

**OFFICE OF THE POLICE AND CRIME COMMISSIONER  
FOR HUMBERSIDE  
DECISION RECORD**

Decision Record Number: **18/2013**

Title: **Performance Development Review – Chief Constable**

**Executive Summary:**

The purpose of the submission is to approve the objectives and the monitoring process for the performance of the Chief Constable.

**Commissioner Comments:**

The Commissioner indicated that in relation to objective 6 it should be stressed that whilst working at a national level Humberside and its interests should be promoted.

Whilst considering the most appropriate mechanism for recording the Chief Constable's performance, the Commissioner requested that the Chief Constable look at the Force's current PDR system.

**Decision:**

That the Chief Constable's performance development review objectives at appendix 1 be approved.

That the national template be used to record the performance of the Chief Constable.

That progress be monitored by the end of October and March each year.

**Background Report: Open**

**Police and Crime Commissioner for Humberside**

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct.

Any such interests are recorded below.

The above decision has my approval.

**Signature**

*Matthew Grove*

**Date 11.06.13**

**POLICE AND CRIME COMMISSIONER  
FOR HUMBERSIDE**

**SUBMISSION FOR: DECISION**

**OPEN**

**Title:** Performance Development Review – Chief Constable

**Date:** 11<sup>th</sup> June 2013

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**1. Executive Summary**

The purpose of the submission is to approve the objectives and the monitoring process for the performance of the Chief Constable.

**2. Recommendation(s)**

To approve the Chief Constable's performance development review objectives at appendix 1.

To consider the most appropriate system to record performance of the Chief Constable.

To agree to monitor progress by the end of October and March each year.

**3. Background**

Currently there is no national process or requirement for performance reviews of Chief Constables other than the statutory responsibility to hold her to account for delivery of policing<sup>1</sup>. However, it is recognised practice that a performance review process should exist for staff, to establish a clear direction for the expected organisational improvements, to assess an individual's competency and to consider any professional development needs.

The Force performance development review process is based upon a simple electronic system. The 'screen shots' at appendix 2 demonstrate the format for both the appraisee (Chief Constable) and the line manager (yourself). Tony Berry the Force PDR data base manager has set up this facility for the Chief Constable, should you wish to use the force system. The Force system is limited and consideration needs to be given as to whether it is appropriate for use with the Chief Constable.

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<sup>1</sup> Police Reform and Social responsibility Act 2011, section 1(7) (8).

Previously a standard national template has been used for all Chief Constables and this has been slightly adapted and made available at appendix 3 for consideration. The key difference to the Force format is that it enables more detail to be considered and more importantly it provides a competency based framework upon which to assess professional skills and ability. This is obviously in addition to any assessment around achievement of organisational objectives. The competency framework is the one you used in the selection process for appointment of the Chief Constable and is shown at appendix 4.

This more detailed format enables a greater focus upon the individual's capability and development, as opposed to simply organisational improvement.

Although you have regular meetings with the Chief Constable it is suggested that a formal review of progress / performance be undertaken by the end of October and March each year.

#### **4. Options**

##### ***Option 1 – Do not have a PDR for the Chief Constable***

There is no statutory requirement for a performance development process and review, other than the statutory requirement to hold the Chief Constable account. The advantage is the removal of bureaucracy and more freedom to direct and assess performance as the need arises. The disadvantage is that it does not support the Chief Constable in terms of her professional development nor in giving clarity over what is required from her in taking the Force forward.

Ultimately this option would not provide a robust audit trail for performance review of the most senior member of the Force and give the wrong impression to all.

##### ***Option 2 – Adopt the Force PDR process / system for the Chief Constable***

The draft objectives at appendix 1 have been considered by the Chief Constable and could easily be incorporated on the force system. The advantage is that you would give clarity to what is required, it would provide an audit trail and providing you conducted formal reviews of performance it would enable you both to have a continual dialogue over how things are going. It would also demonstrate consistency to officers and staff.

Use of the force system would not easily provide either of you with an opportunity to consider any areas within the national competency framework,

where further professional development would be beneficial. However, a way could be found to supplement the existing system, should it be seen as important.

***Option 3 – Adopt the previous national template, alongside the Police Professional Framework***

This option utilises the old national template along with the national competency framework. It has the same advantages as option 2, but alongside a common standard to assess competency against.

However, the disadvantage is that it is merely a word format template and not a 'web enabled' system. Also it is not consistent with other members of the team / Force.

The preferred option is use of the national framework as it provides a more robust arrangement for supporting the most senior officer in the Force and although it is not consistent with everyone else, the current Force system is potentially not fit for purpose and will change within the year anyway.

