



OPCC

Office of the Police &
Crime Commissioner
for Gloucestershire

10 August 2023

HMICFRS spotlight report: Police Performance – Getting a grip

I welcome this report from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) into police performance.

Since being elected in 2021, I have made improving the performance culture of the Constabulary a priority. I wholeheartedly support this inspection and report recommendations which will serve to improve the overall service to the public from policing nationally.

I also particularly support the focus on officer retention and welfare support. These are areas of business that I am proud to say Gloucestershire Constabulary prioritises as can be seen in the investment and development of the supportive leadership and trauma informed programmes.

The work already underway within the Constabulary has been articulated well by T/ACC Ocone and I will continue to seek assurance from on the recommendations raised in the report. I will do this through existing governance structures and also with the support of the OPCC Senior Analysts.

Chris Nelson

Gloucestershire Police and Crime Commissioner



To Ruth Greenwood
Chief Executive to OPCC

Email:
Ruth.Greenwood@gloucestershire.police.uk

Our Ref: T/ACC Rich Ocone

Email: Richard.Ocone@gloucestershire.police.uk

Direct
Dial: 01452 752334
Date: 27 July 2023

Dear Ruth,

Re: HMICFRS spotlight report: Police Performance – Getting a grip.

Please find below our response to the above report, aimed at assisting you to meet the requirements of Section 55(1) of the Police Act 1996.

The report contains 11 recommendations attached in the table below for reference, three of which relate directly to Chief Constables. It is pleasing to note that the Constabulary are already progressing work in those three areas and therefore I take this opportunity to summarise the current position. As with all HMICFRS reports the constabulary will also assess the recommendations and the need for any readjustment in our approach to best achieve the full intent of the recommendation moving forward.

The report recommendations relating to other agencies will be monitored and, as with other HMICFRS reports, the Inspection Oversight Meeting offers an opportunity for us to track progress and risks internally.

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.

The Constabulary recognises that without the diverse resources that we train and upskill we will not be able to have a positive impact on any of the policing priorities that impact our communities. It is also costly to recruit and train staff and officers that replace the people who have left.

The Head of Learning and Development has instigated a Retention Strategy Working Group that aims to create and embed a retention strategy and process, helping the Constabulary meet its objectives of:

- Maintaining corporate knowledge and key skills and that we retain valuable staff.
- Have mechanisms in place to understand and address, where appropriate, the underlying reasons for staff turnover and identified issues.
- Maintain staff turnover at a level that is realistic and appropriate for the organisation.
- Build higher levels of motivation and engagement across the organisation through effective staff retention activities.
- Reduce potential service disruption and lower levels of service to the public through reduced resources.
- Reduce the financial cost involved in recruiting a replacement for an individual who has resigned.

Alongside this is the development of The Gloucestershire Constabulary Strategic Retention Plan, to ensure we not only retain, but attract and recruit the highest calibre of employees, by valuing the skills and talents they bring to the organisation. The plan will identify key areas to reduce employee turnover, which not only has a financial implication, but could result in decreased productivity and morale and loss of corporate knowledge and expertise. High turnover rates can also negatively impact on our ability to attract and recruit top talent.

The plan aims to create an inclusive working environment that motivates individuals by providing them with the opportunities for career development, whilst rewarding and recognising their contributions, supporting their health and wellbeing and engaging them through effective communication. This is a one-team approach moving away from silo working which was traditionally the preferred way of working.

In support of the plan a paper has been submitted to the Constabulary Governance Board (CGB) proposing the implementation of a retention team made up of stakeholders across the organisation, who will then establish a process for stay interviews for police officers and staff who have expressed concerns about the organisation. This can be a self-referral process or a referral made by the line manager. This will then lead to a stay interview conducted by one of the retention team who will feedback to the organisation with recommendations where appropriate. It is intended to follow the Greater Manchester Police model, which has evidence-based data to demonstrate their success in retention.

If a person in the organisation has handed in their resignation and has made a request not to speak to the line manager, then the retention team will allocate an appropriate person. This will then take the format of an exit survey, followed by an exit interview. The findings will be fed back on a quarterly basis to the Constabulary's People Management Board.

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.

