



To: Business Coordination Board

From: Chief Constable

Date: 24 March 2015

CAMBRIDGESHIRE CONSTABULARY – A NEW GOVERNANCE STRUCTURE

1. Purpose

1.1 The purpose of this paper is to provide an update to the Business Co-ordination Board (“the Board”) on the new board and governance structures agreed by Cambridgeshire Constabulary (“the Constabulary”) at the Constabulary’s March Force Executive Board (FEB) meeting.

2. Recommendation

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

3. Background

3.1 In Autumn 2014 work was commissioned to review the existing board structure, and develop proposals for a renewed Force board structure, which would be leaner, more efficient and effective.

3.2 On 4th November 2014 a paper was submitted to FEB outlining proposals for a Force board and governance structure based on the Her Majesty’s Inspectorate of Constabulary (HMIC) Police Efficiency, Effectiveness and Legitimacy (PEEL) Inspection Methodology. The proposals outlined in this paper were agreed by FEB, and further work commissioned with proposed chairs of meetings within the structure, to agree Terms of Reference for their groups and to progress meeting arrangements.

3.3 Since November 2014 a new performance structure has also been developed – based on a more qualitative assessment of performance across thematic and geographical

areas - which complements the agreed Force governance structure. This work will feed into and align with a new performance framework being developed by the Office of the Police and Crime Commissioner (OPCC) and the Constabulary against delivery of the Police and Crime Commissioner's ("the Commissioner") Police and Crime Plan.

4. The New Force Board Structure

4.1 The PEEL methodology breaks down all relevant areas of a Force's work into meaningful blocks, which lend themselves to overview, scrutiny and inspection (Appendix A). The Force's governance and board structure (Appendix B) therefore follows a similar methodology and structure.

4.2 The three pillars of the PEEL assessment methodology are the key strategic drivers of Efficiency, Effectiveness and Legitimacy, and this is the strategic level at which the two Boards will operate.

4.3 Force Executive Board

4.3.1 The Force Executive Board (FEB), chaired by the Chief Constable, will oversee the work of the Organisational Development and Operational Performance Boards, and will be the means of ratifying and formally endorsing decisions made by those Boards.

4.3.2 The Finance Governance Board and the Joint Negotiating Consultative Committee (JNCC) will continue to report directly to the Chief Constable, rather than the FEB.

4.3.3 Strategic and tactical tasking arrangements, in line with the National Intelligence Model, will continue in their current form. The Force Control Strategy, and the priorities identified through this, will be managed through the Operational Performance Board, chaired by the Assistant Chief Constable. The Control Strategy will also continue to inform and steer prioritisation within the Operational Priority Review Group meeting.

4.3.4 The Constabulary will continue to be held accountable by the Commissioner through the monthly OPCC Business Co-ordination Board meetings, chaired by the Commissioner.

4.4 Organisational Development Board

4.4.1 In the new Board structure, the Organisational Development Board will oversee the Efficiency and Legitimacy of the Force. This meeting will be chaired by the Deputy Chief Constable.

4.4.2 The proposed Organisational Development Board merges the current Change Management and People Boards, and will be responsible for many of the current work areas overseen by these Boards (including collaboration and workforce development).

4.4.3 The groups which sit beneath and report to the Organisational Development Board are:

- People Group
- Force Health and Safety Group
- Risk Review Group
- Engagement Group
- Ethics, Equality and Inclusion Group
- Information Management Strategy Group

4.4.4 Groups which provide updates to the Organisation Development Board, but do not report directly to it, are:

- Tri-Force Information Assurance Group
- Tri-Force Professional Standards Department (PSD) Governance Board

4.4.5 The Cambridgeshire representative at the relevant Tri-Force governance meetings will be expected to feedback to the Board any actions for Cambridgeshire, or issues that need consideration by the Board.

