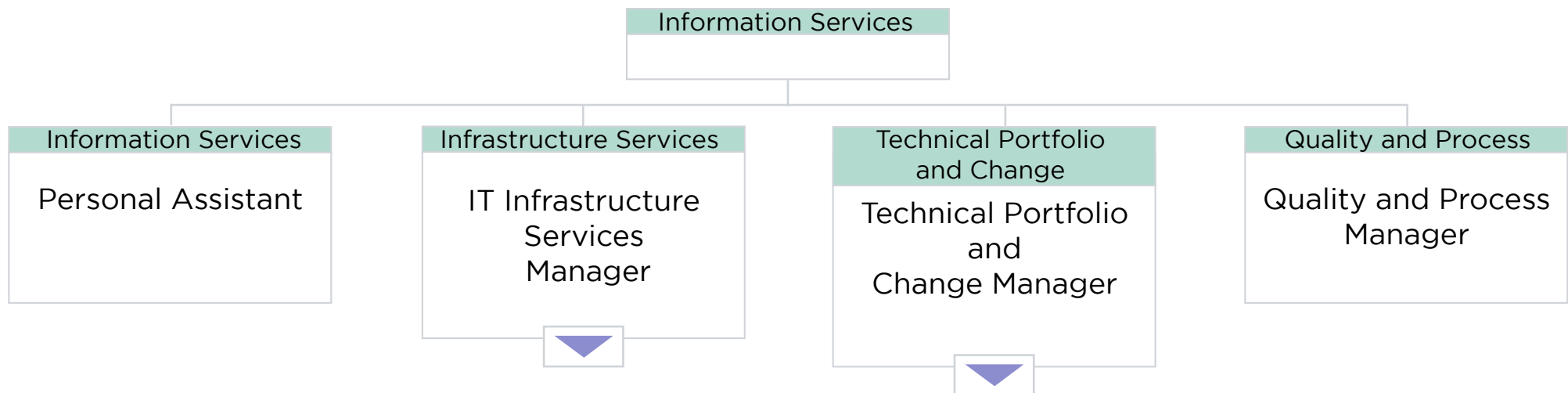
# ToC Programme Structure:



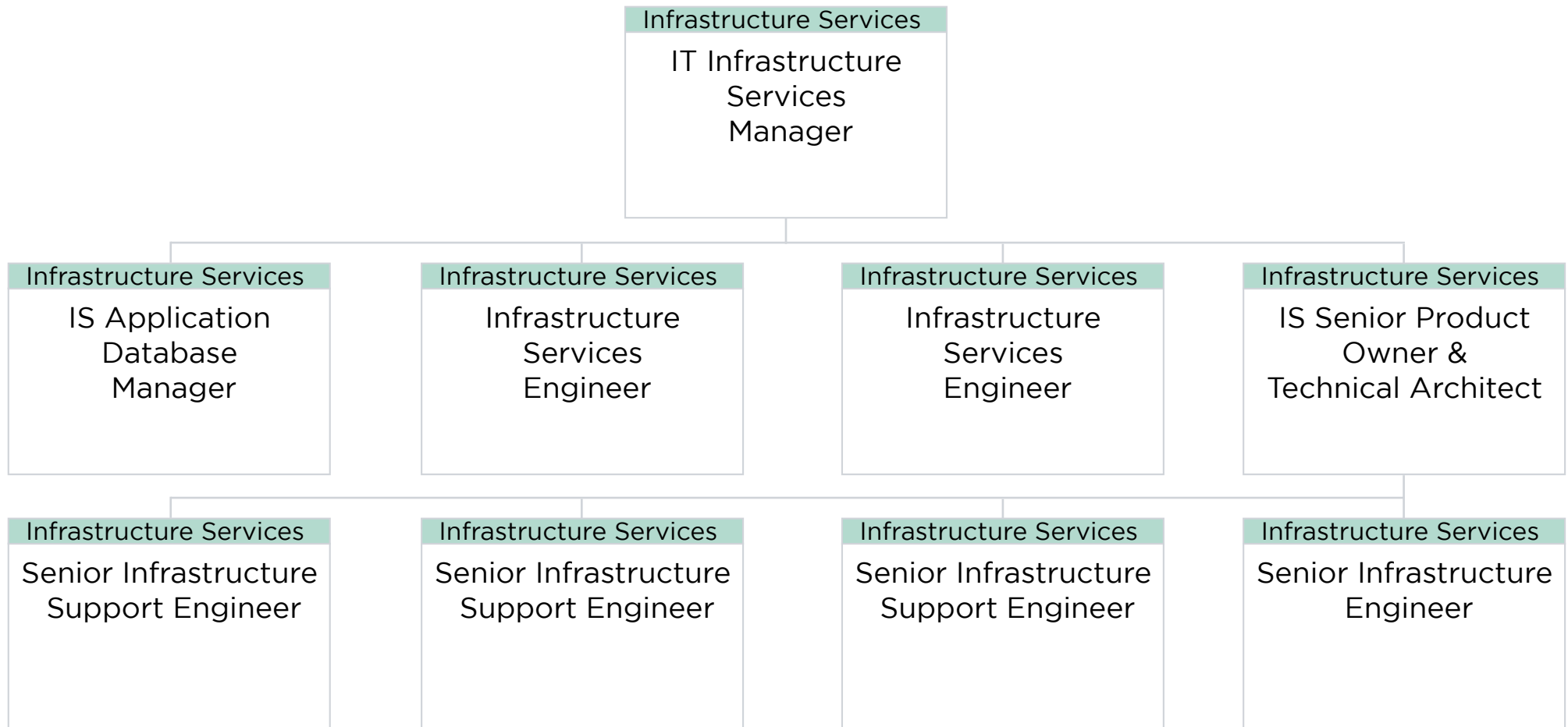
# Staff Org Chart



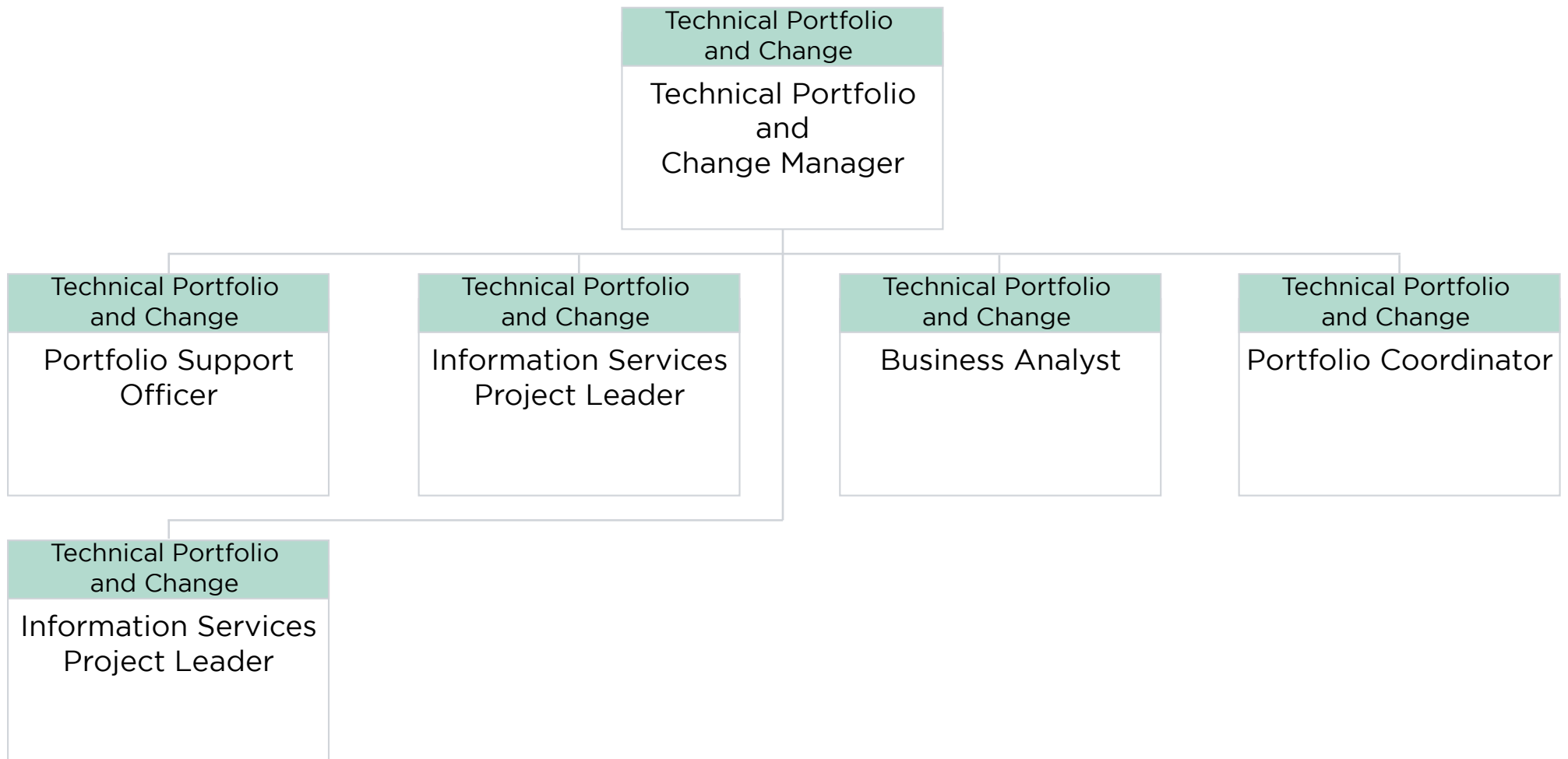
