



Office of the Police and Crime

Commissioner

PO Box 688

PE29 9LA

Tel: 0300 333 3456

Email: Cambs-pcc@cambs.police.uk

Twitter: [@PCCCambs](https://twitter.com/PCCCambs)

Rt Hon Suella Braverman KC MP

Home Secretary

2 Marsham Street

London

SW1P 4DF

31 August 2023

Dear Home Secretary

HMICFRS Report: PEEL spotlight report Police performance - Getting a grip

Under Section 55(5) of the Police Act 1996, as Police and Crime Commissioner I am pleased to provide my formal response to the report published on 7 July 2023, by HMICFRS entitled 'PEEL spotlight report Police performance - Getting a grip'.

Both the Chief Constable and I welcome the publication of this report, which brings together the findings from the police effectiveness, efficiency and legitimacy (PEEL) 2021/22 inspection programme, the broadest assessment of the performance of all 43 police forces in England and Wales.

The report covers 'National themes' and 'Strategic performance management'. It contains six recommendations. Of these three apply directly to the Constabulary and the Chief Constable. The response provided by the Chief Constable is shown at Appendix 1. I welcome this response from the Chief Constable to the three recommendations which is comprehensive and informative.

The report includes notable and promising practice. I am pleased to see that Cambridgeshire Constabulary have been highlighted within the report for promising practice for their support to personnel in high-impact roles. This is evident within the Constabulary's response to Recommendation three which relates to well-being support for officers and staff in high-stress roles and situations. Both the Chief Constable and I are committed to maintaining a sustainable operating model. It is pleasing to note a range of proactive health and wellbeing provisions to support officers and staff in high-stress roles and situations, beyond the annual psychological screening undertaken by the collaborative Occupational Health Unit (OHU).

I also note the response to Recommendation six, which requires the Chief Constables to review the Constabulary's performance frameworks and governance processes. This recommendation is intended to ensure that the Constabulary are collecting and analysing the right data to help it to understand and improve its performance. Furthermore the recommendation seeks to integrate a culture of evaluation into performance and improvement activity at all levels. Holding the Chief Constable to account for continuously improving the efficiency and effectiveness of the Constabulary is important to me. It provides the necessary assurance that my Police and Crime Plan, developed to tackle crime and keep communities safe, is being delivered for the benefit of the people of Peterborough and Cambridgeshire.

I hope this response, and that of the Chief Constable, provides reassurance regarding the ongoing commitment both Cambridgeshire Constabulary and I have in improving police effectiveness, efficiency and legitimacy.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Darryl Preston', written in a cursive style.

Darryl Preston

Police and Crime Commissioner for Cambridgeshire and Peterborough

Enc - Appendix 1 – Cambridgeshire Constabulary's response to HMICFRS report 'PEEL spotlight report Police performance - Getting a grip.'

Appendix 1

Cambridgeshire Constabulary's response to HMICFRS report 'PEEL spotlight report Police performance - Getting a grip.'

HMICFRS recommendations:

Part 1 - National Themes

Recommendation 1a

By January 2024, the **National Police Chiefs' Council** should:

- agree a standard approach to how attendance times are measured in all forces; and
- set a national standard for attendance times.

The National Police Chiefs' Council should make sure they consult with the Home Office to allow the timely collection of data once the standards are introduced.

Response: This recommendation is for the NPCC.

Recommendation 1b

By January 2024, to allow an understanding of whether forces are meeting the national standard, the **Home Office**, in discussion with the **National Police Chiefs' Council**, should develop a set of principles for the collection and analysis of force data.

Response: This recommendation is for the NPCC and Home Office.

Recommendation 1c

By July 2024, the **Home Office**, in collaboration with the **National Police Chiefs' Council**, should pilot the collection and analysis of attendance time data.

Response: This recommendation is for the NPCC and Home Office.

Recommendation 1d

By January 2025, the **Home Office** should roll out the process for the collection, analysis and publication of attendance time data for all forces.

Response: This recommendation is for the Home Office.

Recommendation 2

By January 2024, forces should review whether they have effective processes in place to reduce the risk of skilled personnel leaving the organisation.

These should include:

- how they conduct exit interviews and use this information to identify patterns and trends in why people leave; and
- how they identify people who are thinking of leaving and the action they take, where appropriate, to encourage them to stay.

Processes should cover police officers, police staff, special constables and volunteers.

