

Cambridgeshire Constabulary

CULTURE ●





"Culture does not make People, people make Culture"

— Chimamanda Ngozi Adichie

Enterprise



Fenland town centre foot patrol



Safer Neighbourhoods – ACPO attendance at NH Watch meeting in Alconbury

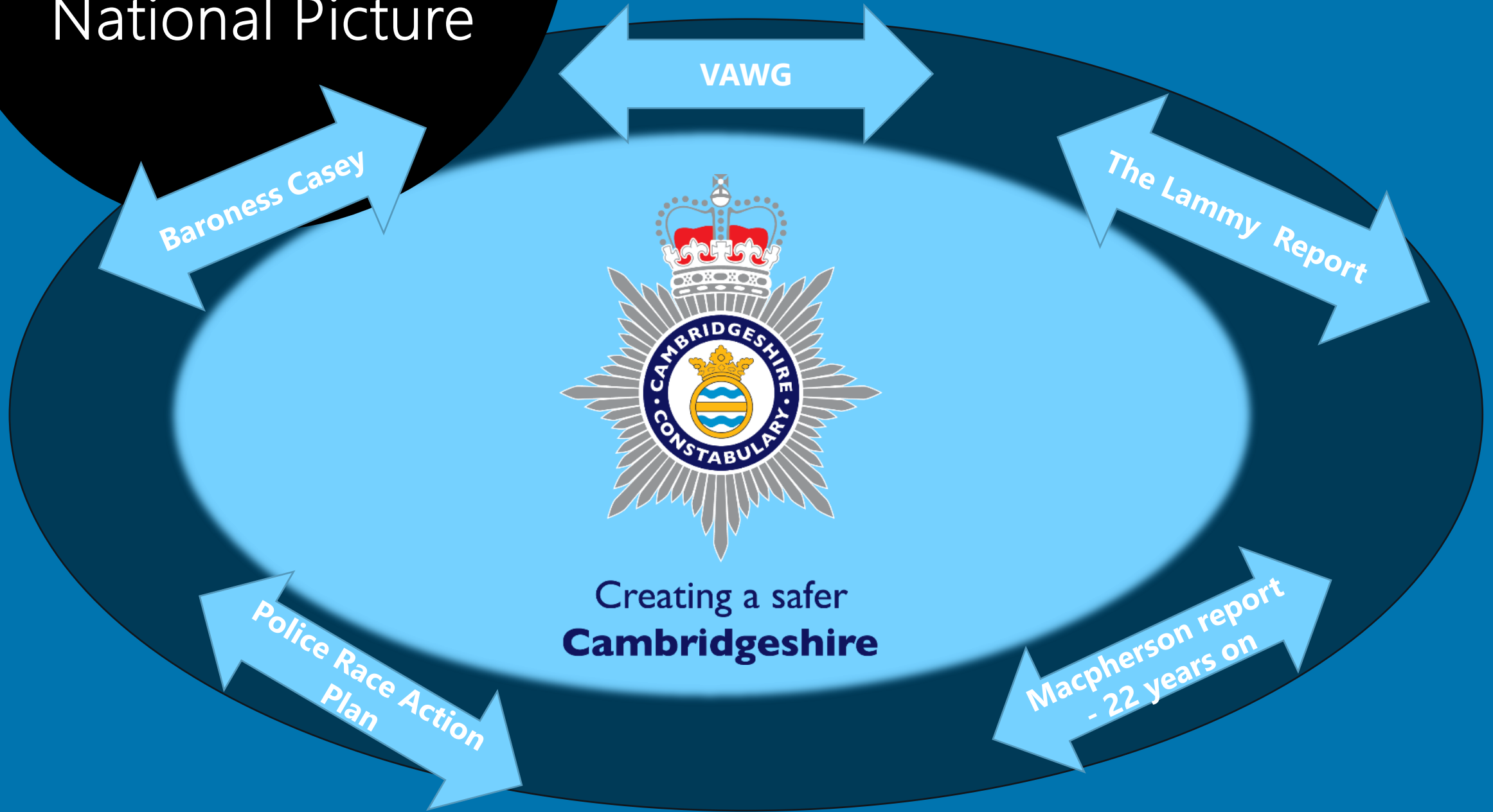


Mind over Mountains now BAU

DCC Culture roadshow