# Staff Org Chart



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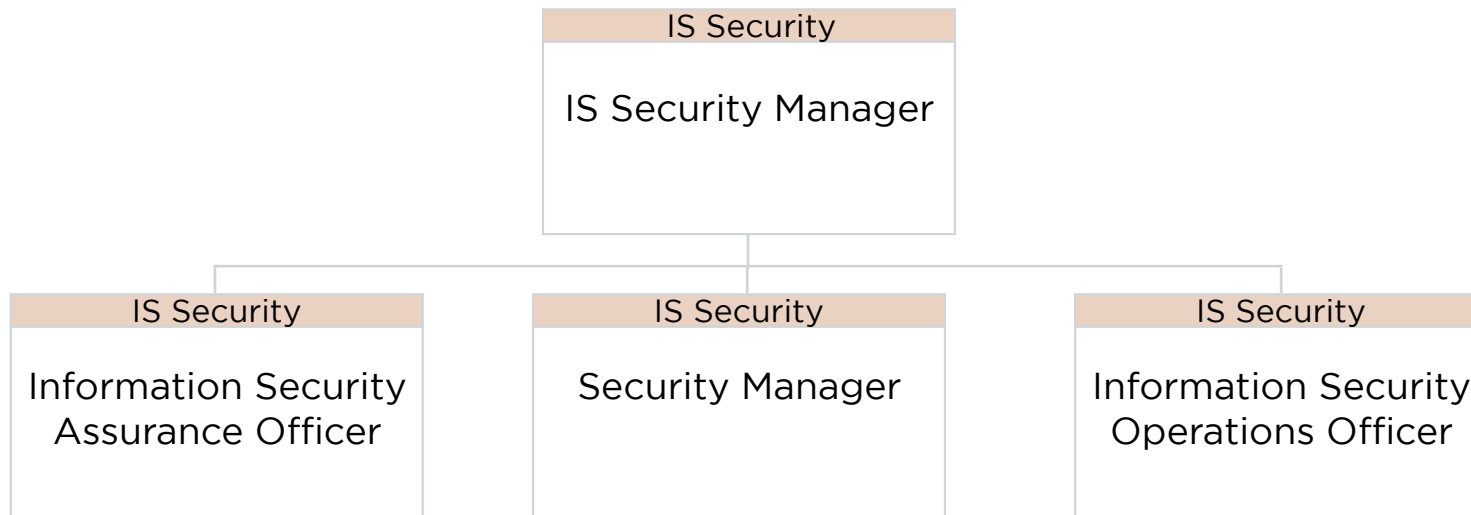


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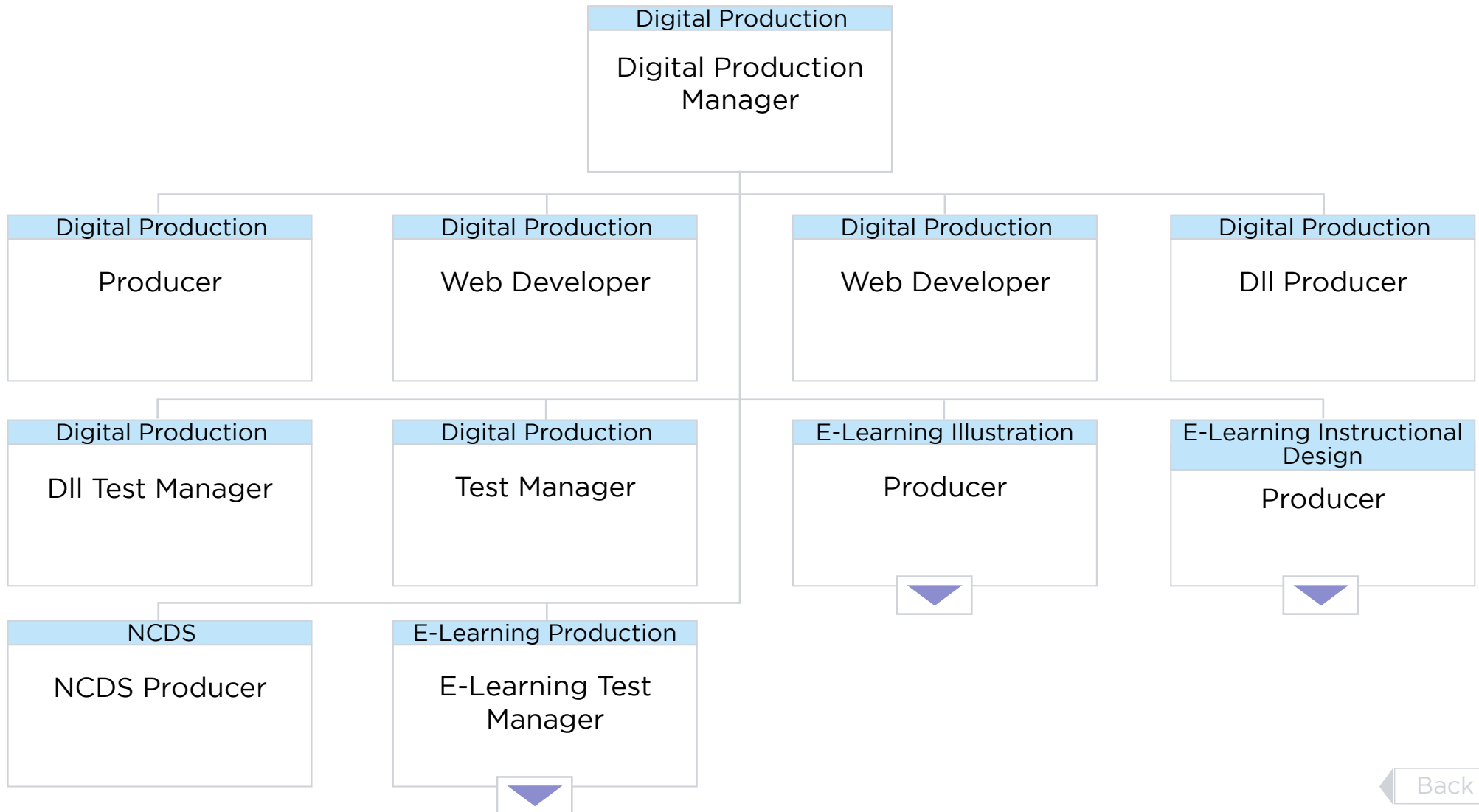