4.5 **People Group**

4.5.1 The People Group will be chaired by the Head of Human Resources, and will be responsible for governance and monitoring of the following areas:

- Maximising the efficiency of operational resources
- Ensuring a sustainable workforce model
- Leadership capacity
- Recruitment and retention
- Operational Human Resource responsibilities

4.6 **Force Health and Safety Group**

4.6.1 The Force Health and Safety Group will be chaired by the Head of Human Resources, and will:

- have corporate responsibility for Force-level health and safety issues and take a proactive approach to Health and Safety across the Constabulary
- promote continuous improvement with regard to health and safety across the Constabulary

4.7 **Risk Review Group**

4.7.1 The Risk Review Group will be chaired by the Superintendent Organisational Development. This group is responsible for monitoring the Constabulary and OPCC Strategic Risk Register, ensuring that risks are properly identified and assessed, and appropriate measures put in place to mitigate these risks.

4.8 Engagement Group

4.8.1 The Engagement Group will be chaired by the Head of Territorial Policing. This group will consider engagement in its widest senses (including contact management, engagement by Local Policing Teams, and corporate communications) and will be responsible for governance and monitoring of the following areas (or aspects of these):

- Overall public perceptions of the Force
- Responding when a member of the public calls on them for service (Contact Management)
- High quality information provided about police work (Territorial Policing and Corporate Communications)
- Community cohesion issues at a local level
- Management of Key Individual Networks at a local level

4.9 Ethics, Equality and Inclusion Group

4.9.1 The Ethics, Equality and Inclusion Group will be chaired by the Chief Superintendent – Head of Change. The Group has expanded its remit, to consider ethics, as well as equality and inclusion issues, and will be responsible for governance and monitoring of the following areas (or aspects of these):

- Overall public perceptions of the Force (as a measure of police legitimacy)
- Treating people equally and without discrimination
- Workforce act with integrity

4.9.2 Sub groups reporting to the Ethics, Equality and Inclusion Group will include the Positive Action Steering Group and the All Stops Steering and Scrutiny Group.

4.10 Information Management Strategy Group

4.10.1 The Information Management Strategy Group will continue to be chaired by the Deputy Chief Constable, as this is required by virtue of his position as Senior Information Risk Owner for the Constabulary.

4.10.2 Information Assurance arrangements are already part of a Tri-Force governance structure (under PSD), and Information Management will soon also be a Tri-Force group - as Information Management Department collaboration is well under way. Collaboration issues will be fed into the pillars of inspection framework through appropriate working groups.

4.11 Operational Performance Board

4.11.1 In the new Board Structure the Operational Performance Board will monitor the Effectiveness of the Force. This meeting will be chaired by the Assistant Chief Constable.

4.11.2 The groups which sit beneath and report to the Operational Performance Board are:

- Operational Review Panel
- Operational Priority Review Group
- Children and Young People Steering Group
- Anti-social Behaviour (ASB) Group
- Custody Steering Group

4.11.3 Tri-Force Protective Services Steering Groups (i.e. Roads Policing, Public Order, and Firearms) provide updates to the Operational Performance Board, but do not report directly to it. The Cambridgeshire representative at the relevant Tri-Force governance meetings will be expected to feedback to the Board any actions for the Constabulary, or issues that need consideration by the Board.

4.12 Operational Review Panel

4.12.1 The Operational Review Panel will be responsible for ensuring that organisational learning is identified by the Force, reviewed, and recommendations and actions assigned to appropriate owners for the necessary action. A diagram showing how this panel will operate is shown in Appendix C.

4.12.2 The Operational Review Panel will be chaired by the Head of the Corporate Development Department.

4.13 Operational Priority Review Group

4.13.1 The Operational Priority Review Group will continue to meet in line with its current Terms of Reference, and will continue to be chaired by the Head of Territorial Policing and Director of Investigations. The Group will be responsible for governance and monitoring of the following areas:

- Reducing crime and preventing offending
- Investigating offending
- Protecting those at greatest risk of harm
- Tackling serious, organised and complex crime (where this does not fall within the remit of Eastern Region Special Operations Unit (ERSOU) or collaborated major crime units)
- Proactively ensuring public safety

4.13.2 Prioritisation of issues and performance management by the Group will continue to be in line with the Force RISK priorities:

- Responding to local concerns
- Investigating crime and protecting the most vulnerable
- Staff professionalism
- Keeping people safe

4.14 Children and Young People Steering Group

4.14.1 The Children and Young People Steering Group will be chaired by the Director of Investigations. The Group will be responsible for monitoring of delivery against the Constabulary's Children and Young People Strategy and the objectives set within that Strategy, to:

- Prevent and reduce the harm caused by crime and antisocial behaviour involving children and young people through intelligence led, problem-solving approaches;
- Improve the satisfaction, confidence and trust of children and young people in their police service by enhancing the quality of our interactions and understanding how policing interventions can impact upon their life opportunities;
- Provide effective early interventions to reduce the risk of children and young people becoming victims or offenders;
- Work with other agencies to improve the effectiveness of our responses to children and young people, whilst driving down cost through improved working practices especially with regard to the sharing of information and making the most of opportunities presented by technology.