**5. Risks**

The risks of implementing the preferred option are negligible as the key issue is for the Chief Constable to be supported by a performance review process, irrespective of the system used to record the information.

**6. Financial Implications**

Not relevant

**7. Legal Implications**

The use of a PDR process enables both parties with an audit trail for performance reviews and professional support / development.

**8. Equalities Implications**

Not relevant

**9. Consultation**

The Chief constable has been consulted and made additions to the original draft objectives.

**10. Media information**


Not appropriate

**11. Background documents**

### Draft Performance development review objectives – Chief Constable

1. **Police and Crime Plan:** To ensure that the Force's infrastructure and capability, including policies, strategies, resources and systems are focussed upon achieving the outcomes in the plan through consistent oversight and leadership. (measure – policing plan measures)
2. **People centred organisation:** To introduce a culture, values and arrangements that demonstrate an inclusive and engaged workforce. (measure – staff survey, plus any evidence provided)
3. **use of resources:** To oversee a Force change programme, which focuses upon the most effective and efficient use of resources, ensuring that balanced budget achieved alongside improvements in service delivery [link to 1 above] (measure – 1. plus budget monitoring, savings plan delivery)
4. **Strategic policing requirement:** To ensure that the Force has the capacity and capability to properly support the SPR (measure – compliance check, including HMIC inspection)
5. **Effective relationships:** to develop meaningful relationships, agreements and arrangements, which support 1 -4 above with policing, community and business partners (measure – feedback, results for 1 – 4?)
6. **Professional Practice:** Contribute and support the development of effective practice through engagement with College of Policing and ACPO. (evidence provided on influence and contribution, adoption of national standards / HMIC inspections)





## Maximising Performance & Potential

Version 4.03

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### Maximising Performance & Potential

#### Current Performance Development Review

#### RESTRICTED

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**A Personal Details**

Fin #	Name:	Rank/Grade:	Unit/Dept:
Division/Branch:			
PDR Period: [01/04/12 - 31/03/13] <a href="#">Reset</a>		Position Title:	
Date In Position:		Police/Staff: Police Staff	
Line Manager Fin #:		Line Manager Name:	
Second Line Manager Fin #:		Second Line Manager Name:	

[Top](#) [Save](#) [Help](#)

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**Supportive Management Action**

[Show Supportive Management Actions \(0\) >>](#)

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**B Summary of Past Year's Overall PDR Performance (Objectives, Competence and Core Values)**

For completion by line manager:

(Note: Rating gathered from PDR Year 31/03/11):

Previous PDR's Overall Rating: Exceptional

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**B1 Career Planning**

My current career aspirations, as agreed with my line manager, can be summarised as follows:	Seeking Career Development in Current Role
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**C Individual Performance Objectives for the coming year**

Enter Individual Performance Objectives to support the objectives of the Branch/Division.

**NEW PERFORMANCE OBJECTIVE: Please save the current Performance Objective before adding another**

Objective:

[Top](#) [Save](#) [Help](#)

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**D Continuing Professional/Personal Development**

Outline developmental actions that will support the achievement of your performance objectives, competence and core values, and where appropriate, career plans or aspirations.

Note: Completion is optional and should be related to any requirement that ensures ongoing satisfactory performance in the existing role. Support and advice regarding lateral development and promotion needs should be addressed via Career Services or the Leadership Team.

**NEW DEVELOPMENT OBJECTIVE: Please save the current Development Objective before adding another**

Objective:

[Top](#) [Save](#) [Help](#)

**E Attendance and Conduct Management**

Does the Appraisee meet the Force Attendance Criteria ?

Please provide details of any extenuating circumstances relating to the Attendance that may have had an impact on performance and include what action (if any) is being taken in line with the force Attendance Management Policy.

[Top](#) [Save](#) [Help](#)

**F Summary of overall PDR performance (Objectives, Competence and Core Values)**

Overall PDR      Exceptional       Competent       Not Yet Competent

No evidence is required for "Exceptional" or "Competent" assessment. Those identified as "Not Yet Competent" should have an agreed development and support plan.

Comments from Line Manager:

Name :

Date :

Fin # :

**G Appraisee Comments**

I wish to make the following comments and/or add details of any work undertaken and/or achievements gained.:

I agree with this PDR ?

Yes  No

Date:

[Top](#) [Save](#) [Help](#)

The Appraisee should only click the "PDR Review Completed" button when they have indicated their Agreement/Disagreement and entered their comments. Completion will prevent further changes by the Appraisee and Manager and indicate to the local HR Manager that the PDR has been completed.