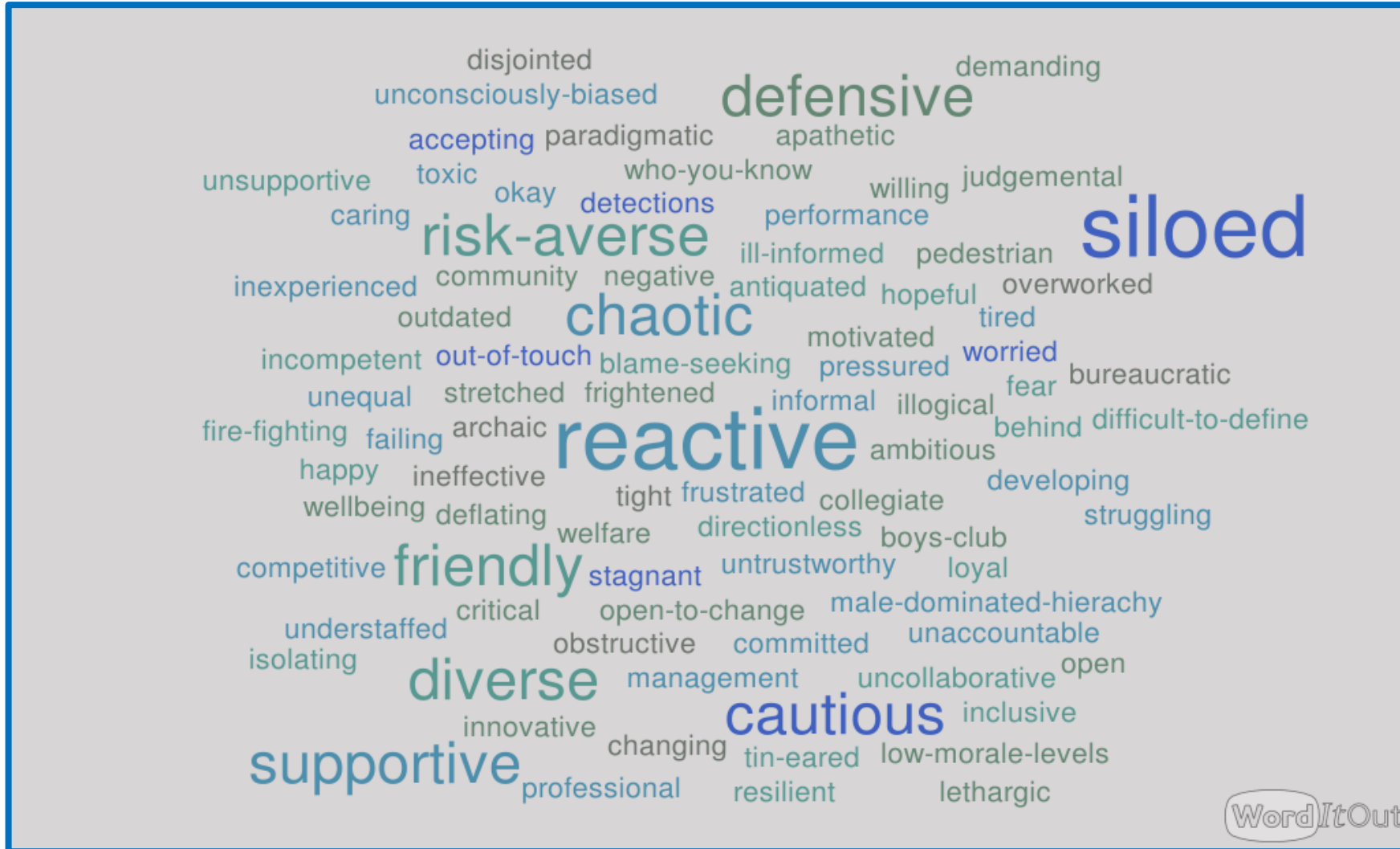


National Picture



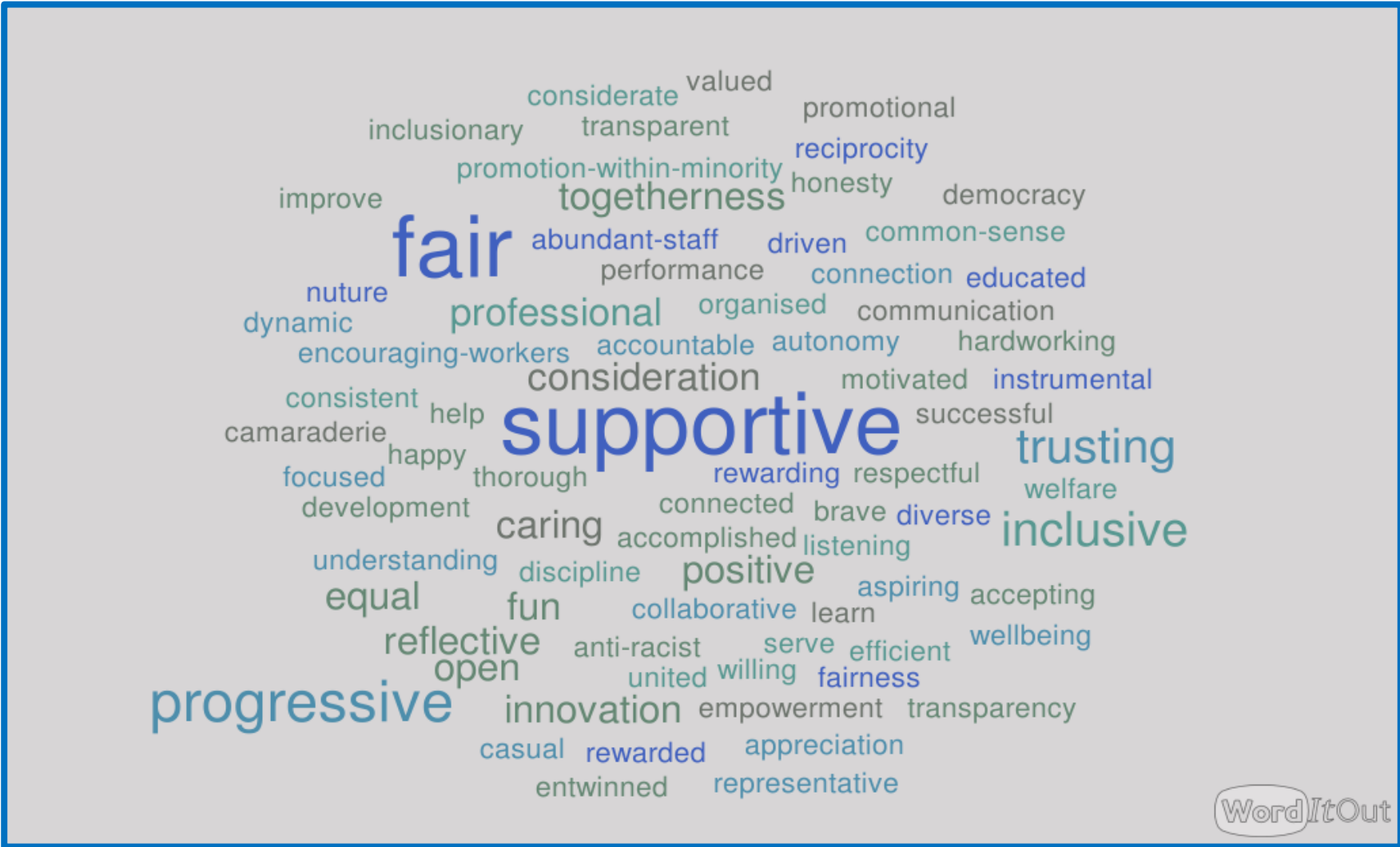
Creation of Statement - Oct 2021

What three words describe the current force culture?’