4.15 ASB Group

4.15.1 The ASB Group, chaired by a Superintendent from the Territorial Policing Command, is responsible for monitoring and governance of the Constabulary's response to ASB, and:

- Deal with ASB effectively as a priority objective under the Police and Crime Plan.
- Set and monitor delivery against the Constabulary's ASB Strategy
- Ensure effective partnership working to reduce offending behaviour and help protect victims

4.16 Custody Steering Group

4.16.1 The Custody Steering Group, chaired by the Chief Inspector - Head of Custody, is responsible for monitoring and governance of issues associated with the detention of persons by police in Cambridgeshire, and delivery against the Constabulary's Custody Strategy and the objectives set within that, to ensure:

- the protection and wellbeing of all persons in police detention
- fair, dignified and equitable treatment according to individual needs for detainees
- that detainees will be dealt with diligently, expeditiously, without oppression and in accordance with the law and prevailing codes of practice

5. Performance Management

5.1 A performance structure has been developed, which will align to and complement the new governance arrangements. The Strategic Performance Management framework will now include a qualitative assessment of service delivery, which considers the quantitative measures in context; thus providing a more holistic view of performance than has traditionally been the case. This ensures the metrics are part of the narrative and not the narrative in its entirety.

5.2 Both the Organisational and Operational Performance Boards will have agenda plans which will ensure that quarterly performance updates are received from all business areas (Appendices D and E).

5.3 Thematic area leads will be required to provide quarterly updates to the relevant strategic Performance Board. Local Policing Area Commanders will be required to provide performance updates to the Operational Priority Review Group, which will monitor operational performance at a District level and in turn report to the Operational Performance Board at a strategic level.

5.4 Strategic performance updates will follow a set commissioning template which will utilise the Constabulary's Key Performance Questions (KPQs), Key Performance Indicators (i.e. quantitative outputs) and a qualitative assessment to review performance in a particular area.

5.5 Cambridgeshire KPQs have been derived from the PEEL suite of questions and tailored to provide commentary in relation to progress towards the Police and Crime Plan outcomes.

5.6 The qualitative assessment of performance will be expected to cover such issues as:

- What are the issues – i.e. what does the data say, what is the operational context, including capability and capacity?
- What are the plans in place to deal – including details of ownership, opportunities, weaknesses and risks?

- What additional help is being used or not – future planning, threats?
- Consistency of performance / service delivery across Local Policing Areas / departments
- Reality testing / triangulation at an operational level to ensure that strategic expectations are being met

5.7 Ongoing discussions are taking place with the OPCC to align the Constabulary and OPCC performance calendars (covering both Business Co-ordination Board and Police and Crime Panel meetings) to ensure that these are aligned as closely as possible. This aims to avoid unnecessary duplication of work when papers are being commissioned, and to achieve a meaningful and joined-up approach to performance management.

5.8 Internal audits of the Constabulary, when commissioned by the OPCC and Constabulary, will also seek to align with the performance calendars and with forthcoming HMIC inspections, where details of these are known.

6. Conclusion

6.1 By utilising the HMIC PEEL inspection methodology we will ensure that all work of the Constabulary, and the key questions on which the Constabulary will be inspected, have clear business owners and governance structures.

6.2 Directly aligning Boards and working groups to the PEEL pillars and questions will facilitate future HMIC inspections and the provision of information and data to inspection teams.

6.3 Through a streamlined board structure, all areas of Force business have reporting mechanisms to a tactical level. This ensures that strategic boards are able to remain focussed at the appropriate level.