Psychological Surveillance:

The Constabulary has had a programme of psychological surveillance for high risk roles in place for some time. Prior to 2020, this was delivered as a face to face welfare consultation with Occupational Health (OH) for eligible teams. In 2020, the Force adopted the Oscar Kilo surveillance programme delivered by Noreen Tehrani Associates (NTA) and have continued to deliver both of these services in tandem.

We are committed to being an anti-discriminatory organisation. This means not only acting in a non-discriminatory way, but addressing systemic inequalities, disadvantage and discrimination.

In response to suboptimal engagements with the programme, alongside increasing requests for new teams to be added to the programme, a full review of the Psychological Surveillance programme was commenced in April 2023. This involved using a set of role risk profile assessments, recommended by NTA, in order that our workforce could independently, objectively, and consistently, quantify the level of psychological role related risk.

In order to allow greater access to psychological screening within current capacity, the scoring from these assessments was used to determine whether the role required; Level 1 screening (bi-annual, once with NTA, once face to face with OH), Level 2 (annually via NTA only, with face to face follow up where required) Level 3 (annually by a newly devised internal screening questionnaire, with face to face follow up as required). Within the scope of this review we role risk assessed all roles currently on the programme, along with roles containing similar duties, and roles whereby concern had been identified in workforce metrics (high absence, high OH referral etc.).

As a result of this review, this year’s programme has been far extended and enhanced, and also created a mechanism to objectively assess new requirements for surveillance. The table below details each team on the programme going forward. Highlighted are teams which were not previously receiving formal surveillance, which have now been added as a result of this review.

Level 1	Level 2	Level 3
CSE CAIT	MOSOVO IIOC Counter Terrorism RASSO Roads Policing Traffic FLO’s Crime FLO’s Firearms Hostage Negotiators SOCO Collision Investigators Foundation Undercover Digital Forensics	CID FCR - CCTV FCR – Call Handlers FCR - Dispatchers

A more proactive approach in the way in which information generated by surveillance to inform targeted initiatives has been developed. For example, presentation of the CAIT psychological screening dashboard to the Public Protection (PPU) Senior Leadership Team resulted in the CAIT welfare being added to the organisational risk register, which has prompted a plethora of local welfare initiatives across PPU.

Wellbeing drop-in services for high risk departments:

Using data obtained from the Organisational Risk Assessment Process (ORA) process, psychological surveillance and workforce metrics, the Wellbeing Team have set up a drop-in service at relevant sites across the Constabulary. This includes Prism House, Bamfurlong, outlying stations and the Sabrina Centre. This has proved valuable for early intervention and facilitated referrals to support.

Enhancements to Trauma Risk Management (TRiM) processes:

In 2022 a review of the TRiM offering commenced in response to relatively low level of take-up and to understand how we could improve proactive trauma support and the impact of cumulative trauma. In summary it was found that:

- People who took up TRiM found the service beneficial and would recommend to others.
- Lack of personalisation, and high volume of generic offer emails contributed to low uptake.

We are committed to being an anti-discriminatory organisation. This means not only acting in a non-discriminatory way, but addressing systemic inequalities, disadvantage and discrimination.

- More ADJUST briefings were desired
- A need to find a way to identify and support individuals who had been involved in numerous traumatic incidents in short succession.
- General lack of awareness of the mechanics of TRiM and exactly how it supports.

As a result, a business case was presented to the CGB for the introduction of a Wellbeing Coordinator post, positioned within the Wellbeing Team. This was supported by CGB, and has been recruited to pending full vetting. Coordination of TRiM is a component of this role profile, which will allow delivery on the recommendations from the review including more consistent access to ADJUST briefings, monitoring and responding to repeat exposure, and more personal and staged response. Bringing the management of TRiM operations and in to the Wellbeing Team will also ensure better alignment with other Wellbeing and Occupational Health initiatives and support. It is anticipated the post holder will start with in September 2023.

Introduction of Proactive Trauma and Welfare Initiatives:

The introduction of the Wellbeing Coordinator will also facilitate the roll out of proactive and preventative initiatives, with which it is intended to target high risk roles. This includes the introduction of TIPT (Trauma Impact Prevention Techniques) training, PTEC (Police Trauma Events Checklist), and the Oscar Kilo Peer Support Programme. Whilst awaiting the start of the Wellbeing Coordinator for full momentum, work on this has already begun.