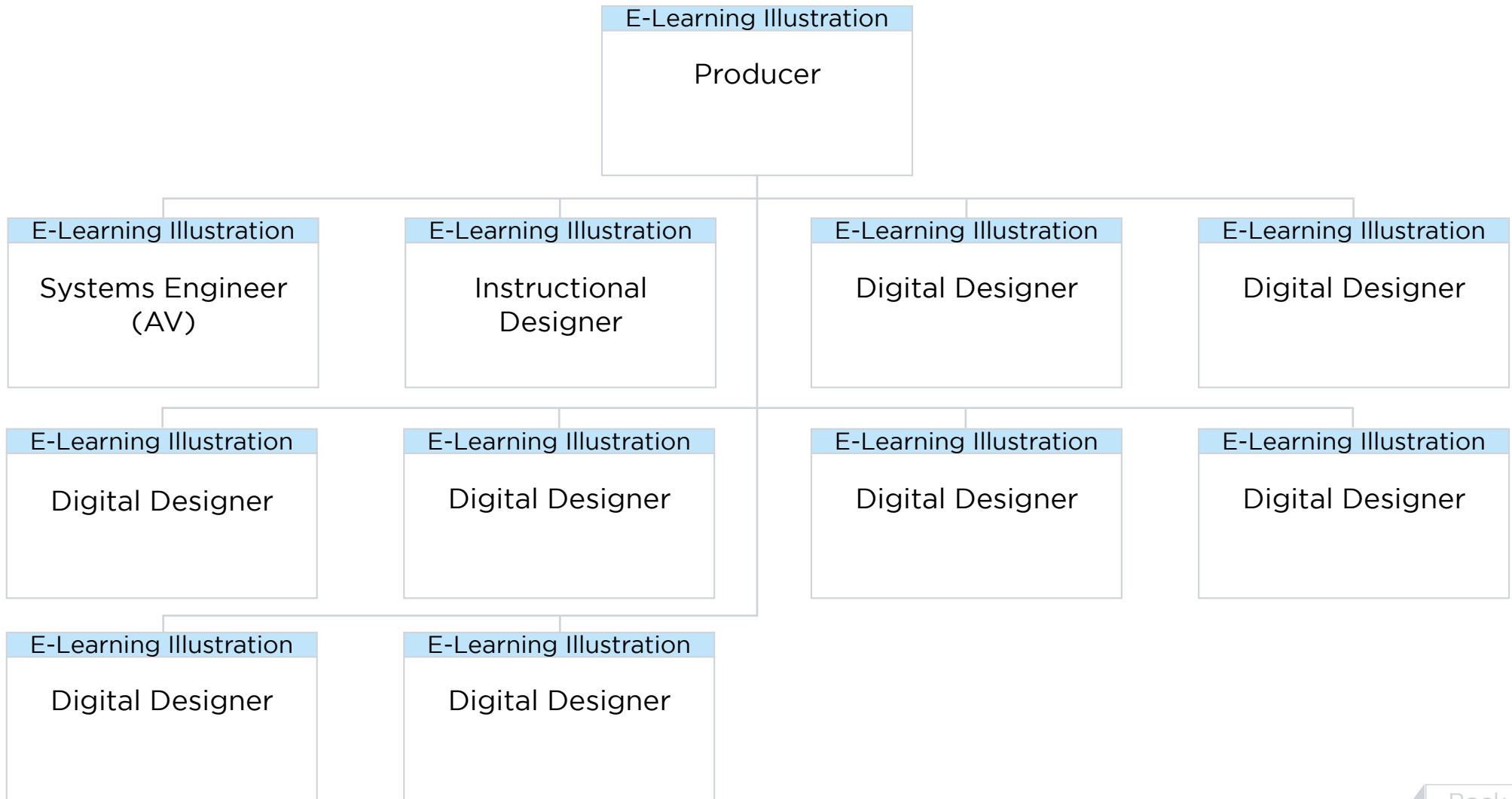
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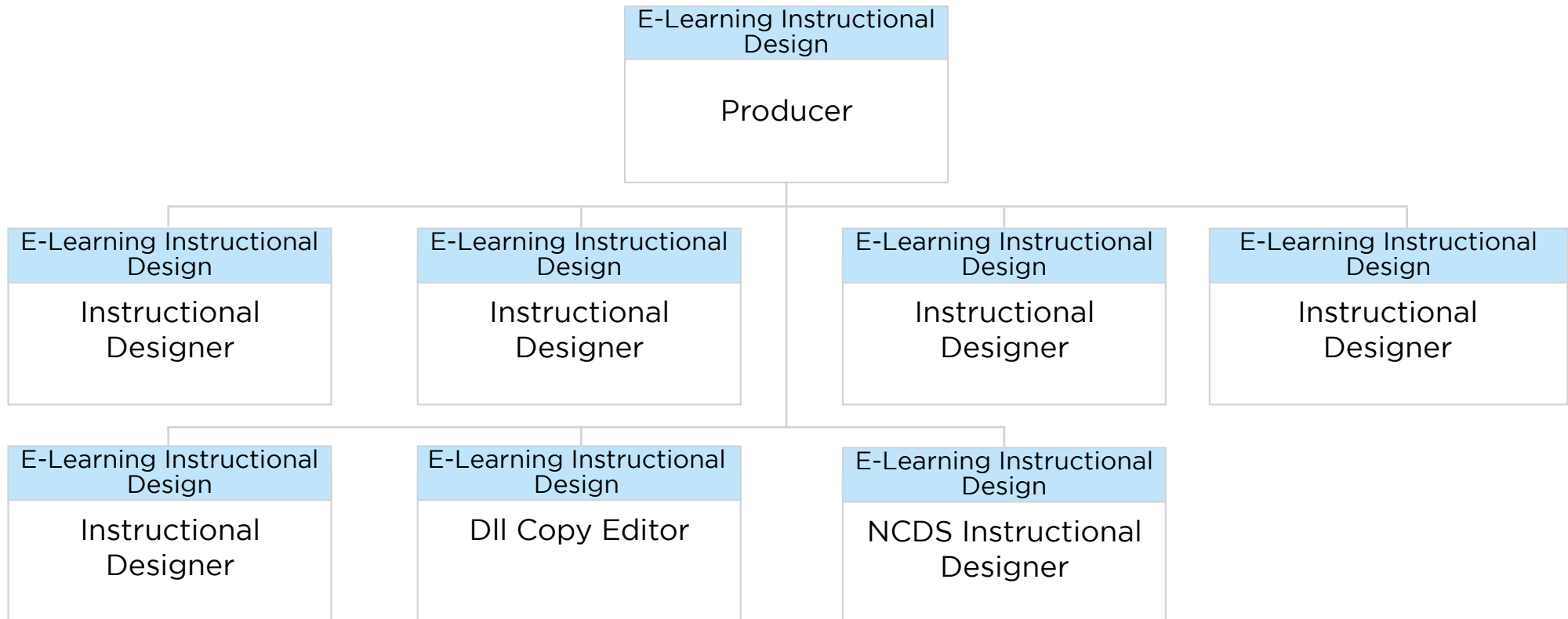
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