7. Recommendation

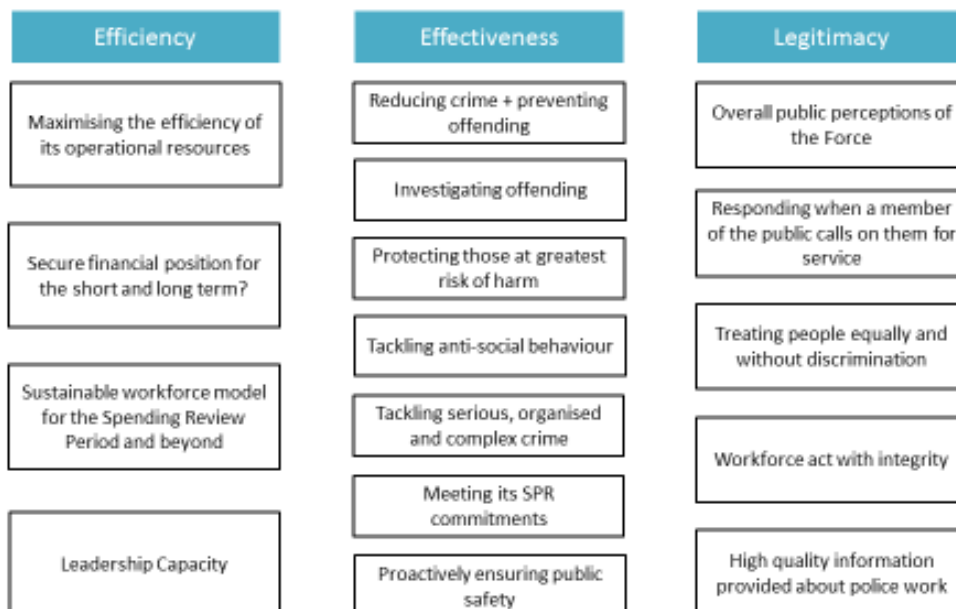
7.1 The Board is invited to note the contents of the report.

BIBLIOGRAPHY

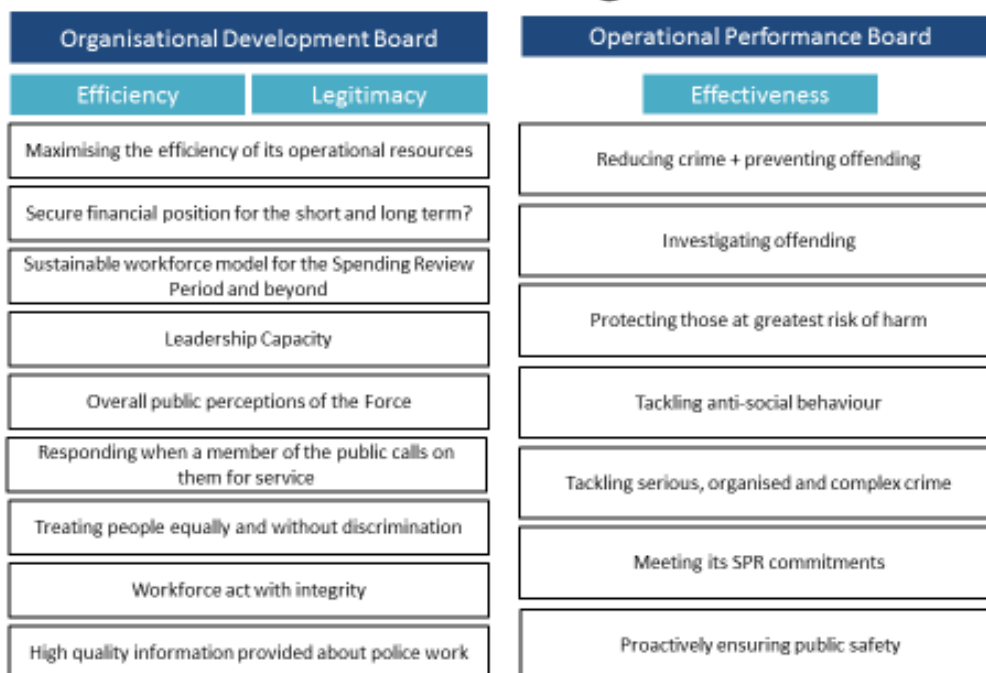
Source Document	
Contact Officer	Chief Inspector Paul Ormerod, Corporate Development Department, Cambridgeshire Constabulary