TIPT is a training course that teaches self-management techniques which can be completed with just a pen and paper to support healthy processing of traumatic events. This is a preventative initiative, intended to teach these skills prior to exposure or becoming unwell. As part of the targeted opportunities identified for CAIT, we invited DCI

Nick Wheeler to attend a TIPT train the trainer course being delivered in Devon and Cornwall. This has built enthusiasm and buy in within PPU for full roll out. Work with Dr Jess Miller at Police Care UK is being undertaken to secure a date for a train the trainer course, which is expected to be in September. In order to facilitate the widest possible roll out, it is intended to train Initial Trainers, Crime Trainers, and the Wellbeing Team.

A further piece of work is currently ongoing to integrate PTEC in to the TIPT training programme. As such it is expected to be able to roll out this resource at the same time as TIPT. This will provide a tool for managers and individuals to proactively monitor their own exposure to traumatic work, high levels of demand etc., building a culture of personal responsibility and early intervention.

The Wellbeing Team have completed the Peer Support Programme training, and consultation with current Mental Health First Aiders has been completed to obtain support for transitioning to this model. In order for the programme to be successful, a Peer Support Coordinator is required. This role will be taken up by the Wellbeing Coordinator when he starts.

Psychoeducational Inputs:

The introduction of the Wellbeing Manager and Wellbeing Advisor posts has allowed for bespoke in-person workshops to be delivered with teams on wellbeing topics including trauma, resilience, stress, support services and self-care. So far this has included inputs to the CAIT, CID, RASSO, PSI's, LPT's, NPT's, and FCR, as well as inputs as part of induction and training programmes. The aim of these sessions is to enable individuals and teams to better understand their own wellbeing including neurobiological responses, to build personal accountability, and provide a range of strategies and tools to build resilience in their roles.

We are committed to being an anti-discriminatory organisation. This means not only acting in a non-discriminatory way, but addressing systemic inequalities, disadvantage and discrimination.

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; and**
- **Integrating a culture of evaluation into performance and improvement activity at all levels.**

In relation to bullet point one, in the past 18 months a new performance framework has been developed and implemented across the constabulary. This has included a suite of new products and processes to ensure that information is correctly and robustly collected and lends itself to appropriate analyses. In summary this activity has included the following:

- The recruitment of a new head of the core analytical function in 2021.
- The restructure of the analytical function into a more sophisticated and mature service, incorporating new capabilities and enhanced capacity to the areas that required an uplift. The previous Analysis, Research and Planning function has become Performance, Quality and Business Intelligence (PQBI). It now has greater capacity within the Performance and Quality team; it has incorporated a Data Science function which will ensure a higher level of analytical capacity is achieved in line with high-performing forces and, the introduction of a Demand capability to ensure that data collected can influence and drive activity and resource-allocation over time.
- A Data Quality and Standards Committee has been established which is chaired by the Head of PQBI and incorporates functions including ICT, Governance and Compliance and Learning and Development. This committee has and will continue to identify and provide solutions to data quality issues, ensuring that the information provided and utilised is robust and reliable.
- The Operational Policing Board (OPB) has been restructured to incorporate new data products, placing a new onus on strategic leads to have a thorough understanding of their functions' outputs, and thereby be held accountable for activity and performance at a granular level.
- New products have been introduced to assist with governance and accountability, which is facilitated by the PQBI department, which strengthens the connection between analytical services and work stream leads.
- Targets have been set in conjunction with key senior staff on many core outcomes, which help to focus attention to the areas that require the greatest improvement. Solved / detection rates have improved and are continuing to improve as a result of this work, and staff are now aware of the multitude of issues that have an impact on this.
- SPoC functions now exist within the PQBI department at both a thematic and geographical level, which strengthens understanding of key issues and the tailored support that can be provided.
- Core analytical products available to staff have been reviewed, refined and, where required, redesigned to ensure that information is accessible, relevant and meaningful. This includes information at a Constabulary level, departmental level, supervisor level and officer levels, where appropriate.
- A performance culture is being created at a Constabulary level for all staff. Numerous briefings have been undertaken by the PQBI HoD to Sergeant level staff and above, including recent briefings to all Leaders. Similarly, new fortnightly communications to all sergeants and Inspectors has been introduced, which focuses on local and force-wide issues, from Data

We are committed to being an anti-discriminatory organisation. This means not only acting in a non-discriminatory way, but addressing systemic inequalities, disadvantage and discrimination.

quality to outcomes, and, the results have been significantly improved in a range of areas as a consequence in a short space of time. These communications have been well received and are proving to be an impactful way of delivering messages as well as continuing to shift focus onto outcomes.

