

# PCC and CC Force Inspection response record

Version:

<b>Force</b>	Staffordshire
<b>Police and Crime Commissioner</b>	Ben Adams
<b>Chief Constable</b>	Chris Noble
<b>Title of inspection</b>	<a href="#">Police performance: Getting a grip</a>
<b>Inspectorate</b>	 <p>His Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services</p>
<b>Summary of inspection</b>	<p>Firstly, chief constables and senior police leaders must improve the way they run their force. Governance and performance management often lack grip. Too many forces make decisions based on poor data or insufficient analysis of data. And forces' financial and strategic planning is often short-term and short-sighted, creating avoidable problems.</p> <p>Secondly, there must be greater investment in first-line supervisors. They are critical to improving performance and developing the right culture. But they are often being let down.</p>
<b>Grade</b>	
<b>Recommendations</b>	<p><b>Recommendation 1a</b> By January 2024, the National Police Chiefs' Council should:</p> <ul style="list-style-type: none"> <li>• agree a standard approach to how attendance times are measured in all forces; and</li> <li>• set a national standard for attendance times.</li> </ul> <p>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.</p> <p><b>Recommendation 1b</b> 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.</p> <p><b>Recommendation 1c</b> By July 2024, the Home Office, in collaboration with the National Police Chiefs' Council, should pilot the collection and analysis of attendance time data.</p> <p><b>Recommendation 1d</b> By January 2025, the Home Office should roll out the process for the collection, analysis and publication of attendance time data for all forces.</p> <p><b>Recommendation 2</b> <b>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:</b></p> <ul style="list-style-type: none"> <li>• <b>how they conduct exit interviews and use this information to identify patterns and trends in why people leave; and</b></li> <li>• <b>how they identify people who are thinking of leaving and the action they take, where appropriate, to encourage them to stay.</b></li> </ul>

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

**Recommendation 3**  
**By January 2024, forces should review their proactive well-being support for staff in high-stress roles and situations. They should make sure it includes targeted support that goes beyond mandatory annual psychological screening.**

Part 2  
 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.

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.

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.

Recommendation 5b  
 By July 2024, the National Police Chiefs’ Council should develop a plan to address the gaps identified, with a timescale for implementation.

**Recommendation 6**  
**By January 2024, 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;
- integrating a culture of evaluation into performance and improvement activity at all levels.

**Areas for improvement**

**Police Crime and Commissioner’s initial response**

I welcome this report into the two fundamental issues that policing needs to address; Governance and performance management and investment in first line managers. Since coming into office, I have encouraged the force to develop a dashboard of metrics and performance framework to support meaningful performance analysis around the areas that matter most to the public. There has been significant investment in measuring the right things, understanding current performance and articulating the ambitions that the force is working towards. I am confident and reassured that the foundations are in place to drive performance improvement and develop a performance culture.

I welcome the setting of a standard approach to measuring attendance time broken down into control room, despatch and attendance. Similarly, I concur it would be useful to have a national standard for response times provided the remote geography of some force areas is taken into consideration. Ambitions are exactly that, an ambition and there are always exceptions to the rule.

Recommendations two and three are a timely reminder of the burden police officers and staff are under as crime rates rise and capacity increases slowly. Here in Staffordshire, with a high proportion of the workforce still in training, the impact of abstractions on capacity and the wellbeing of colleagues is understood and will remain a challenge for some time. Whilst officer retention is not particularly problematic in Staffordshire I also agree with the importance of exit interviews to understand people’s reasons for leaving and ensure this informs recruitment, selection, learning and development practices. Effective workforce planning is vital and I ensure this forms part of my processes to hold the force to account for performance in delivering my police and crime plan, including my regular webcast public performance meetings with the Chief Constable.

## Chief Constable's response

The force welcomes the HMICFRS report and its recommendations for chief constables; recommendations 2, 3 and 6. Those 3 recommendations cover, respectively, the themes of; retention of workforce, proactive wellbeing support and performance frameworks.

These are areas that the force recognises as requiring continuous improvement and have paid particular attention to over the past 12 months under identified AFI's following our own PEEL assessment.