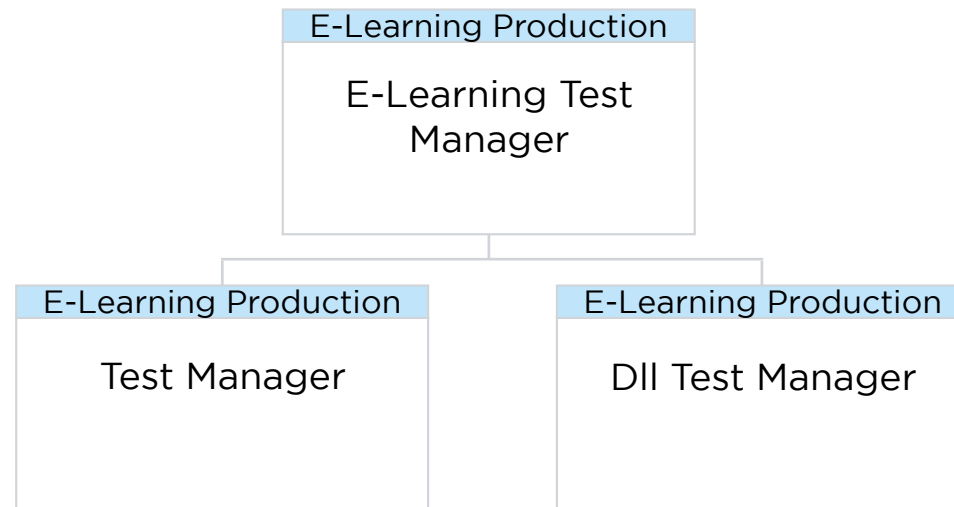
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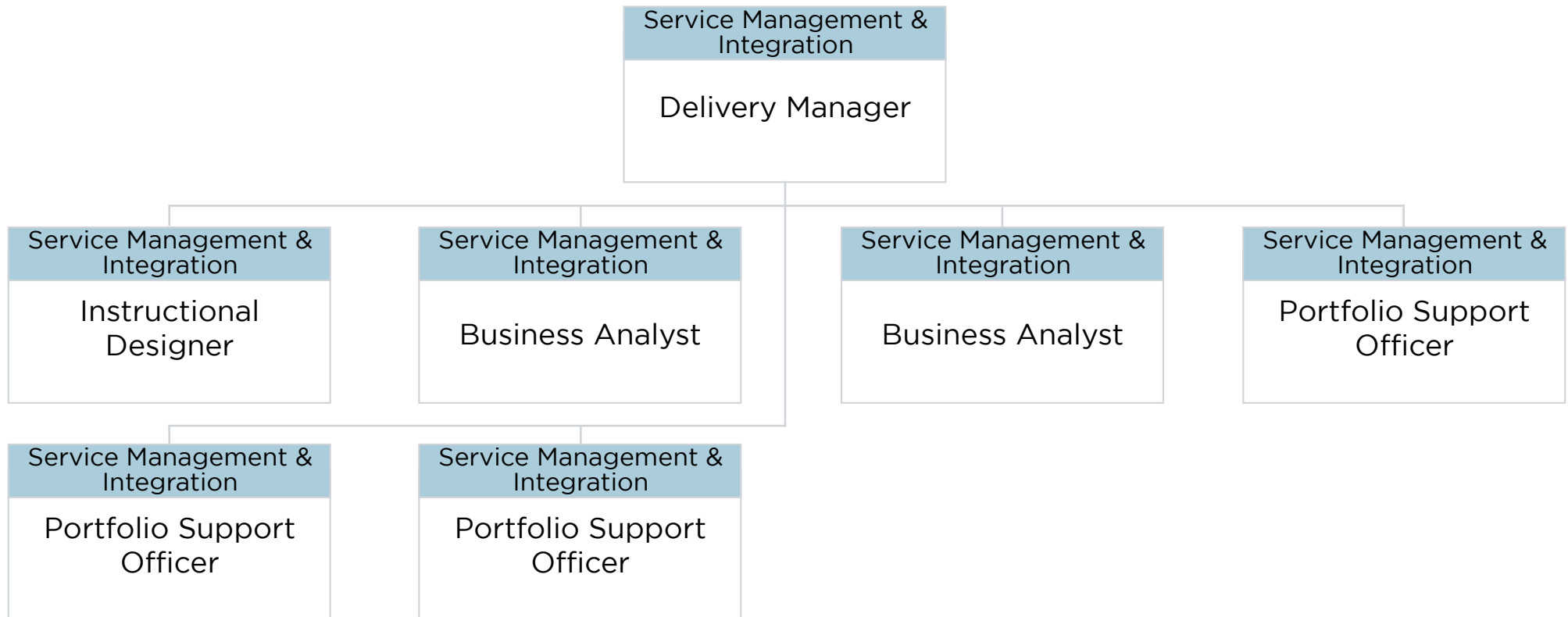
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