



## NORTHUMBRIA PCC RESPONSE TO HMICFRS INSPECTIONS OF NORTHUMBRIA POLICE

<b>Inspection title</b>	<b>PEEL Spotlight – Police Performance: Getting a Grip</b>
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<b>Recommendations</b>	<input checked="" type="checkbox"/> National <input type="checkbox"/> Local

### NORTHUMBRIA PCC RESPONSE TO HMICFRS

I welcome the PEEL spotlight report on police performance that examines national themes from PEEL 2021-22. The report highlights two fundamental issues that need to be addressed – the first is governance and performance management lacking grip, and the second is the lack of investment in first-line managers. The report also outlines areas of promising and innovative practice.

The Chief Constable has provided me with a position statement in respect of Northumbria Police (NP) against the three recommendations that are specifically for Chief Constables.

**Recommendation 2:** *Forces should review whether they have effective processes in place to reduce the risk of skilled personnel leaving the organisation. These should include, 1. How they conduct exit interviews and use this information to identify patterns and trends in why people leave; and 2. 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.*

- Currently exit surveys are sent to all staff, officers and volunteers, areas with higher turnover rates have follow-up interviews, with the intention to understand more clearly the reasons for leaving and to explore what further can be done to retain them. This has been further developed through the engagement and retention framework. The framework covers three areas: Identify, Understand and Respond. The work has been informed by Force reporting and analysis as well as NPCC guidance on exit and retention and wider good practice.
- Work is progressing to identify which groups are at risk of exit at the earliest stage so that early action can take place. Work includes annual surveys that ask about intentions to stay and insight and solutions to increase retention. As well as exit surveys, interviews with senior leaders and people partners are also used.
- Analysis of engagement and exit is shared at the People and Organisational Justice (P&OJ) Board and within departmental business reports. High turnover areas are provided with detailed analysis. Organisational themes to enhance engagement and reduce turnover are incorporated into the People, Culture and Wellbeing Strategy and Plan.
- Local plans that have been developed in areas with higher turnover are starting to have a positive impact, with turnover slowing down in some areas, such as digital policing.

**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.*

- The Force takes a preventative and evidence-based approach to promoting good mental health and wellbeing. The approach includes culture change through leadership and management; proactive education; early intervention & screening; and support and rehabilitation.



- The annual wellbeing survey assesses stress and resilience levels to understand high risk teams/roles and provide department led support. The research is shared at a departmental level to develop bespoke wellbeing plans.
- Data driven decision making uses People Analytics to identify key roles and groups who are more likely to experience all aspects of poor mental health including trauma, suicide prevention and work-based stress. Evidence-based solutions are then used to inform practice.
- First line managers are key to proactive and early intervention support. The leadership and management programmes have been developed with wellbeing as a golden thread throughout them.
- The Force provides enhanced trauma support including a well-established trauma intervention peer model (TRiM) and access to therapists. Trauma prevention has been developed as recommended by NICE guidelines, which includes psychoeducation and developing resilience skills. The work is also incorporated into leadership programmes, departmental Continuing Professional Development sessions and one-to-one sessions.
- High stress roles have been identified using the annual wellbeing survey and provided proactive mental and physical health support. This is made up of individual resilience sessions with the psychologist, focused on stressors in the workplace and adaptive coping strategies. These sessions are both an opportunity for emotional debrief and an intervention in terms of psychoeducation in managing stress at work.
- In-depth physical health checks have been introduced for high stress roles and enhanced support offered for individuals in high stress processes such as promotions or as a result of events such as bereavement of a colleague.
- The support offered to individuals who are undergoing challenging processes such as grievances or misconducts is under review so that it provides effective, evidence-based support.

**Recommendation 6:** *By January 2024, chief constables should review their force's performance frameworks and governance processes to reassure themselves that the force is; 1. Collecting and analysing the right data to help it to understand and improve its performance, and 2. Integrating a culture of evaluation into performance and improvement at all levels.*

- The Force began development of a new performance management structure in September 2021. A new team was formed to develop local Performance Management Frameworks (PMFs) for all business areas.
- Each PMF has a set of key performance questions (KPQs) and key performance indicators (KPIs) that include both quantitative and qualitative data. KPIs have been identified for specific roles and functions within business areas and reflect the control and influence that each function or role has over delivery. Each PMF is aligned to the Force's strategic priorities, with KPIs reported at Performance Delivery Groups, the Force's Strategic Management Board – Performance and subsequently contributing to the delivery of the Police and Crime Plan, with performance monitored at the OPCC Scrutiny Meeting.
- Each PMF is supported by the development of a bespoke Qlik Sense application, developed as part of the wider Business Intelligence Project. Performance data is presented within the applications at a functional, team and individual level. The development of PMFs has ensured a consistent approach is adopted across all business areas. It has allowed structured conversations to be held at a local level, as part of the regular one-to-ones that supervisors and managers have with their direct reports.
- There is ongoing work to fully embed local PMFs and ensure that they are providing the expected value and making the difference to performance outcomes. The delivery of the leadership framework will further support the effective use of PMFs. In addition, there is continued engagement with staff and officers to ensure the PMFs meet the business need. There is also a requirement to develop the people-analytics theme of the PMFs.



- To ensure that individuals understand their role and expectations during performance management, a working group aims to:
  - Understand the issues and barriers to effective performance management and ensure the correct solutions are in place to address these.
  - Simplify the people performance management approach and clarify roles, steps and tools so it is people focused and efficient.
  - Review and improve the available information, guidance, coaching and support so that our managers and individuals understand performance management and their individual roles in this.
- Findings from the work to be led by the NPCC regarding a national PMF will be considered in the future development and improvement of local PMFs.

I will monitor progress where further action is required to ensure that NP are compliant through my regular HMICFRS Scrutiny process.

Yours sincerely,

**Kim McGuinness**

PCC for Northumbria