



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 26 May 2021

## **CORPORATE PLAN REFRESH 2021/22**

### **1. Purpose**

1.1 The purpose of this report is to update the Business Coordination Board (the "Board") of the changes to the Corporate Plan 2021/2022 for Cambridgeshire Constabulary (the "Constabulary").

### **2. Recommendation**

2.1 The Board is recommended to note the contents of this report.

### **3. Introduction**

3.1 In 2020/21 the Constabulary implemented a new Corporate Plan. This was the first such document for a number of years and set out the strategic intent for Constabulary activities.

3.2 This report identifies a number of changes to the Corporate Plan 2021/22.

### **4. Background**

4.1 The 2020/21 Corporate Plan was the culmination of extensive horizon scanning, workshops with senior leaders and the emerging thinking from the Strategic Threat

Risk Assessment (STRA) process. In addition, specific Operational Priorities were set informed by the Strategic Assessment 2020.

- 4.2 The Corporate Plan comprises three main aspects; Constabulary Values, Organisational Priorities and Operational Priorities. These simple high-level groups are supported by a number of 'Priorities' and 'Focus Areas' to allow the reader a greater level of detail/awareness. (see appendix 1).
- 4.3 Reporting arrangements were designed in order to allow effective and meaningful governance mechanisms and improve management control/oversight. Operational priorities are largely monitored through the Force Performance Board (FPB) through to the Force Executive Board (FEB) which allows oversight/awareness of performance management to the Office of the Police and Crime Commissioner (OPCC) (via the Business Coordination Board (BCB)).

## **5. Consideration for 2021/2022**

- 5.1 The 2020/21 plan has been well adopted by the Constabulary. The format of Organisational and Operational Priorities has enabled meeting structures to be established in a coherent and clear manner. So too has the adoption of Constabulary Values.
- 5.2 The plan has a recognisable brand, and has become a familiar framework for decision making. Therefore, changes to the format of the plan have been avoided in order that the benefits described above can be allowed to mature more fully. However, since the original plan was devised there have been a number of notable events that present opportunities to revise our current approach to better suit current challenges.
- 5.3 Never has it been clearer that policing must rise to the challenge of improving Equality, Diversity and Inclusion. Events such as the death of George Floyd in the US and the Black Lives Matter protests have shown there is more to do in this area. Separately, 2020/21 has seen the Constabulary respond to the challenges of the policing response to the Covid-19 pandemic.
- 5.4 Both of these events provide opportunities for positive change; the Constabulary efforts to embed Equality, Diversity, Ethics and Inclusion and the effort to capture and exploit the benefits of different working practices that were made necessary to respond to the pandemic.

## **6. Changes for 2021/2022 – Organisational Priorities**

- 6.1 In line with the above, some small changes have been made for this year's plan; they reflect greater focus on EDEI and Transformation opportunities.

### Equality, Diversity, Ethics and Inclusion (EDEI)

- 6.2 The foreword to the plan has been redrafted to reflect the greater level of prominence that EDEI has within the Constabulary. In addition, in recognition that EDEI is part of everything we do, a gold ribbon has been wrapped around the Corporate Plan triangle schematic. The existing People organisational priority has been amended to reflect clarity of purpose.

### Recovery Opportunities

- 6.3 The policing response to the pandemic within Cambridgeshire identified a number of headline changes to working practices (the creation of the Command Cells for instance).
- 6.4 As the Constabulary (and partners) emerge from the current Covid-19 pandemic and plan for Recovery, it will be important to keep at the heart of decision making the opportunities (and benefits realisation) of new ways of working that would have previously been difficult to adopt. In recognition of this important workstream, the existing Transformation priority has been developed to reflect recovery.

### Environmental Considerations

- 6.5 A further impact of the response to the pandemic was changes to working practices as national lockdown restrictions encouraged all who could work from home to do so. Technology supported this adaptation, and created an evidence base for new working practices that would otherwise have been unlikely to be implemented.
- 6.6 Consideration of these new ways of working has highlighted that environmental considerations weren't an overt part of the Constabulary Corporate Plan. As we seek to become an employer of choice this is likely to be a conspicuous absence in the minds of future applicants.
- 6.7 The existing Resources priority has been developed to reflect the Constabulary's aspiration to improve its awareness of how policing impacts the environment. These changes are reflected in the grid in appendix 1.

## **7. Changes for 2021/2022 – Operational Priorities**

- 7.1 Operational priorities are informed by the Strategic Assessment and other wider external considerations. Following the publication of the Strategic Assessment, a number of minor changes have been agreed.
- 7.2 Along with some minor amendments to focus areas, the explicit recognition of Constabulary aspiration to improve visibility/accessibility of policing services (whether that is in person, or by using technology) has been added.
- 7.3 The current 2021/22 priorities are in appendix 1 for reference.

## **8. Recommendations**

- 8.1 The board are recommended to note the contents of this report.

### **BIBLIOGRAPHY**

<b>Source Document(s)</b>	Appendix 1 – Corporate Plan
<b>Contact Officer(s)</b>	