

KATE GREEN
**DEPUTY MAYOR
OF GREATER
MANCHESTER**

Rt Hon Suella Braverman MP
Secretary of State for the Home Department
2 Marsham Street
London
SW1P 4DF

Date: 30 August 2023

Dear Home Secretary

SUBJECT: HMICFRS PEEL spotlight report – Police Performance, Getting a grip

I write in response to the recent HMICFRS PEEL Spotlight report on police performance.

I welcome this follow up report from HMICFRS and note the findings and recommendations contained within it.

Effective performance management is essential if the police service is to understand and improve its service and response to the public. The accurate collation and interpretation of internal performance data are essential to this effort, and can also help support training and development to improve the performance of officers and members of staff.

The report makes a number of recommendations for policing. I can provide comment as follows:

Recommendation 1: 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.

People may decide to leave policing for a variety of reasons, and having mechanisms in place to record and monitor them is vitally important to ensure the organisation can learn and improve.

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Exit Interviews are an important part of the way in which this information can be gathered. At present, the route for an 'Exit Interview' in GMP forms part of the leaver's notification process. When an employee submits their leaving notification, an Exit Interview will be undertaken by a member of the Senior Leadership Team. There is also the option for the employee to complete an Online Exit Survey. All data is analysed and shared monthly by the Establishment Team who also submit GMP monthly force leavers data to the National Workforce Data Tracker, which was developed to support the National Police Uplift Programme.

As part of the work around the Police Uplift Programme, GMP has recently invested in the creation of an 'Insights Support and Engagement Retention Team', who have conducted further analysis of the retention data and launched 'Stay Interviews'. These interviews offer a confidential meeting with an independent, experienced police officer in a psychologically safe space. This allows the interviewee to express openly and honestly the issues which are leading them to consider or be actively seeking to leave GMP. Following this meeting, the 'Insights Support and Engagement Retention Team' seek to address the issues to provide the best opportunity for the officer to remain in the organisation.

The 'Stay Interview' has an operating framework that ensures consistency for all, with the 'GMP Model' having heavily influenced the National Police Chief's Council (NPCC) best practice guidance around exit interviews and retention.

Having met personally with the manager of the Stay Interview Process at GMP, I am very impressed with the work undertaken to date and with the positive outcomes, both for the organisation, but equally importantly, for the individual officers concerned.

At present, 'Stay Interviews' are only available to police officers, however, I am supporting work to scope their expansion to police staff later this year.

Recommendation 2: 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.

Police work is often challenging, stressful and demanding. Officers and staff may face significant emotional, mental and physical health risks and may be exposed to traumatic incidents and situations.

GMP has recently launched a new Wellbeing Strategy with a commitment to developing interventions that specifically address the challenges faced by the workforce, including exposure to traumatic incidents and high stress situations. A new Wellbeing Delivery Plan aims to address these challenges by promoting a culture of wellbeing and providing targeted and evidence-based interventions that support the health and resilience of the workforce.

In response to this recommendation, I understand that a comprehensive review of proactive and targeted support for officers and staff in high-stress roles will be undertaken and overseen by an internal Wellbeing Board. This review aims to identify any gaps or areas where existing support may be insufficient and highlight a commitment to providing targeted support that goes beyond the mandatory annual psychological screening.

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Recommendation 3: 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.**

Following the appointment of Stephen Watson as Chief Constable in the first half of 2021, and the development of a new Force Operating Model, consultation took place with practitioners and the Force 'Plan on a Page' (POAP) was devised and implemented in September 2021.

Contained within the core of the plan is the requirement for the Force to establish an effective performance management regime and to measure, monitor and manage data whilst setting clear performance expectations for everyone. It is also important to tackle poor behaviour fairly and to recognise and celebrate good performance to drive continual improvement.

To achieve the above, a new Performance Management Framework (PMF) was devised and adopted by GMP in November 2021. The PMF provides a corporate governance structure ensuring consistent performance management from Force level to individual level across both districts and branches, aligned to the POAP priorities. Significant investment has been made in senior leadership across all districts and branches and this is accompanied by new governance structures and performance products to support oversight.

I believe that the new performance management framework, combined with the new data products, underpinned the rapid removal of GMP from HMICFRS's 'engage' process. A recent Greater Manchester Combined Authority Internal audit of the performance management framework has also provided 'substantial' assurance. This confirmed that GMP's vision for the future delivery of policing has been appropriately translated into a strategy for effective change.

I continue to receive regular updates on the performance management framework and I, along with my officials, attend and contribute to the various performance oversight meetings.

Yours sincerely



Kate Green
Deputy Mayor of Greater Manchester

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