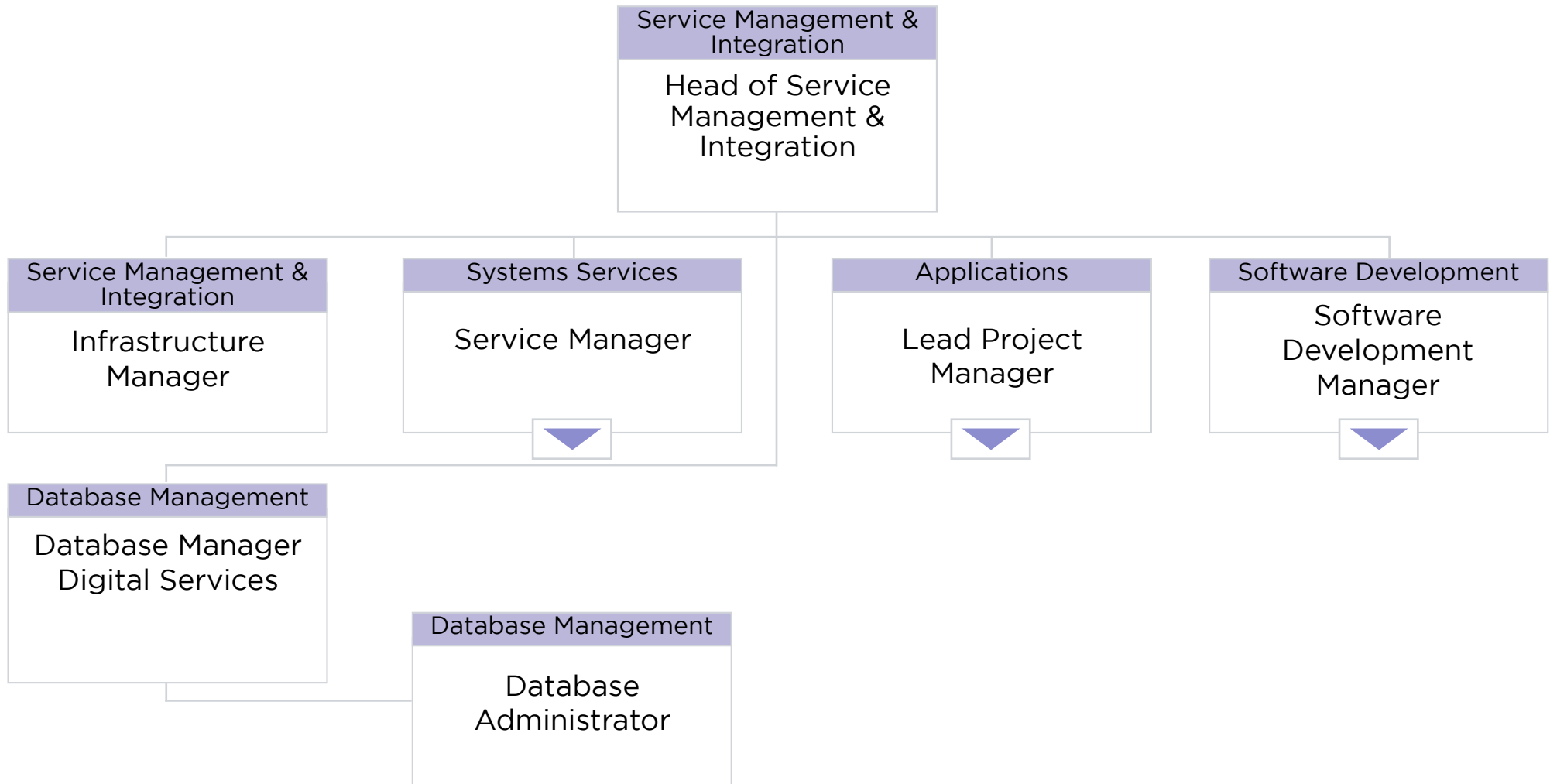
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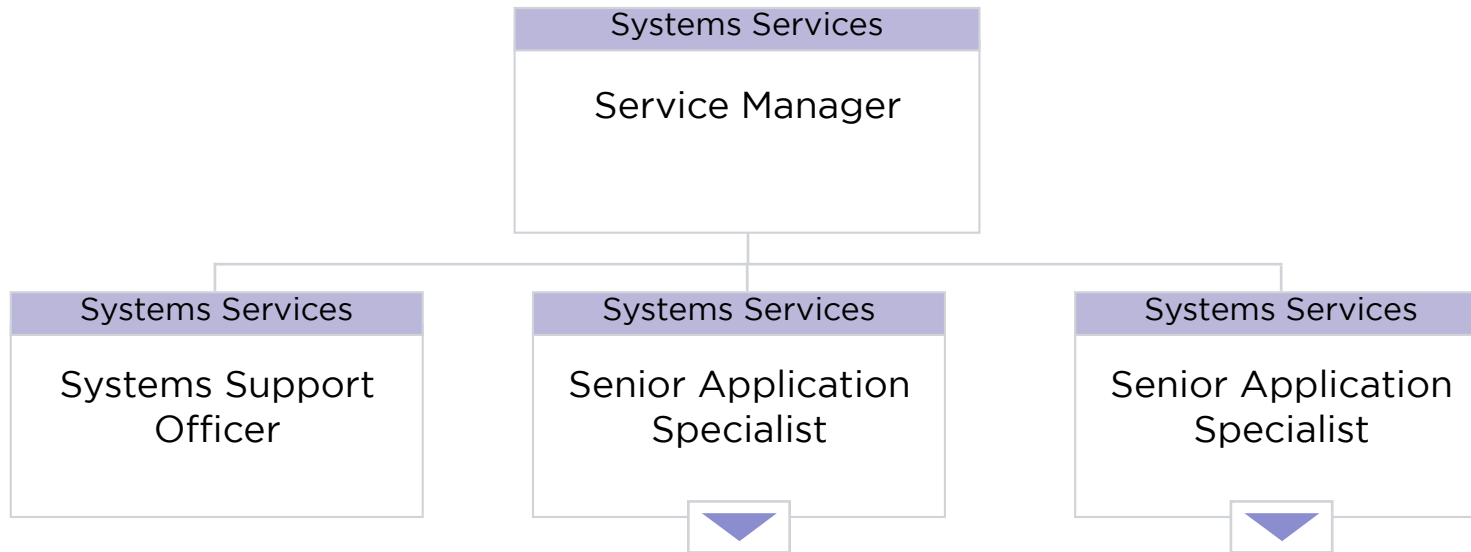
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