

The Rt Hon Suella Braverman KC MP
Home Secretary
Home Office
2 Marsham Street
London

Our ref:TP/VS

22 August 2023

Dear Home Secretary

RE: HMICFRS – PEEL Spotlight Report – Getting a grip.

Thank you for the opportunity to comment on this national report which brings together the learning from the previous round of PEEL inspections. Suffolk Constabulary has provided an update on the three recommendations for police forces, which is attached and will be published on my website.

These matters are monitored through my Police and Crime Plan Performance Framework of reports to my Accountability and Performance Panel. The Workforce Report does update on retention plans and how the force is working to improve the well-being of officers and staff. The next report is expected in January which aligns with your recommendation deadline.

The recommendation on 'Force performance frameworks' is impacted by the requirements set in my Police and Crime Plan Performance Framework and associated reports to my Accountability and Performance Panel. In addition, and in line with the Specified Information Order requirement, information about the National Policing Measures is routinely published on my website.

Yours sincerely



Tim Passmore, Police and Crime Commissioner for Suffolk



Response to HMICFRS PEEL Spotlight Report – Police Performance, July 2023

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.

At present, the identification of those who are looking to leave is captured through 1:1 meetings and PDR meetings with staff. Suffolk Constabulary will shortly be introducing retention interviews in order to enhance our understanding of those people who are thinking of leaving. We are in the process of developing our scheme which will focus on detectives in the first instance. Interventions to encourage retention will include wellbeing support, career coaching / mentoring, support in resolving workplace disputes.

Exit questionnaires are provided to all those who leave the constabulary. They are electronic, and provide an opportunity for officers and staff to respond across a number of different subject areas. The responses are monitored within HR, and have been reported at a number of forums including People Board.

In addition, over the last 12 months, we have been conducting interviews as part of the attrition project. A representative from HR calls individuals once they have left, to provide any further thoughts – which can allow the individual to speak freely as they have by this point moved on. Once more, the overall themes are reported within HR, and at People Board. The headline results were also shared as part of the Workforce Report which went to the PCC's Accountability and Performance Panel in July 2023

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 provides a wide range of proactive wellbeing support:

- *Wellbeing Champions/Network spread across the force based in stations and officers. The Wellbeing Network is made up of staff and officers of all ranks across Norfolk and Suffolk, who have an interest in wellbeing and volunteer to support the delivery of initiatives across the constabularies. They are a local link to the wellbeing support on offer and a great way to provide feedback, seek information and signposting and find out about what is going on in any given area.*
- *Employee Assistance Programme – this is a 24/7 service, 365 days of the year which provides support and guidance to help individuals manage work and personal stressors.*

It can provide access to counselling and provides advice on a wide range of topics including lifestyle.

- *Dedicated intranet pages with sources of information, which includes:*
 - *Mental Health*
 - *Physical health*
 - *Men's health*
 - *Exercise and fitness (including access to Instructor Live)*
 - *Diet*
 - *Sleep and relaxation*
 - *Stress/anxiety*
 - *Spiritual*
 - *Shift work*
 - *Community*
 - *Financial wellbeing*
 - *Wellbeing Dogs*
 - *Mental health*
 - *Peer Support Groups*

- *Although reactive, we continue to ensure we have sufficient TRiM (Trauma Risk Management) Practitioners and have recently trained some officers and staff in TIP-T (Trauma Impact Prevention Techniques)*

- *Promoting Oscar Kilo (The National Police Wellbeing Service) events*

- *Provision of NHS Health checks for eligible persons*

- *Improving awareness to enable supervisors to proactively support the wellbeing of their staff by:*
 - *identifying, understanding and responding to their staff's health and emotional needs, as well as their own*
 - *being aware of the internal and external support available*
 - *signposting staff to the most appropriate support and helping them to access it*
 - *ensuring that reasonable adjustments are put in place when required, to enable their staff to work safely*

- *Engagement with the Force Psychologist to provide a stronger framework to support:*
 - *Recognising that irrespective of what is on offer, a small group of officers will most likely always develop post-traumatic stress either following a specific set of incidents or due to long term exposure to stressful events at work.*
 - *Take steps to create a workplace that is trauma informed as much as possible and to do this reviewing the existing culture*
 - *Helping staff manage the impact of incidents within the team through promotion and encourage engagement with reactive support e.g. TRiM.*
 - *Setting a clear framework for a stepped pathway:*
 1. *Encouraging and enabling post incident discussions within the service at team level – ideally before the end of a shift to avoid experience being filed away.*
 2. *Access to trained peers who can act as listeners and offer support but not counselling.*
 3. *TRiM for those who are happy to accept the service*
 4. *Counselling/EAP (Employee Assistance Programme)*
 5. *Management referral to Occupational health (Workplace health) for a specialist treatment referral to the force psychologist*
 6. *Trauma therapy: tf-CBT (trauma-focused CBT) and EMDR (Eye Movement Desensitisation Reprocessing).*

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.

The constabulary continues to track force performance by capturing, recording, reporting, and reacting to the National Crime Policing Measures (NCPM) whilst taking advantage of continuously developing technologies. Key performance data on specific areas of business such as Child Protection, Neighbourhood Crime and the Beating Crime Plan is analysed and reported to designated boards before being brought to the main force performance meeting. Data is then further scrutinised against clear performance metrics and the longer-term direction of travel. The constabulary regularly reviews the performance framework and governance process through the force performance meeting in liaison with the Performance Analysis & Research Team (PART).

The constabulary is able to break down force level data into smaller geographic areas, which presents a consistent and comparable picture across the county. There are also processes in place to identify the most appropriate areas/issues for further scrutiny via deeper data dives to better inform decision making. The process also enables the identification of outliers in order to establish the reasons why and identify areas of best practice as well as areas of concern.

There is already a mechanism in place for monitoring and scrutinising data quality via the Data Quality Group. Data quality is measured in relation to culture, capability, capacity, and strategy with further work streams being identified nationally and at force level to improve Data quality.

The force continues the development of live time PowerBi dashboards which enables front line supervisors to review the most current picture in their area to target operations and resources. The force also continues to develop diagnostics (DA, Serious Violence, Sexual Offences, Neighbourhood crime) which is a suite of PowerBi's and performance metrics on priority crimes which allows the force to display and use data in a more innovative way. The force's Data Insight Team (DIT) have started working on utilising the PowerBi suite to build Management Information (MI) products which will allow supervisors the ability to monitor real time data on team and individual level management and subsequently performance.