

## Cheshire PCCs Response to His Majesty's Inspectorate of Police and Fire and Rescue Services (HMICFRS) Inspections

<b>Title of Inspection</b>	PEEL Spotlight - Police performance: Getting a grip	
<b>Date Inspection Published</b>	7.7.23	
<b>Type of Inspection</b>	Annual Assessment Report	
<b>Recommendations</b>	National	x
	Local	

### Report Summary:

The opinion held by HMICFRS was that nationally there were two fundamental issues that policing needs to address to support improvements. Firstly, the report stated that leaders must improve the way they run their force with more focus on governance and performance management which could be improved by how data is used and analysed. Having a longer-term view in financial and strategic planning would also benefit forces.

The report also highlighted a need for greater investment in first-line supervision, as they were cited as being critical to improving performance and developing the right culture.

Reiterating the narrative in the State of Policing 2022 report, to improve public trust and confidence in the police, there needs to be focus on doing what matters most and doing it well.

Positive areas of performance were highlighted, and this could be maximised by sharing this between forces.

### Recommendations:

There were three recommendations for chief constables.

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.

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.

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; and integrating a culture of evaluation into performance and improvement activity at all levels.

### **Commissioner's Response:**

I acknowledge the recommendations outlined in this report and will monitor the Constabulary's progress in implementing them. It is encouraging that this report highlights many examples of promising practice, and I am pleased that Cheshire was recognised for its notable work with the Harm Reduction Unit and vulnerability training for Force Control Centre staff. Recognising that the report is not specific to Cheshire, I am confident that Cheshire Constabulary will continue in meeting its own performance challenges through the Chief Constable's 'Raising the bar' performance framework.

Regarding the recommendations, the Constabulary has responded promptly. I have been reassured that understanding attrition is a key aspect of the strategic workforce planning approach where key individuals have been identified in each department who are responsible for the completion of exit interviews. A HR business partner completes a monthly "leavers report" for each business area and reasons for attrition are reviewed and recruitment plans and solutions are developed as a result. Furthermore, re-entry schemes have been introduced and the re-joiner's policy has been updated to attract skills back into the workforce.

Wellbeing is a key priority for both the Chief Constable and I. This is achieved through dedicated HR Business partners who have been appointed to work with business to develop and implement bespoke wellbeing plans for specialist departments. Initiatives introduced include drop-in counselling and resilience sessions and bespoke deployments of the wellbeing van. The Constabulary continue to run wellbeing "weeks of action" across specialist departments. Not losing sight of the pressures that policing can place on individuals, it is vital that officers and staff are receiving psychological support as part of the debriefing framework and are referred to St Michael's Lodge – a state of the art treatment centre in the heart of the Ribble Valley.

The "Raising the Bar" performance framework is reviewed on an annual basis. The framework incorporates wide-ranging sets of performance information and live-time information through power BI at all levels of the organisation from individual to teams, departments and force / organisational level. This is bolstered through the service improvement team who conduct qualitative thematic reviews and evaluations. Our Strategic Change team has introduced a benefits realisation toolkit which is helping us to integrate evaluation into our improvement activity from the outset.

A handwritten signature in black ink, appearing to read 'John Dwyer'. The signature is fluid and cursive, with a large initial 'J' and a distinct 'D'.

**John Dwyer**

**Police and Crime Commissioner for Cheshire**