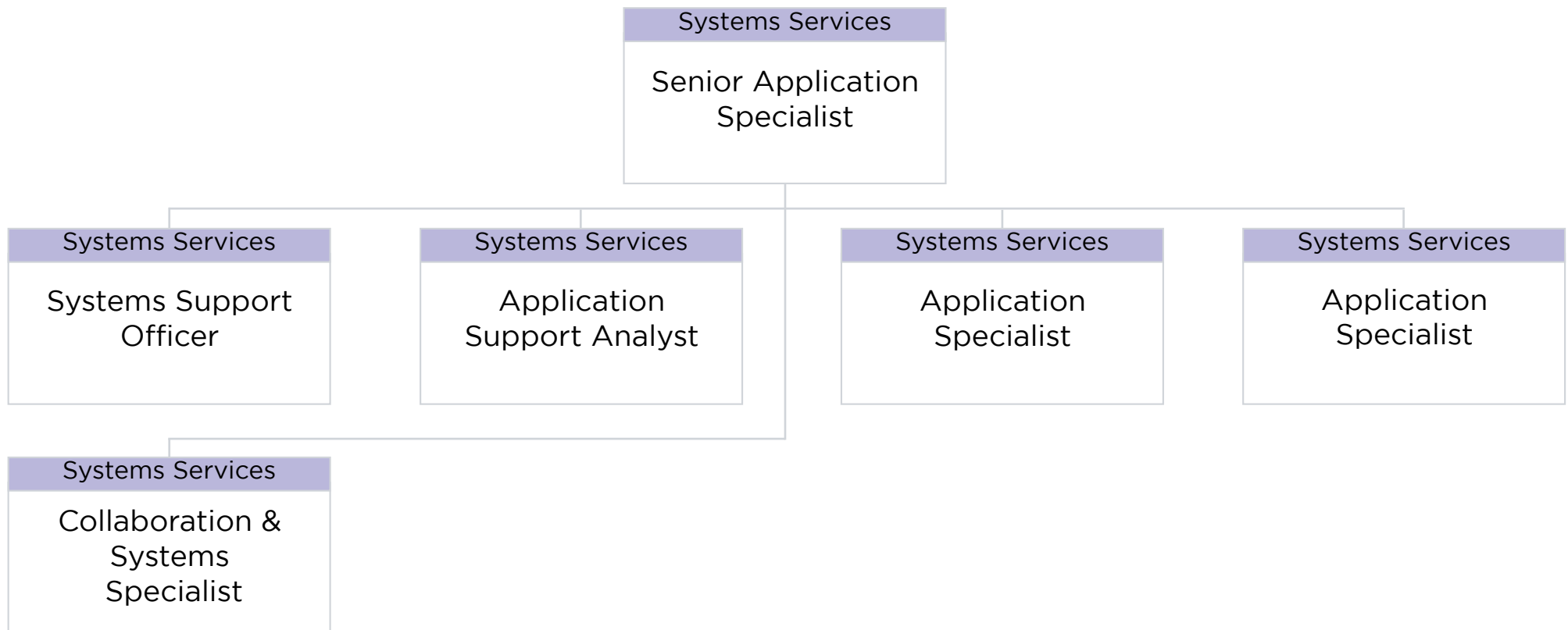


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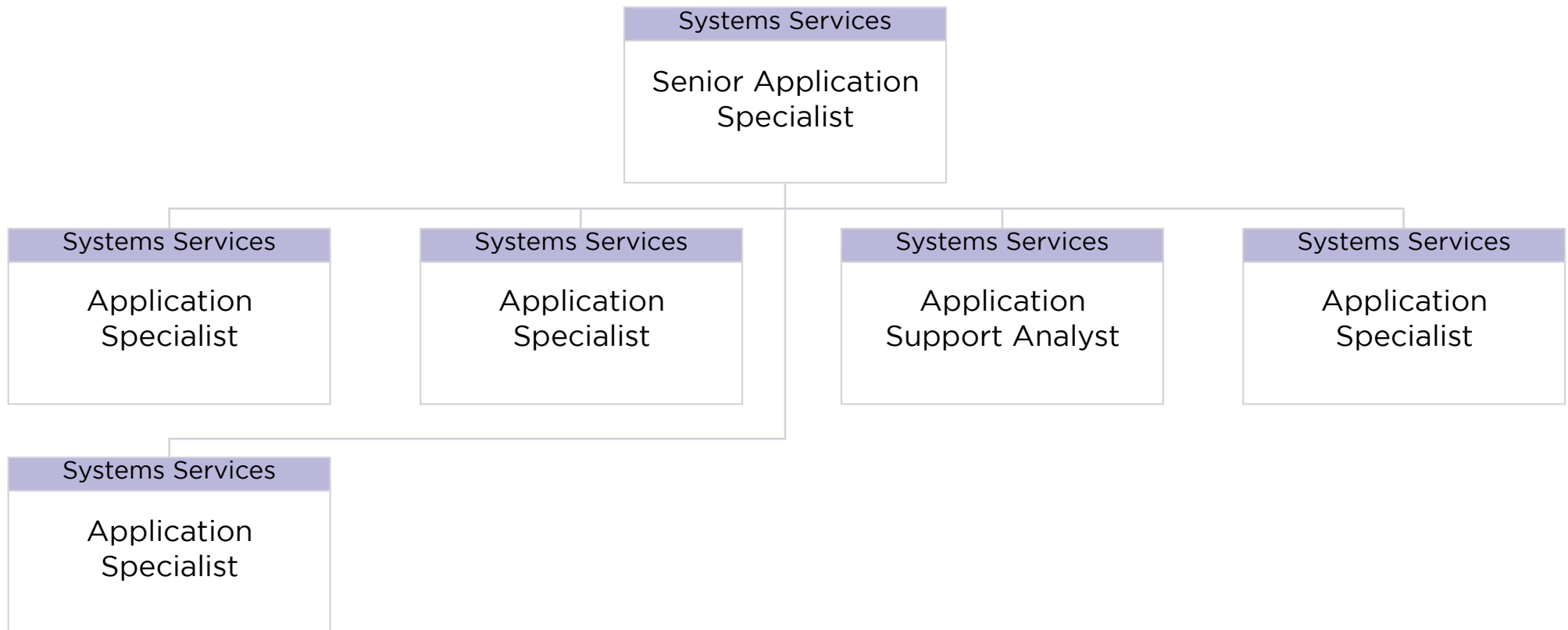




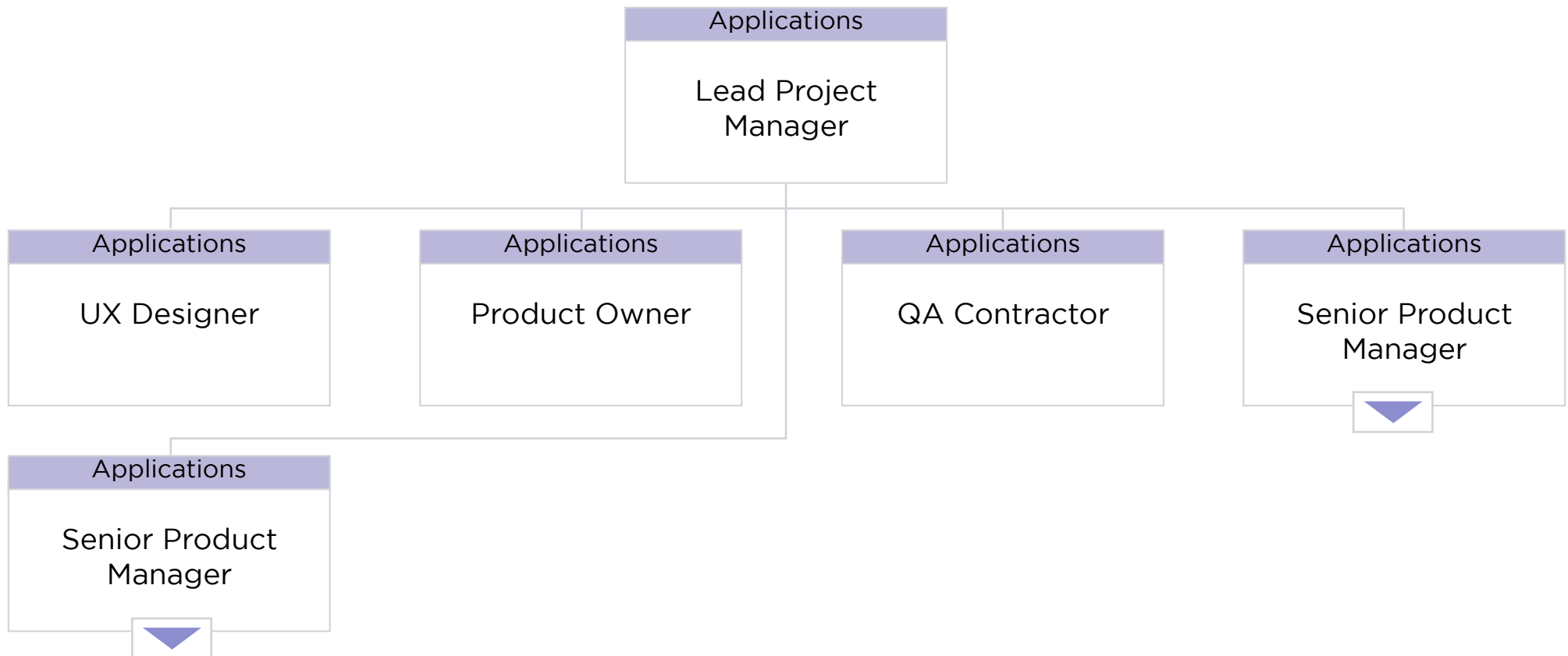