Appendix A

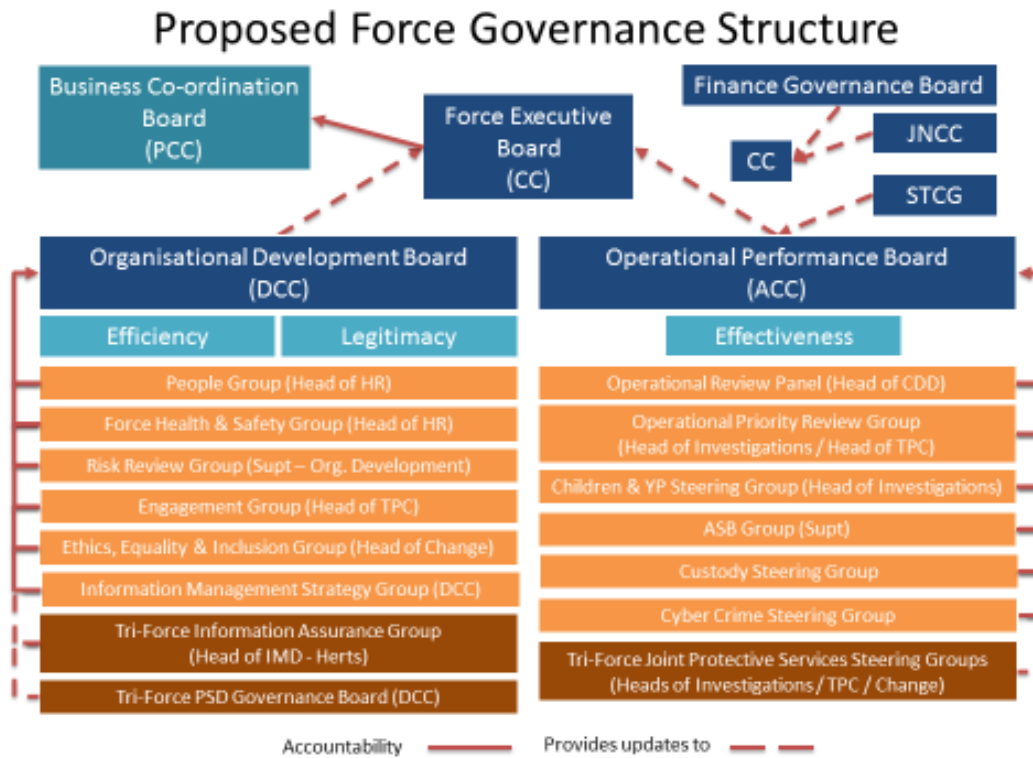
HMIC PEEL Assessment – The 3 Pillars



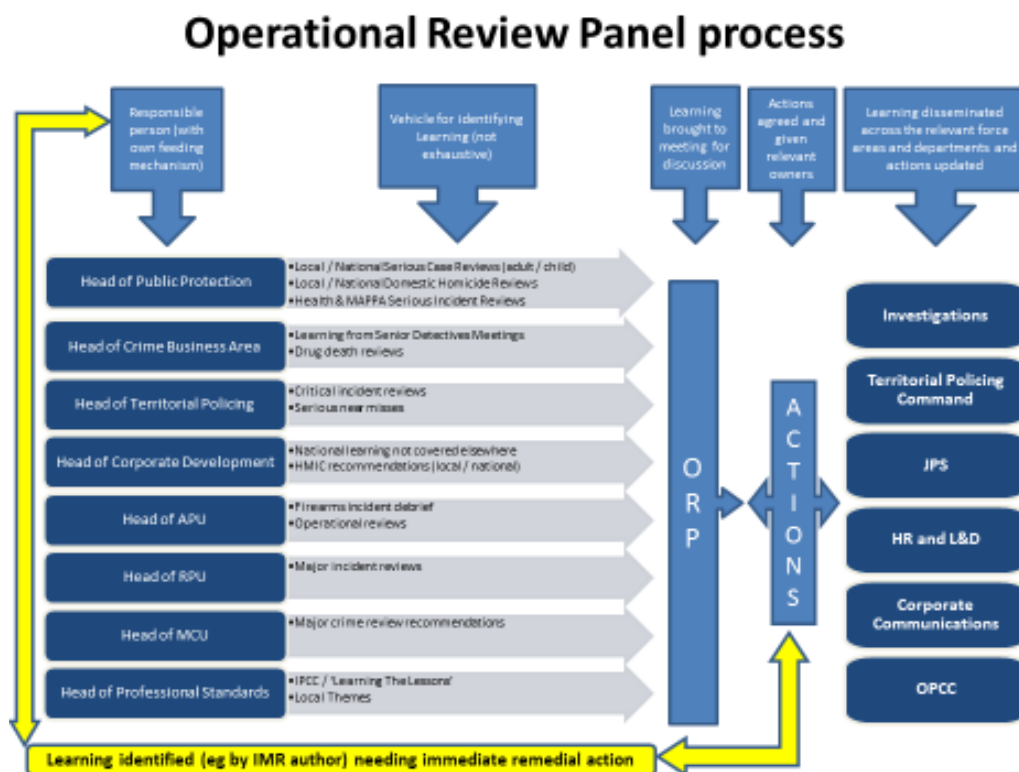
A Board Structure aligned to PEEL



Appendix B



Appendix C



Appendix D

OPERATIONAL PERFORMANCE BOARD AGENDA PLAN 2015 -2016												
	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016
Effectiveness	Crime (including Victim Based Crime) and Outcomes (RISK priority update)											
	Confidence	OCG Asset Recovery	Burglary Dwelling (crime, outcomes, satisfaction)	Confidence	OCG Asset Recovery	Burglary Dwelling (crime, outcomes, satisfaction)	Confidence	OCG Asset Recovery	Burglary Dwelling (crime, outcomes, satisfaction)	Confidence	OCG Asset Recovery	Burglary Dwelling (crime, outcomes, satisfaction)
	Perception of ASB	Special Constabulary (incl. Apr Operational Performance Board update)	Domestic abuse	Perception of ASB	Special Constabulary (incl. Jul Operational Performance Board update)	Domestic Abuse	Perception of ASB	Special Constabulary (incl. Oct Operational Performance Board update)	Domestic Abuse	Perception of ASB	Special Constabulary (incl. Jan Operational Performance Board update)	Domestic abuse
	Call Handling	Drug Misuse	CSE	Call Handling	Drug Misuse	CSE	Call Handling	Drug Misuse	CSE	Call Handling	Drug Misuse	CSE