[PDR Review Completed](#)

# Maximising Performance & Potential

Version 4.03



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Click on heading to select [Back to My PDR](#)  
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Logged in as - Anthony Berry

## Maximising Performance & Potential Current Performance Development Review

**RESTRICTED**

[Add/View Electronic Evidence](#)

<b>A Personal Details</b>			
Fin #	Name	Rank/Grade	Unit/Dept
Division/Branch	PDR Period: [01/04/12 - 31/03/13] <a href="#">Reset</a>		Position Title
Date In Position	Line Manager Fin #		Police/Staff: Police Staff
Line Manager Name	Second Line Manager Fin #		Second Line Manager Name

[Top](#) [Save](#) [Help](#)

### B Summary of Past Year's Overall PDR Performance (Objectives, Competence and Core Values)

For completion by line manager:

Previous PDR's Overall Rating: Competent

#### Supportive Management Action

Supportive Management Action 1:	Supportive Action Date:
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[Add a Supportive Management Action](#)

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[Disable Stage 1 UPP Action Plan](#)

### B+ UPP Stage 1 Action Plan [Print Action Plan](#)

The Line Manager must invite the appraisee to a Stage 1 Meeting to discuss the Action Plan.  
Click the Link to access the appropriate letter template for Officers or Staff. ([Click Here for Stage 1 Meeting Letter](#))  
Click the Link to access the Practice Directions for Officers or Staff. ([Click here for Practice Directions](#))  
Date the letter was sent: [ ]

Date of meeting	
Summary of unsatisfactory performance discussed	
Specific Improvements Required	
Target Date	
Line Manager	Fin#
Action Plan Dated	
Date copy of Action Plan provided to the appraisee	



Update Meeting Summary	<input type="text"/>
Line Manager Final Performance Assessment	<input type="text"/>
Has the Specific Improvement required been observed	<input type="text"/> <p>If 'No' advice should be sought from Shared Services in order to progress to Stage 2 UPP.</p>
<a href="#">Top</a> <a href="#">Save</a> <a href="#">Help</a>	
<b>B1</b>	<b>Career Planning</b>
My current career aspirations, as agreed with my line manager, can be summarised as follows:	
<input type="text"/>	
<b>C</b>	<b>Individual Performance Objectives for the coming year</b>
Enter Individual Performance Objectives to support the objectives of the Branch/Division.	
<div style="background-color: yellow; padding: 2px; display: inline-block;">Add a Performance Objective</div>	
<a href="#">Top</a> <a href="#">Save</a> <a href="#">Help</a>	
<b>D</b>	<b>Continuing Professional/Personal Development</b>
Outline developmental actions that will support the achievement of your performance objectives, competence and core values, and where appropriate, career plans or aspirations.	
Note: Completion is optional and should be related to any requirement that ensures ongoing satisfactory performance in the existing role. Support and advice regarding lateral development and promotion needs should be addressed via Career Services or the Leadership Team.	
<div style="background-color: yellow; padding: 2px; display: inline-block;">Add a Development Objective</div>	
<a href="#">Top</a> <a href="#">Save</a> <a href="#">Help</a>	
<b>E</b>	<b>Attendance and Conduct Management</b>
Does the Appraiser meet the Force Attendance Criteria? <span style="float: right;"><input type="radio"/> Yes <input type="radio"/> No</span>	
Please provide details of any extenuating circumstances relating to the Attendance that may have had an impact on performance and include what action (if any) is being taken in line with the force Attendance Management Policy.	
<input type="text"/>	
<input type="text"/>	
<a href="#">Top</a> <a href="#">Save</a> <a href="#">Help</a>	
<b>F</b>	<b>Summary of overall PDR performance (Objectives, Competence and Core Values)</b>
Overall PDR <span style="margin-left: 50px;">Exceptional <input type="radio"/></span> <span style="margin-left: 50px;">Competent <input type="radio"/></span> <span style="margin-left: 50px;">Not Yet Competent <input type="radio"/></span>	
No evidence is required for "Exceptional" or "Competent" assessment. Those identified as "Not Yet Competent" should have an agreed development and support plan.	
Comments from Line Manager:	
<input type="text"/>	
<input type="text"/>	
Name: <input type="text"/>	Date: <input type="text"/> Fin # <input type="text"/>
<a href="#">Top</a> <a href="#">Save</a> <a href="#">Help</a>	
<b>G</b>	<b>Appraiser Comments</b>
I wish to make the following comments and/or add details of any work undertaken and/or achievements gained..	
I agree with this PDR:	
Date: <input type="text"/>	