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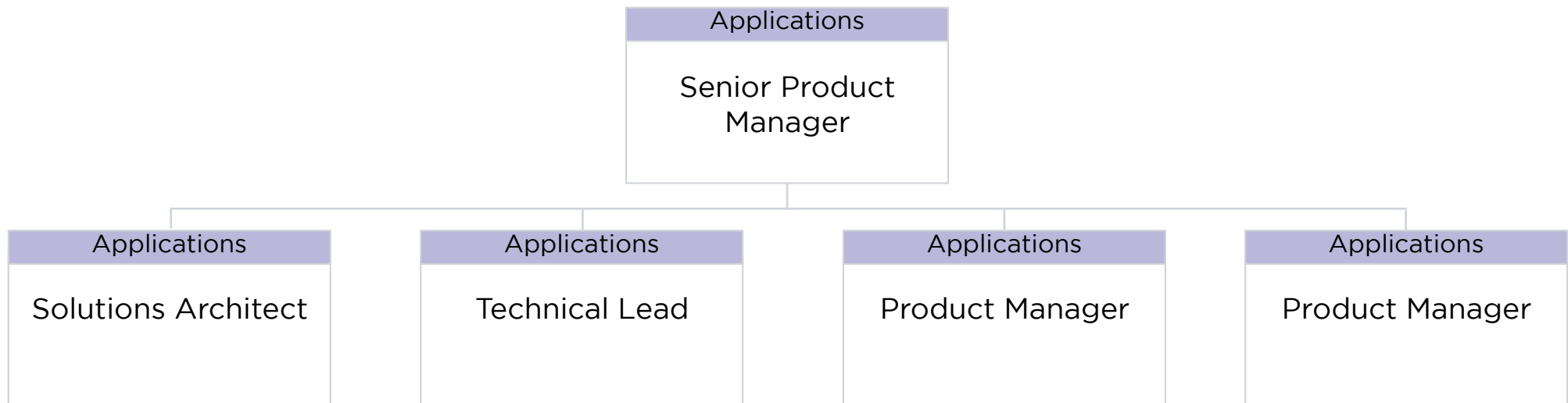
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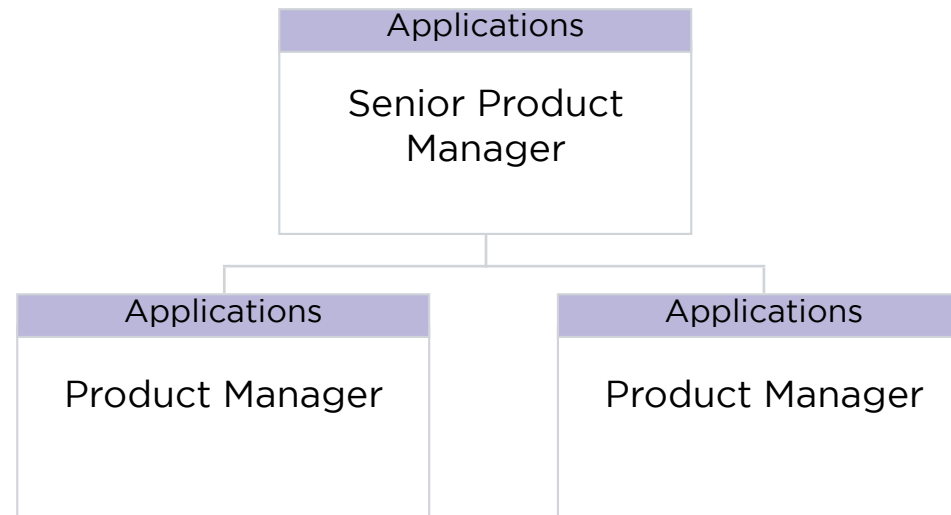
