

## **Police Performance: Getting A Grip (July 2023)**

**Response from: Office of the Police and Crime Commissioner, Hampshire and Isle of Wight**

This HMICFRS inspection report highlights the impacts of poor performance management and not using data to its full potential fails the public and puts policing on the back foot in the fight against crime and keeping our residents safe. Policing performance and associated data is the foundation for evidence based decision making, and where policing is working with poor data quality, and/or inadequate interpretation of the data, policing can be left with significant gaps in the understanding of policing demand, resource requirements and true force performance.

Monitoring parts of the police force where there is a high turnover of staff, and seeking assurances from my Chief Constable that learning is taking place from the evolving nature of the workforce and of those newly entering the world of policing, our approach to recruitment and retention must change to meet this change. Locally, we have made the decision to bring our HR processes and practices back into the force from a shared services approach, this will enable us to respond need and retain a stronger grip on our workforce.

When I recruited my new Chief Constable, one of my key areas was to ensure that the wellbeing offer for our officer remains. HIOWC are recognised as an outstanding force in looking after its people, and I am determined that this offer continues. As PCC I have invested into officer and staff safety through the provision of a force IDVA. This dedicated service give officers and staff, who may be victims/survivors of domestic abuse, to reach out and seek the support they need, independently and safely. This investment into our workforce paves the way for a stronger policing performance.

Taxpayers expect that every penny spent on policing is spent wisely, ensuring value for money for our local communities. As Police and Crime Commissioner, with the support of my team, scrutiny of the force in terms of policing performance, financial spend and forecasting is undertaken in a number of ways such as one to one meetings with my Chief Constable and members of his senior team, and attendance and review of force performance meetings. A structured approach is in place to ensure the OPCC monitors the performance of operational delivery, back office services and effective financial management.

Through attendance and active participation at the monthly HOIWC Force Performance Group meetings where there is a dedicated space to dive into policing data, I have eyes on the emerging areas of need. This coupled with the newly developed Agreed Performance Profile between the force and my office, provides me with strategic oversight on the distance travelled and the future direction of police performance locally.

I'm satisfied that HMICFRS have acknowledged Hampshire and Isle of Wight Constabulary for two areas of promising practice:

- Working with partners to reduce reoffending of high-harm individuals
- Reducing the cost of harm using Integrated Offender Management

This snap-shot of the good work being undertaken in the force assures me that we are working towards delivering a strong policing service locally. Though, I do not rest on these areas of good practice alone, my Chief Constable and I recognise that our local residents deserve the best from our officers and staff, and where areas fall short of this, I will as PCC continue to press the force to do better.

Policing does not work in isolation, we need the support and collaboration of our partners. We need trust and confidence of our local residents and we need the learning from across the 43 force areas to drive forward good policing practice. The role of PCC gives me the opportunity both locally and nationally to voice areas of excellence, and to highlight where additional areas of support are needed.

Donna Jones  
Police and Crime Commissioner

**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.

**OPCC Response:** I recognise that the workforce is the forces best asset. I will ensure and oversee that the chief constable places a strategic focus on reviewing the effective processes that HIOWC has in place to reduce the risk of skilled personnel leaving the organisation, and maximises the use of such processes to understand specific issues and challenges which may be affecting attrition rates and overall force performance.

**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.

**OPCC Response:** Protecting and supporting the well-being of HIOWC's workforce is paramount to a healthy and productive workforce, which will in turn provide a better service to the public. I will work with my Chief Constable to see that there is targeted support available to staff in high-stress roles which is innovative, insightful and that goes beyond mandatory annual psychological screening.

**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



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

**OPCC Response:**

I will seek assurances from my Chief Constable that HIOWC's force performance frameworks and governing processes are meaningfully reviewed to ensure a high quality policing service is provided, by which the public deserve.