PERFORMANCE AND DEVELOPMENT REVIEW FORM FOR CHIEF POLICE OFFICERS			
<b><i>This form is designed to be used in the performance and development review (PDR) process for chief police officers in England and Wales</i></b>			
The principal aim of the PDR scheme for chief officers is to foster and support the performance and further development of individual chief officers in the police service			
<i>PDRs must be carried out fairly and objectively for all chief officers, irrespective of gender, ethnicity, sexual orientation or any other irrelevant factor</i>			
A: PERSONAL DETAILS			
Name			
Rank		Chief Constable	
Force		Humberside	
HMIC region		Northern	
Date started in current post		1 April 2013	
Period of review	From 1/4/13		To 31/3/14
B: CURRENT DUTIES – INCLUDING RESOURCES			
<b><i>Chief officers may, if they wish, include a brief description of their post – to cover management span, budget responsibility and key accountabilities</i></b>			

## C: PERSONAL OBJECTIVES

*Record key personal objectives for this review period. These should take account of the chief officer's proposed contribution to the delivery of the policing objectives in the local policing plan (LPP). Objectives should wherever possible and relevant be SMARTER (specific, measurable, achievable, realistic, time limited, evaluated and reviewed). Objectives should also take account of the competencies for chief officers set out in the National Competency Framework (NCF) – the core competencies are given in section H*

*There should not normally be more than ten key personal objectives. All chief officers' objectives should include one diversity objective*

### **OBJECTIVES 2012 -13**

1.

By 31 March 2014

2.

By 31 March 2014

3.

By 31 March 2014

4.

By 31 March 2014

**D: PERSONAL DEVELOPMENT PLAN**

*Record proposed actions for personal development plan for this review period. These should be linked to either the PDR for the previous review period or the personal objectives for this review period. There should normally be between three and five proposed actions per review period*

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*The chief officer and the person responsible for agreeing his/ her personal objectives and development plan should sign here to indicate that they have agreed the objectives*

Chief constables should retain their personal objectives and development plan. The HMI for the force concerned should retain a copy. One other copy should be sent to the chair of the police authority, to be held in strict confidence by the clerk to the authority

[Signature]		
[Signature]		

**E: IN-YEAR REVIEW**

*Chief constables should have at least one in-year review with the Commissioner. The views of the Commissioner on the chief constable's contribution to the delivery of the Police and Crime Plan and to the relations between the force and the OPCC, and on any other factors which may seem relevant, should be reflected in the in-year review*

*A note of the in-year review should be written up and signed off by both the chief officer and the reviewer.*

*There should not normally be more than ten key personal objectives. All chief officers' objectives should include one diversity objective*

**OBJECTIVES 2013-14 – End of review:**

1.

2.

3.

4.

[Signature]

[Date] 2013



**F: SELF-ASSESSMENT**

*All chief officers should write up and sign off a self-assessment of their performance against their personal objectives and development plan. Chief officers may include comments on relationships with other bodies and organizations*

*Personal objectives*

*Development plan*

•

Chief Constable

**H: POLICE PROFESSIONAL FRAMEWORK**

*Either the chief officer or the reviewer may wish to comment on the chief officer's growth in, and demonstration of, the core ACPO competencies set out in the Police Professional framework over the review period.*

*Serving the public:*

*Leading strategic change:*

*Leading the workforce:*

*Managing performance:*

*Professionalism:*

*Decision making:*

*Working with others:*

**I: CHIEF OFFICER'S COMMENTS**

*The Chief constable should sign to indicate that they have read and agree the content of the PDR form*

[Signature]		
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*Any additional comments*

**J: REVIEWER'S COMMENTS**

[Signature]		
-------------	--	--

*Any additional comments*

*Chief constables should retain their PDR forms. The HMI for the force concerned should retain a copy. One other copy should be sent to the chair of the police authority, to be held in strict confidence by the clerk to the authority*



## Role profile

### National policing professional framework

#### Serving the public

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level. Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

#### Leading strategic change

Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required. Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

#### Leading the workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly. Talks positively about policing and what it can achieve, building pride and self-esteem. Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

#### Managing Performance

Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met. Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money. Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed. Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

#### Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force. Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances. Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations. Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

#### Decision making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists. Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation. Identifies the key issues clearly, and the inter-relationship between different factors. Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty. Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

#### Working with others

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies. Consults widely and involves people in decision-making, speaking in a way they understand and can engage with. Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination. Treats people as individuals, showing tact, empathy and compassion. Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively. Fully commits to team decisions.