Response: The Bedfordshire, Cambridgeshire, Hertfordshire (BCH) Pathways Policy has been published with Local Force Teams carrying out this work which aims to be a self-referral process or for managers to identify people who are thinking about leaving but have not yet resigned or alternatively, reached a crossroads in their career. This provides the opportunity for an independent conversation with a People Development Advisor from Cambridgeshire People and Professionalism Team who can actively listen and signpost to relevant resources, initiatives or discuss alternative career pathways in the organisation. These conversations with independent colleagues allow these individuals to talk through their concerns or considerations to identify opportunities to retain them, either through lateral development, development in other areas, retention in role (e.g., concerns that can be addressed relating to manager or team). As a force, it enables better data capture providing greater insight and ability to spot patterns and trends for preventative measures to be put in place.

Locally the Cambridgeshire People Delivery Plan 2023-2026 has specific actions to address known retention pinch point issues.

The National Leavers Framework has been implemented in BCH forces which allows for more meaningful information in relation to an individual's reasons for leaving to be captured and reported upon. As the data builds over the rest of the financial year, any trends will be identifiable and appropriate retention strategies put in place.

In addition to the HR leaver processes in place, locally within Cambridgeshire the People Development Advisors contact all leavers to request completion of a Corporate Exit Questionnaire and the offer of a meeting with someone independent to their workplace on their reasons for leaving and any learning points, providing further insights and context. Leaver data is presented in the Operational Workforce Planning meeting held monthly, chaired by the Assistant Chief Constable and attended by all Heads of Departments for monitoring of trends and to inform discussion on actions within areas/force wide. Also, leaver trends are presented in the Strategic Workforce Planning (SWP) meeting held monthly, chaired by the Deputy Chief Constable and used to inform SWP Hot Topics which are focused towards thematic areas and subsequent activity actioned and managed via the Cambridgeshire People Delivery Plan 2023-2026.

Recommendation 3

By January 2024, forces should review their proactive well-being support for officers and staff in high-stress roles and situations. They should make sure it includes targeted support that goes beyond mandatory annual psychological screening.

Response: Within Cambridgeshire Constabulary there are a range of proactive health and wellbeing provisions to support officers and staff in high-stress roles and situations, beyond the mandatory annual psychological screening undertaken by BCH Occupational Health Unit (OHU), which include: -

- **Health and Wellbeing co-ordinator – as well as being the visible face of health and wellbeing in the Constabulary and co-ordinating internal communication for wellbeing support, a key responsibility is to co-ordinate and design local training delivery of OHU and other staff inputs. The aim of this activity is to continually raise awareness of the preventative support provisions to new student officers during the initial training, current and new supervisors and first line managers (Sergeant and Inspector and Police Staff to MB3) who attend the 1-week Culture and Leadership Workshop.**
- **Wellbeing Hub on SharePoint – this is a central repository of available support and resources to individuals and line managers and incorporates a link to the BCH Bespoke Wellbeing Bites programme. This programme was recognised at the Oscar Kilo awards. Wellbeing Bites are a series of recorded presentations on a variety of general wellbeing topics including trauma for frontline and control room staff, managing wellbeing in staff and sleep, shifts and digital media. This service can be accessed 24/7 from any digital device. Targeted online events promote this provision.**
- **Employee Assistance Programme (EAP) – This programme offers support with life’s challenges and short-term intervention when experiencing difficulties that impact on work and personal lives through 24/7 access to a range of services to support health and wellbeing. There is also a counselling service, legal and financial information and support. This is a free and confidential service which can be accessed through an App, website, e-mail and telephone.**
- **Chaplaincy visits – team of independent Chaplains in key force area locations that regularly visit workplaces to offer pastoral support to officers and staff.**
- **Peer Supporters – 46 trained Peer Supporters across all business areas providing independent support and signposting beyond line manager support.**

- **Cambridgeshire Constabulary working in collaboration with Bedfordshire Police and Hertfordshire Constabulary are one of only a few forces to have been awarded The Menopause Friendly Association following an upskilling of resources and undertaking a range of initiatives which has been a significant step forward in opening up the conversation about menopause at work. This provision has enabled 3 trained menopause champions in Cambridgeshire as a point of contact for officers and staff to gain support with menopause conditions and signposting.**
- **Trauma Risk Management (TRiM) Assessors – post-trauma support is offered to officers and staff following traumatic incidents. Part of this is to signpost to resources and provisions and raises awareness of the process to encourage future use.**
- **‘My Pause Point conversation’ process – a line manager is able to activate this process (5-stages in career journey) during a 1-2-1 meeting enabling individuals to step away from their current role for a period of time to re-build mental and physical resilience and used within the Public Vulnerable People (PVP) Department. This has now been extended to other high-risk areas of business e.g., POLIT, Serious Crime Teams.**
- **OHU proactive visits – 3 x a year OHU unit visits different force business areas which are delivered as part of the health surveillance programme in addition to mandatory screening provision.**
- **HSE Individual Stress Risk Assessment – Supervisors and line managers are required to undertake and complete an individual assessment.**
- **New initiatives at the implementation stage are:**
 - **Compassion Fatigue project – (national Investigators mental health and wellbeing research)– following phase 1 involving research with officers in roles identified as high-risk to understand the impact of workplace triggers on compassion fatigue and burnout. This work is focused on staff in detective roles ensuring appropriate wellbeing support mechanisms in**

place. Further research is being undertaken with 63 Cambridgeshire investigators to inform development of strategies, direct future activity and support mechanisms to help mitigate.