Creation of Statement - Oct 2021

'What three words describe the force culture you would like to see?'



Our Culture

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 continually 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.



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Creating a safer
Cambridgeshire



DCC Roadshow Dates	
18 th July	Parkside ✓
11 th August	Thorpe Wood ✓
7 th October	Wisbech ✓
26 th October	Parkside ✓
16/12/2022	SWP hot topic on Culture ✓
23/01/2023	Hot Topic round up ✓



AIMS:

- * Launch of Force Culture Statement
- * Explaining what it means to staff behaviour expected/USP
- * Identifying blockers
- * Generate ideas around ways to overcome/deliver

Key findings

Life balance

Welfare provisions

Lack of experience on teams

Paperwork duplication

Fear of job loss amongst police staff when cuts/savings mentioned

Cost of living/wages

Issues not escalated

Supervisors feel as though they are failing due to demand

Key culture activity

Cambridgeshire Leadership & Culture workshop

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Background

- National wellbeing survey findings led to 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

Purpose

- To provide leaders with the tools to deliver against the force culture statement
- To enhance leadership knowledge and capability across the force
- Understand any blockers and develop ways to overcome these to deliver against the force culture statement

What is it?

- **5 day workshop held away from police premises at Buckden Village Hall**
- **Currently facilitated by Cambridgeshire Chief Inspectors**
- **Sgts, Inspectors and Police Staff supervisors up to and including MB4 grade incl collaborated units**
- **10 workshops per year**
- **Nearly 40% police staff**

What do we cover?

- **Topics covered include the following:**
 - **Culture**
 - **Cambridgeshire Leadership Development Pathway**
 - **Values, Identity and Leadership**
 - **Inclusion**
 - **Wellbeing**
 - **Clarity 4D**
 - **360 feedback**
 - **Situational Leadership (amongst other things)**

Journey so far

- **5 workshops held with a mix of officers and staff across Cambridgeshire, ERSOU and JPS**
- **Feedback has been very positive with developmental feedback used to develop further workshops**
- **Chief Officers open and close the workshop, spending time on the Friday dealing with questions/issues raised during the week relating to working practices and blockers**

How do we embed the culture?

- **Daily reflections where attendees discuss learning and how they will implement change moving forward**
- **90 day improvement plan developed during the workshop for sign off with their line manager and joint working to support implementation**
- **Completed plans to be submitted to workshop management team to review outcome/measure impact**

Feedback

- The discussions with the other people attending the workshop were helpful and useful – 9.62
- The structure and content of the workshop were appropriate - 9.54
- Overall, the workshop was useful to me – 9.69
- The workshop increased my knowledge and understanding of the benefits of inclusion - 9.00
- I feel the workshop was useful to me in terms of my performance in my leadership role as a supervisor – 9.69
- Overall, I am satisfied with the quality of the workshop – 9.77
- Overall, I am glad that I attended the workshop – 9.69

Feedback

- I genuinely feel like the workshop has allowed me to focus energy on me, although it is done in a way that has many other delegates dipping in and out of your individual learning. I have thoroughly enjoyed it, it has caused me to challenge inwardly and consider other perspectives.
- A great opportunity for leaders across the organisation to come together and obtain a good understanding of leadership and the benefits of good leadership which we can take in to our teams. The information was really useful and covered a broad range of topics across the leadership spectrum. Very beneficial
- Excellent - relaxed, welcoming, supportive, educational, developmental and at times, a good laugh.
- Excellent content, excellent presenters. Really thought provoking and useful
- 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!

Other culture activity

- Career Development site
- Force Culture Champion
- Cambridgeshire Career Cards
- Home Office MOA
- 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

Culture - Jan 2023

*1/3 of officers and staff who responded feel that the force is significantly improving
Nobody feels that we haven't made any progress with improving the culture*



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