

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
15th March 2023	Public Report

Report of Police and Crime Commissioner for Cambridgeshire and Peterborough

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CULTURE STATEMENT

1.	PURPOSE
1.1	To provide the Cambridgeshire Police and Crime Panel (the “Panel”) with an update on Cambridgeshire Constabulary’s Culture Statement and their aim to build trust and confidence.
2.	RECOMMENDATION
2.1	The Panel is recommended to note the contents of this report.
3.	TERMS OF REFERENCE
3.1	Item 8 - To support the effective exercise of the functions of the Police and Crime Commissioner.
4.	BACKGROUND
4.1	Under the Police Reform and Social Responsibility Act 2011 (the “Act”) the Panel has a role in scrutinising the Police and Crime Commissioner’s (the “Commissioner”) in the exercise of his statutory functions.
4.2	At the Panel Meeting held on 1 February 2023 members were advised by the Chief Constable of a range of measures that the Constabulary were implementing including the development of a Culture Statement. The Panel requested a more detailed report on this matter.
5	CAMBRIDGESHIRE CONSTABUARY’S CULTURE STATEMENT

5.1	<p>Cambridgeshire Constabulary developed the following Culture Statement;</p> <ul style="list-style-type: none"> • Cambridgeshire Constabulary is committed to creating an inclusive working environment where everyone is valued for who they are and what they bring to policing. • We recognise that diverse perspectives are the best way of solving many of the complex issues facing us today, and to achieve this, we must ensure all voices are respected and heard. • We are a progressive organisation where innovation and enterprise are encouraged and people feel empowered to make a difference. We are currently seeking ways to learn and grow, and influence positive change beyond our force boundaries. • We recognise the importance of continually investing in our people and ensuring they have the right support in place to flourish • We know that by doing this, everyone will feel part of the team and happy in the workplace, which is crucial for our organisation to thrive. • Through our culture, we aim to build trust and confidence in one another and our communities and we will achieve this by ensuring our behaviours reflect our force values of Fairness, Integrity, Diligence, and impartiality to deliver a first-class service to the people of Cambridgeshire. • Instead of ‘work life balance’, ‘life balance’ has been a key point of focus for the Constabulary to market to the workforce, encouraging well being and a different perspective on balancing stresses against work in the new and current climate • Generational Diversity has also been another key feature in considerations, reaching and understanding the younger generations views and seeking to bring those into the conversations to stabilise future thinking in policing • Cambridgeshire Constabulary are currently the only Force in the UK that have developed a Culture Statement and undertaken the work to develop this.
5.2	Timeline and Brief
	<p>This work was launched towards the end of 2021, by the Chief Constable, when the Constabulary was reviewing the values of the force, and they recognised that Officers and Staff were interpreting values differently. The Constabulary therefore started to explore the behaviours they needed to describe and the culture they needed to embed.</p>

5.3	Approach
5.3.1	<p>The Deputy Chief Constable was the lead for this work.</p> <p>Over 400 staff at all levels from a range of roles and business areas across the Constabulary were engaged as well as external community members including local students to help develop for future generations. Key to creation of the force culture statement, were questions on how they saw the culture of the Constabulary now, and how they wanted it to be. This feedback is included on slide 4 of Appendix A, but some examples are included here: siloed, defensive, risk-averse, chaotic, reactive, friendly, diverse, cautious, fair, progressive, and supportive. There are more within Appendix A.</p>
5.3.2	<p>National considerations were also taken into account, anything that could have a negative connotation to policing was discussed in order to identify additional things the Force could do to counter act this to ensure a positive culture with integrity at the forefront.</p>
5.3.3	<p>It was launched as the DCC's culture roadshow in July 2022. Images from this event are included in Appendix A, where the focus was understanding <i>how</i> the Constabulary felt about the culture and to generate ideas around ways to deliver against the culture statement. The culture roadshows were focused towards frontline response officers. The DCC and roadshow team visited police stations across the county including Parkside, Thorpe Wood and Wisbech and engaged staff from a range of roles including neighbourhood, volume and serious crime teams.</p>
6	Embedding the Culture Statement
6.1	<p>The key to success of the Culture Statement is for it to be fully embedded, feedback has continued to be sought from officers and staff from across the Constabulary which has then been used in consideration of maintenance and amendments to the operating model to see where changes and additional provisions are needed.</p>
6.2	<p>As part of this work, Leadership and Culture Workshops have been delivered by the Constabulary as the pilot for the College of Policing and Durham University. Cambridgeshire Constabulary developed this package further beyond the College's mandate and have created a curriculum now widely recognised as a successful package. This enhancement is now being cascaded across the country. The aim of these workshops is to provide leaders, both police staff and officers, with the tools they need to deliver against the force Culture Statement, and to enhance leaders' knowledge</p>

