

Police and Crime Commissioner for Dyfed-Powys response to Police performance: Getting a Grip

I am fully supportive and cognisant of the need for forces to have a mature, data-driven understanding of how their operational decisions impacts on their delivery of services to the public. My Police and Crime Plan for 2021-25 sets out clear measures of success which I have continually asked the Chief Constable to provide evidence against.

I set out below my thoughts and reassurances I have received from the Chief Constable in relation to the three recommendations within the report which are relevant to forces.

2: Reducing the risk of skilled personnel leaving the workforce.

As the Chair of the Wales Data Analysis Innovation and Improvement Network, Police and Crime Commissioner for Dyfed-Powys, and a former Principal Analyst, I have repeatedly highlighted my concern regarding the pressing need to address our collective shortage of analysts. This shortage is driven by a multitude of factors, including difficulties in recruiting and retaining appropriately trained individuals, as well as the restrictions placed upon forces through the additional government funding for frontline officers. Whilst the uplift in funding is welcomed, forces need the flexibility to undertake balanced recruitment, enabling sufficient investment in the specialisms needed locally.

I have been assured that Dyfed-Powys Police's Wellbeing Strategy has a clear focus on future planning which includes a Retention Strategy and Policy. Planned activity includes 'stay' and 'exit' interviews conducted by HR officers a Wellbeing and Retention Officer within the Learning & Development team. Information gleaned from exit interviews is collated and analysed to inform future workforce and wellbeing activities. Retention risk surveys are undertaken twice yearly to support Heads of Departments to identify areas which may need intervention to encourage skilled personnel to stay. A 'people specialist' within the performance team also supports the identification of critical roles which need to be filled promptly. They also ensure handover and training is considered within succession planning.

The Wellbeing Strategy also sets out the implementation plan for the College of Policing's new leadership program and its delivery to first line supervisors.

I will be asking the Force to provide me with an update in January 2024 as to whether these interventions are proving successful in retaining skilled personnel.

3: Proactive well-being support for officers and staff in high-stress roles and situations.

In addition to a variety of reactive wellbeing support available to all staff, Dyfed-Powys Police offers proactive support for those determined to be in high-stress roles. These include those working in forensics, firearms, covert roles and those working closely with victims. Personnel new to these roles are screened by occupational health for clearance to undertake the role. Occupational health also has a schedule for screening all personnel in high-stress roles. This involves psychological screening questionnaires followed by a call or appointment with the Force Counsellor. Participation is mandatory as the process identifies any additional support needed or any concerns which may result in clearance for the role being withdrawn. Information from psychological questionnaires is analysed and discussed at the Force's quarterly Leadership & Wellbeing Group and People, Culture & Ethics Board to identify any patterns which may need further action.

THIS RESPONSE IS ALSO AVAILABLE IN WELSH



The Force has recently invested in a new patient management system which will improve scheduling and management of the process. Occupational health has also recently expanded its capacity with additional counselling, medical advisor and physiotherapy resources in place. An occupational health and wellbeing performance dashboard is currently being created. I will be requesting sight of this in January 2024 to ascertain whether this targeted support is effective in promoting personnel wellbeing.

6: Ensuring data collection, analysis and evaluation leads to improving performance.

Dyfed-Powys Police has over recent years invested in its performance management capability. A focus has been on equipping frontline supervisors and department leads with management information to support day-to-day monitoring. The Force has recently reviewed its suite of dashboards which require rebuilding as a result of the implementation of the Niche records management system. I have been assured that this work will be driven by the Force's new Performance Management Framework, which focuses on ensuring the Force is collecting the right data to evidence performance against the Inspectorate's Victim Service Assessment. The first dashboard (for Domestic Abuse) has been created and is being used as a blueprint for other business areas.

I have scheduled a focus on the Force's performance management at a meeting of my Policing Board in October, where I will be asking the Chief Constable for assurance on the Force's delivery schedule against the Performance Management Framework. I will be looking for strategic oversight of whole-force performance as well as evidence that the impact on service delivery, threat, risk and harm is recognised and fully considered in decision-making.