Cumbria Office of Police Fire and Crime Commissioner

**Cumbria Police Fire and Crime Commissioner (PFCC) response to inspections of Cumbria Constabulary published by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)**

*Section 33 of the Police Act 1996 (as amended by section 37 of the Policing and Crime Act 2017) requires local policing bodies to respond to recommendations in inspectors reports within 56 days.*

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| **Inspection Title:**  | #28138 PEEL Spotlight - Police performance: Getting a grip. |
| **Date Published:** | 07/07/2023 |
| **Type of Inspection:** | National Inspection  |
| **Key Findings**  |
| This report focuses on the findings from our police effectiveness, efficiency, and legitimacy 2021/22 inspection programme, which assesses the performance of the 43 police forces in England and Wales.The report is written in two parts:Part 1 examines national themes, both positive and negative.Part 2 explores a problem with performance management, which underpins some of the themes described in part 1.We set out how a sharper focus on performance management and better use of data improves the service that police forces give to victims of crime and the communities they serve. The report considers what forces in England and Wales need to get right to improve, and the effect on the public and their own staff if they don’t. |
| **Recommendations:**  |
| 1. #28191 - Recommendation Numbered in Report 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.1. #28234 - Recommendation Numbered in Report 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.1. #28281 - Recommendation Numbered in Report 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. |
| **PFCC & Chief Constable Response to Report and Recommendation:** |
| Cumbria’s Police, Fire and Crime Commissioner welcomes the HMICFRS PEEL Spotlight - Police performance: Getting a grip.“Before this report was published, the Constabulary had begun reviewing its strategic governance including that relating to performance management, accountability and workforce allocation and has realigned them to ensure they are as effective as possible.”“As PFCC of Cumbria I hold regular Public Accountability Conferences where I look at police performance and seek assurance that this is being effectively managed. I have also been receiving reports on the Constabulary’s plans and their implementation of improvements to strategic planning and will continue to do so.”“Continued development and improvement are always supported and so I welcome this publication and the recommendations within.”The Constabulary have provided the following response:“The Constabulary has recently undergone a significant restructure. With this, and in advance of this publication but directly relevant to the findings: strategic governance including that relating to performance management; accountability; and workforce allocation has all been reviewed and realigned to ensure it is as effective as possible.” “This is continually reviewed, currently via a formal project implementation review. The restructured governance has also included the development of a retention strategy – directly addressing some concerns raised within this HMICFRS publication and focussing upon retention, support, and knowledge management.”“In support of the governance and performance products being developed and published within the organisation, Chief Officers have invested in the Constabulary’s analytical capacity and capability to maximise the effectiveness and relevance of analytics and evaluation therein improving policing standards and the already excellent service being delivered to our communities.”  |