	and capability, and understand any blockers and ways to overcome these in order to deliver against the force Culture Statement.
6.3	Chief Officers have a key role to play in this and have been opening and closing these workshops. It has been reported back to the leadership of these programmes that this is valued. It is adding value to the significance of the Culture Statement and demonstrating that it is a priority of those at all levels through the force.
6.4	<p>There has not been any negative feedback to date. Some of the positive feedback that has been received is presented in the slide deck at Appendix A. A couple have been included here for information:</p> <ul style="list-style-type: none"> • Excellent – relaxed, welcoming, supportive, educational, developmental. • In a word - fantastic. Will be strongly encouraging other leaders around me to make the time to come on it. Best course I've been on, have taken so much from it. As I've said in previous answers, this was more than just learning about leadership and culture, I've learnt a huge amount about myself. Thank you!
6.5	The initial embedding has been undertaken through the wide scale engagement within the DCC's Roadshows. The feedback has been circulated, and all supervisors and above have been asked to utilise the Culture Statement within their working days. The Force have now appointed a dedicated Culture Champion who has the remit to make Culture the golden thread to every day life in Cambridgeshire Constabulary. Mandatory objectives within the Force will also have the Culture Statement at heart, as well as the Chief Constable's Corporate Plan. The Culture Champion will be dip sampling, working with departments across the force and linking into Professional Standards too. This role is to coordinate and bring Culture to a sustainable and every day go to position.
7	Measuring the Impact (Internal)
7.1	<p>Engagement with officers and staff in January 2023 shows that the culture is improving, when asked the same question as at the beginning of the work on the culture statement, there has been a positive change in the feedback received. Slide 21 of the Appendix includes the feedback received, some examples are: inclusive, fair, listening, open, innovative, and reactive.</p> <p>By definition, culture is difficult to measure directly. There are a range of proxies being considered like response rates to surveys indicates staff engagement (uptake on surveys is very high in Cambs compared to national stats - people are willing to speak to us and this will be a valued mechanism to understand how this has been received) and</p>

	trust in their voice being heard and reacted to; PSD cases; whistleblowing; attrition rates and reasons for leaving.
7.1	Measuring Impact on the Public
	Measuring the impact on the public is much more difficult, this will be reliant on PSD cases, Complaints Resolution Team cases and obviously both by type, for example confidence in policing. Ultimately these measures will also be impacted by a range of other supporting activities and will be very difficult to ever pin down to just the Culture Statement. This piece of work however is about a whole constabulary approach to leadership and culture and the fact that officers and staff are already recognising a change in culture (as feedback in January) is evident that they are achieving a positive shift.
8.	Key Culture Activity - Cambridgeshire Leadership & Culture workshop
8.1	<p>The background</p> <ul style="list-style-type: none"> • National wellbeing survey findings led to the development of National Inclusion pilot workshop working alongside Durham University • Good force good engagement on the survey • Cambridgeshire invited to be part of the national pilot • Worked with colleagues and an external leadership trainer to develop and implement the Leadership & Culture workshop
9.	Other activity
9.1	<ul style="list-style-type: none"> • CamSTRA, business planning tool • Chief Constable's Corporate Plan • Career Development site • Force Culture Champion • Cambridgeshire Career Cards • Home Office Memorandum of Agreement (between HO/PCC/CC) • Enterprise Strategy (Innovation, Income generation, Funding, Savings and efficiency) • Induction packs for all new starters • Culture award forum • Joint Police/black community leaders workshop to develop cultural awareness training
	BACKGROUND DOCUMENTS
	Police and Crime Commissioner's Police and Crime Plan 2021 – 2024

<https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>

Police Reform and Social Responsibility Act 2011

<http://www.legislation.gov.uk/ukpga/2011/13/contents>

Appendix A



Constabulary Culture
Statement update Feb

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