



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 30 March 2016

**HER MAJESTY'S INSPECTORATE OF CONSTABULARY – PEEL: POLICE LEADERSHIP STATEMENT FOR CAMBRIDGESHIRE CONSTABULARY**

**1. Purpose**

1.1 The purpose of this paper is to update the Business Coordination Board ("the Board") on Her Majesty's Inspectorate of Constabulary's (HMIC) Leadership Statement for Cambridgeshire Constabulary ("the Constabulary"). This report will enable the Cambridgeshire Police and Crime Commissioner ("the Commissioner") to fulfil his statutory duty under Section 55 of the Police Act 1996 to comment on the HMIC report and send published comments to the Home Secretary, with a copy to HMIC.

**2. Recommendation**

2.1 The Board is invited to note the contents of the report.

**3. Background**

3.1 As part of HMIC's annual all-force inspections into police effectiveness, efficiency and legitimacy (PEEL) in 2015, HMIC assessed how well led the Constabulary is at every rank and grade of the organisation and across all areas inspected in PEEL. HMIC reviewed how well a force understands and is developing its leaders; whether it has set a clear and compelling future direction; and how well it motivates and engages the workforce.

3.2 In order to assess leadership within the Constabulary, HMIC considered a number of questions:

- How well does the force have a clear understanding of the current state of its leadership at every level?

- How well has the force provided a clear and compelling sense of the future direction of the organisation?
- How is the force developing leadership, motivating the workforce and encouraging staff engagement?
- To what extent is leadership improving the effectiveness, efficiency and legitimacy of the force?

3.3 Whilst 'Leadership' received no formal grading in the 2015 PEEL assessment, HMIC provided a leadership statement for the Constabulary, giving details of its findings, which was published on 25<sup>th</sup> February 2016.

#### 4. Cambridgeshire Constabulary Findings

4.1 HMIC reported that:

*"Cambridgeshire Constabulary has strong leadership and the senior officer team has set a clear direction, which is understood by police officers and staff across the constabulary. The constabulary promotes values including recognition and development of leadership at all levels, active participation by all officers and staff, mutual respect and receptive listening. We found good communication with the workforce at all levels of the organisation and the force has conducted a series of staff surveys, taking action and making improvements as a result of the findings."*

4.2 Key findings, by HMIC, to the question: '**How well does the force have a clear understanding of the current state of its leadership at every level?**' were that:

- Cambridgeshire Constabulary has strong leadership.
- There is a good understanding of expectations of leadership which the chief officer team has defined and communicated well.
- The Constabulary promotes its prioritised values which include recognition and development of leadership at all levels, active participation by all officers and staff, mutual respect and receptive listening.
- The Constabulary consistently delegates decision-making to the lowest appropriate level.
- The Constabulary has promoted 'Doing the right thing' as part of its culture since 2010, and the workforce has embraced this.

4.3 Key findings to the question: '**How well has the force provided a clear and compelling sense of the future direction of the organisation?**' were that:

- Senior leaders are in regular contact with the workforce and have adopted a wide range of options for officers and staff to engage in discussion, challenge and debate.
- The Constabulary has displayed commendable willingness to understand and use new ideas and technologies.

4.4 Key findings to the question: '**How is the force developing leadership, motivating the workforce and encouraging staff engagement?**' were that:

- The Constabulary has carried out some work to develop its leadership training programmes, however more work is required in this area.
- The Constabulary has an established mentoring scheme, and HMIC heard from a number of staff who spoke positively of how it had supported them in their roles.
- While the Constabulary has a mentoring scheme, it has no formal talent management scheme.

4.5 Key findings to the question: **‘To what extent is leadership improving the effectiveness, efficiency and legitimacy of the force?’** were that:

- Leadership in Cambridgeshire Constabulary has resulted in a stronger focus on improving their legitimacy, in the way it keeps people safe and reduces crime.
- Police staff and officers are encouraged to contact senior leaders directly with any issues, while the Chief Constable has expressed his trust in the workforce to do the right thing. This has proved beneficial, as the increased trust has resulted in staff and officers feeling confident in challenging inappropriate and unethical behaviour throughout the Constabulary.
- The Constabulary has introduced a number of initiatives to support the workforce and to make its employees feel valued.

## 5. HMIC Recommendations

5.1 No causes for concern or formal recommendations were contained in the statement.

## 6. Areas for Improvement / Development

6.1 No formal areas for improvement were identified by HMIC within the statement. However the following areas have been identified by the Constabulary for development:

- Detailed assessment of leadership capacity and capability at all levels
- Development of leadership training programmes
- Development of a formal talent management scheme

6.2 Areas for development reflect similar observations made by HMIC in Bedfordshire and Hertfordshire, and discussion have already taken place with colleagues in Bedfordshire and Hertfordshire to progress these areas for development at a Tri Force level, through the newly collaborated Human Resources structures, as well as local senior officer champions.

## 7. Response to the HMIC Statement

7.1 The statement has been noted and accepted by the Constabulary.

7.2 Progress against the areas for development identified by the Constabulary will be monitored by the Constabulary’s Operational Review Panel, as well as the OPCC through update reports to the Board.

## 8. Recommendation

8.1 The Board is invited to note the contents of the report.

### BIBLIOGRAPHY

<b>Source Document</b>	HMIC Leadership Statement for Cambridgeshire Constabulary <a href="https://www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2015/cambridgeshire/leadership/">https://www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2015/cambridgeshire/leadership/</a>
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