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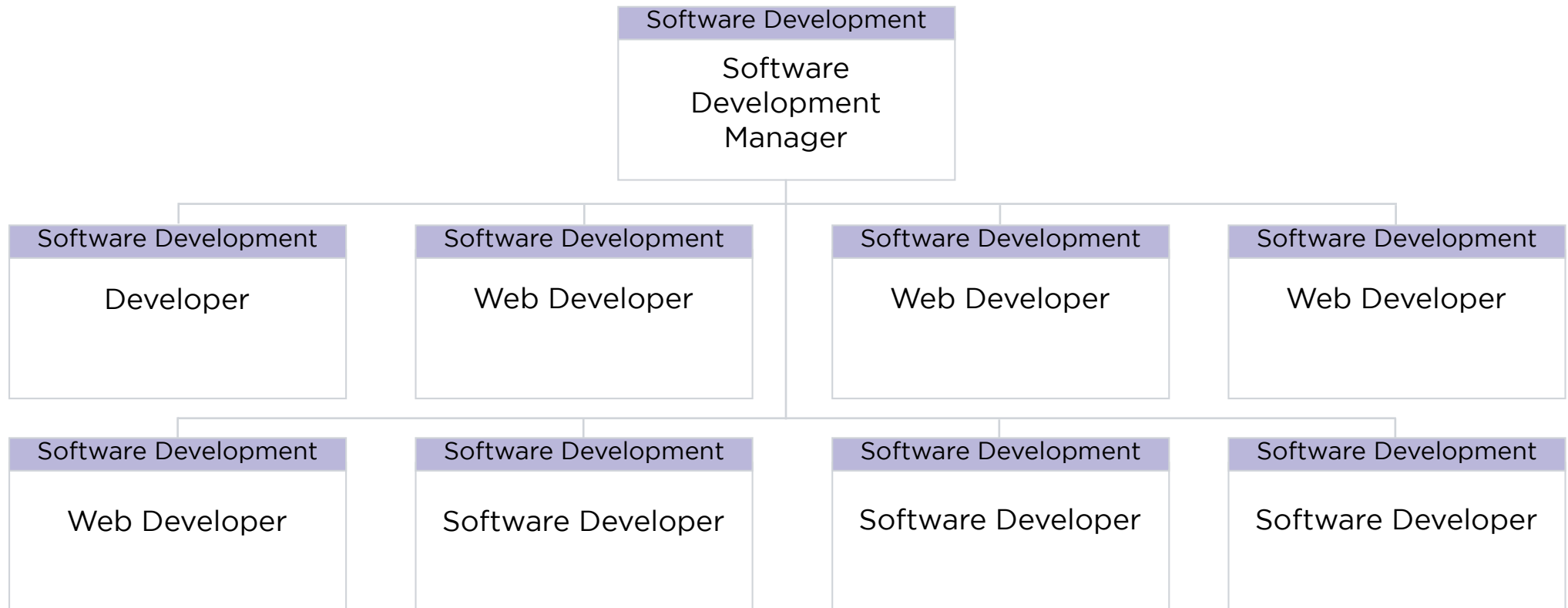
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# BUSINESS CHANGE ASSURANCE