	Satisfaction	JPS (Protective Services)	Custody Management	Satisfaction	JPS (protective services)	Custody Management	Satisfaction	JPS (protective services)	Custody Management	Satisfaction	JPS (protective services)	Custody Management
	Cambs Criminal Justice Board	RISK priority update	IOM	Cambs Criminal Justice Board	RISK priority update	IOM	Cambs Criminal Justice Board	RISK priority update	IOM	Cambs Criminal Justice Board	RISK priority update	IOM

Appendix E

ORGANISATIONAL DEVELOPMENT BOARD (by PEEL area)						
	May 2015	Jul 2015	Sep 2015	Nov 2015	Jan 2016	Mar 2016
Efficiency		Efficient Resource Use		Efficient Resource Use		Efficient Resource Use
	Long and Short Term Financial Position		Long and Short Term Financial Position		Long and Short Term Financial Position	
	High Quality Information		High Quality Information		High Quality Information	
		Sustainable Workforce Model		Sustainable Workforce Model		Sustainable Workforce Model
Legitimacy	Public Perception (FPB update from Apr)		Public Perception (FPB update from Aug)		Public Perception (FPB Update from Nov)	
		Responding to Public Calls for Service		Responding to Public Calls for Service		Responding to Public Calls for Service
		Ethics, Equality and Inclusion (incl. custody update from May Operational Performance Board)		Ethics, Equality and Inclusion (incl. custody update from Nov Operational Performance Board)		Ethics, Equality and Inclusion (incl. custody update from Mar Operational Performance Board)