- **Mind over Mountains initiative – in 2022, Cambridgeshire offered 19 funded places with the charity. Mind Over Mountains is a charity offering professional mental health support by bringing together walking in nature, mindfulness and time with our experienced coaches and counsellors in an unhurried, unpressured setting. Due to the success, this was re-launched in 2023, and expanded to 30 places over July and October 2023.**
- **Emotional Survival for Police Officers (ESPO) – at proof-of-concept stage commenced in July 2023 which is a volunteer enabled programme to prepare operational officers and staff for the impact of Policing on homelife, relationships and one’s moral compass and also explore how “becoming a police officer” does not mean losing your own identity, values, and ethics. This provision is being led by the Christian Police Association chairperson (staff support network) that comprises of offering team time to socialise and team build followed by an ESPO ½ day session to present the model and reflect on building a cycle of emotional awareness and resilience.**
- **Trauma informed practice training – this is a training provision that will be delivered by Limeculture to 12 volunteers across a range of business areas. The focus is around changing thinking on trauma by looking at ‘what has happened and what does a person/community need rather than what is wrong’ and support an officer or staff with managing the impact of high stress and trauma in key roles/ teams, such as Demand Hub, Partnerships and Vulnerability Hubs, Digital Forensics Unit (DFU), Digital Media Investigators (DMIs), POLIT, MOSOVO, negotiators and teams in the collaborated areas, e.g., SOCO, Roads Policing Unit (RPU). The training programme will be delivered over a 2-year period.**

- **Cambridgeshire are currently scoping good practice with other BCH forces/ Oskar Kilo in prevention and resilience train the trainer options for staff in front-line and high-risk roles to prepare people with self-resilience techniques e.g., Defuse and Demobilise or Trauma, Impact, Prevention Techniques (TIPT).**

Part 2 – Strategic performance management

Recommendation 4a

By January 2024, the **National Police Chiefs' Council** should identify all performance frameworks in place at a national level with a view to creating a single performance framework covering core aspects of police performance.

Response: This recommendation is for the NPCC.

Recommendation 4b

By July 2024, the **National Police Chiefs' Council** should develop a plan to implement a national performance framework, with a timescale for implementation.

Response: This recommendation is for the NPCC.

Recommendation 5a

By January 2024, the **National Police Chiefs' Council** should map all analytical capacity and capability across police forces in England and Wales, with a view to establishing where gaps exist.

Response: This recommendation is for the NPCC.

Recommendation 5b

By July 2024, the **National Police Chiefs' Council** should develop a plan to address the gaps identified, with a timescale for implementation.

Response: This recommendation is for the NPCC.

Recommendation 6

By January 4, chief constables should review their force's performance frameworks and governance processes to reassure themselves that the force is:

- collecting and analysing the right data to help it to understand and improve its performance; and
- integrating a culture of evaluation into performance and improvement activity at all levels.

Response: Cambridgeshire Constabulary has a force performance team comprising of subject matter experts who collate, clean and present force performance data and can respond to specific requests for performance analysis throughout the year. The Constabulary make effective use of power-BI to make data available to operational leaders and the frontline to support tactical activity. Within the Organisational Improvement Centre, the Change and Research team provide teams and departments with project evaluation to ensure effective implementation of change and maximising effectiveness and efficiency of resources.

The performance framework within Cambridgeshire comprises qualitative and quantitative judgements to allow areas of good / bad performance to be identified. Combining both data and professional judgement (using structured Key Performance Questions and Key Performance Indicators) ensures that the Constabulary avoid a culture of 'hitting the target and missing the point' and the associated negative / perverse incentives that can be encouraged with a purely data driven framework. This approach is refreshed annually as part of the priority setting process and is aligned to both local and national priorities.

Additionally, Cambridgeshire has an array of strategic and tactical partnership governance mechanisms that allow for the joint assessment, contextualisation and critical friend analysis of our own performance and that of statutory partners and other key stakeholders; this increases accountability and broadens our perspective of available data, challenges and opportunities.'