- New Performance products have been produced including a “one stop shop” Performance Scorecard. This incorporates outcomes that span the initial call to the Force Control Room through to crime outcomes and the victim “experience”. Accompanying documents to assist in the digestion of the (predominantly) quantitative outcomes are Word and PowerPoint based, thereby suiting a range of audiences. The data presented in the Scorecard is a significant improvement on previous products and incorporates outcomes from our most similar force group as well as national comparators. This has resulted in the Constabulary’s shift from knowing what our data *is*, to knowing whether the “is” is where we want to be. This has been a catalyst to improvement activity such as the recent SMART programme.
- The PQBI function continues to develop, and now incorporates HMICFRS, to better align data with “next steps” analysis, focusing on the areas that require the most attention. In addition, the department is actively learning from other forces that have made significant improvements in their area, including the Metropolitan and Avon and Somerset forces.
- Learning from the NCA is also taking place, to ensure that there are the right skills as well as the right tools to achieve these aims. Further refinements will take place to ensure that all key analytical functions sit within the same directorate, which will reduce duplication and best target areas of concern. The mantra “everything starts with data” will drive improvement activity.

Work in relation to bullet point two is in progress. The PQBI department has recently restructured to provide greater capacity to the areas that are required to support and drive improvement activity. The Department maintains a small Research function which will work in tandem with the Performance and Quality Team and the Data Scientific function to progress the evaluation of activity at all levels.

In 2022, the Head of PQBI introduced a Research Committee to the Constabulary, utilising best practice from the Civil Service as well as a high performing neighbouring force. The purpose was to provide a robust accountability process to the approval and commissioning of research and evaluation, and eliminate the possibility of inappropriate and / or methodologically-flawed research being undertaken. This ensured that all activity would be robust, reliable and would protect the Constabulary from reputational damage and / or the misuse of police resources.

The committee not only scrutinises applications and, where appropriate approves applications, but it offers support and guidance to researchers and, crucially, has introduced a process to ensure that all research undertaken (especially from external establishments) has a demonstrable and measurable impact on the constabulary. All relevant application forms have now been published on the constabulary internet site as well as the (in development) Research microsite.

The parallel remit of the committee is to align all research undertaken which impacts the Constabulary and / or utilises Constabulary resources. This includes external evaluation (most notably from local Universities); research undertaken within the PQBI department; student officer research (as part of their degree dissertations) and any ad-hoc research undertaken by any other Constabulary employee. Prior to the introduction of the committee, work undertaken was duplicated, unaligned and uncoordinated, and at times, methodically weak. Similarly, not all research undertaken aligned with the Constabulary’s aims and objectives there will be a repository of all research undertaken from the many sources and this will be maintained by the PQBI Research Team.

The above work and the full remit of the Committee remains in development following a period of staff transition, yet the ultimate aim of the above will be to ensure that research is commissioned according to business need; undertaken to a high standard and utilised appropriately.

We are committed to being an anti-discriminatory organisation. This means not only acting in a non-discriminatory way, but addressing systemic inequalities, disadvantage and discrimination.

Communications have been provided to staff on the purpose of the committee but the “next steps” elements (i.e. the active utilisation of research outcomes) needs to be progressed. This will involve something of a Constabulary cultural shift, but this is possible given the shift towards a performance culture that has been achieved. It is likely that the Head of PQBI will brief all Leaders on this work in the next round of Leaders Forums (September 2023).

Yours sincerely,



Richard Ocone

T/Assistant Chief Constable 252434

Operations

Gloucestershire Constabulary

1 Waterwells, Waterwells Drive, Quedgeley, Gloucester, GL2 2AN

Direct Dial: 01452 752334 Mobile: 07966 517103

www.gloucestershire.police.uk | [Twitter page](#) | [Facebook page](#)

We are committed to being an anti-discriminatory organisation. This means not only acting in a non-discriminatory way, but addressing systemic inequalities, disadvantage and discrimination.