We have invested heavily in our corporate capability to monitor our own performance, including the development of our own performance strategy, framework and Power BI tools, but welcome greater national collaboration and consistency in terms of capabilities and data literacy of our workforce. This is a support request we have previously raised with the Police Performance Oversight Group through the HMICFRS' 'Engage' process.

Retention of workforce and wellbeing support is a key feature of our Policing Plan for the next 2 years and beyond as we develop and support a workforce with high levels of inexperience following a period of intense, but successful recruitment through the Police Uplift Programme.

### **Recommendation 2:**

*The force has incorporated stay interviews in its recruitment and retention strategy. The Recruitment Team recently developed a process to target officers approaching retirement via email over a rolling 12-month period, and stay interviews will be used to support both staff and officers considering leaving before any known retirement. Their objective is to debate and agree on reasonable and proportionate measures/actions that will allow individuals to remain with the force. We hope to build a pool of 20 Stay Interviewers from both staff and police roles to help facilitate these conversations. This will be supplemented by a redesigned exit interview process with executive sponsorship, as well as the targeted use of "stay interviews" for colleagues joining the force within the first 6-9 months.*

### **Recommendation 3:**

*At the start of 2023 all operational officers and staff were offered the opportunity of completing Oscar Kilo annual psychological screening. A review of additional 6 monthly Mandatory Support has resulted in an increase of staff being included in the programme. Mental Health resilience training is included in all Leadership/Management courses and is to be rolled out across other areas. Musculoskeletal assessments to be piloted across targeted areas. A 4-week wellbeing bus tour scheduled in September will also include bite size mental health resilience sessions.*

### **Recommendation 6:**

*The force has embarked on an overhaul and review of its strategic process during 2023. This has included a revision of the Policing Plan, the implementation of Annual Delivery Plans at Command or Function level, and the revision of the force performance framework. The performance framework review has led to a revision of monthly and quarterly performance forums, ensuring that the framework is fit for purpose whilst driving improvement.*

*A key part of the response to this recommendation is in ensuring that we hold the right data and have developed our own understanding of how to use this data for improvement. The first stage of this in delivering the Data Enabled Policing programme. Currently the force has delivered two of the larger elements into Power BI. These being Contact and Local Policing. Prior to January 2024 the force will be looking to deliver the remaining elements which include: effective investigations, arrests / stop search*

*and outcomes / timeliness metrics. This is being done with users and leaders and will ensure that we are collecting the right data to inform decision making.*

*The second aspect refers to a culture of evaluation into performance and improvement activities. This has already been built in as part of the revised performance structure and framework. The force now continually reviews and iterates products, meetings and our approach to ensure that we are delivering improvement for our communities.*

*Whilst this is being developed in a top down way for key strategic meetings, the force also recognises that evaluation and improvement also needs to work from the bottom up. Data literacy is something that the force is seeking to improve, helping staff and decision makers at all levels to make more informed decisions based on our data. This has already started in the delivery of our Power BI products with teams supporting staff in LPTs through floor walking and support. This will continue as we roll out new products. The force is also looking to see how cultural change can be supported through OD and across existing learning opportunities – turning data, and how we use it into a part of all programmes where suitable and viable.*

*The force has already made significant progress and by January 2024, will be in a stronger position in terms of knowledge and products that are available to both ensure the right data is being used, but also to allow that data to be understood and used in decision making through the cultural changes we are driving.*

## **Police Crime and Commissioner's overall comments**

I am satisfied that the force has a rounded approach to meeting the challenges set out in the report. Staffordshire is fortunate in having lower than average attrition rates and being able to attract skilled and experienced personnel in from other forces. Nevertheless, the stay interview process is a welcome development and I am keen to monitor its success. Officers and staff from the force and firefighters and staff from Staffordshire Fire and Rescue Service have access to the professional services provided by a joint Occupational Health, Safety and Welfare team. In addition, the force has been highly proactive in reaching out to officers and staff to provide education and support in this vital area. I continue to work closely with the force to ensure their performance framework is fit for purpose, focused on public priorities and effective in driving performance and continuous improvement.