

WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 19 DECEMBER 2019 AT COMMITTEE ROOM 6, CIVIC OFFICES, SWINDON.

Present:

Cllr Junab Ali, Cllr Abdul Amin, Maime Beasant, Cllr Alan Bishop, Cllr Richard Britton, Cllr Ross Henning, Cllr Vinay Manro, Anna Richardson, Cllr Tom Rounds and Cllr Jonathon Seed

Also Present:

Kier Pritchard – Chief Constable, Wiltshire Police
Angus Macpherson – Police & Crime Commissioner
Kieran Kilgallen – OPCC
Adrian Jones – OPCC

Kevin Fielding – Wiltshire Council

52 Apologies for Absence

Apologies were received from Cllr Peter Hutton – Wiltshire Council & Cllr John Smale – Wiltshire Council.

53 Minutes and matters arising

Decision:

- **The minutes of the meeting held on Thursday 5 September 2019 were agreed as a correct record and signed by the Chairman.**

54 Declarations of interest

There were no declarations of interest.

55 Chairman's Announcements

The Chairman reminded the panel members that there would be a part II paper re agenda item:8 which would be considered at the end of the meeting.

56 Public Participation

A question from a member of the public had been received:

This discussion relates to the setting and monitoring of targets for the Wiltshire and Swindon Police organisation, specifically related to the 12% increase applied to the 2019/20 precept charge

It seems that the Home Office guideline is that the police organisation not set any forward looking quantitative targets of what it is expected to achieve. but to measure past performance of what has happened.

It also seems that this philosophy is set out as guidelines, and, whilst adhering to these guidelines for Home Office purposes it does not preclude the organisation setting forward looking quantitative targets for its own purpose.

There is an argument that measuring historic performance in the current form is necessary, but not sufficient. The current measurement seems to be comparative to the organisations own past performance and that of peer organisations. By example, both base indices could be poor, the comparison could show excellence, and yet the actual performance delivered in real terms could be poor. The true value of retrospective performance measurement is greatly impaired unless it is relative to prior set quantitative and objective forward-looking targets.

Setting this aside for the moment.

In March 2019 the organisation applied a 12% increase in the precept charge. The rate of inflation at that time was 1.9% and has remained average 1.9 year to date. The precept rate increase was 6x the rate of inflation.

The increase was justified on increasing police headcount by 50 operational personnel. (reference: Wiltshire Police and Crime Panel -Thursday 7 February 2019)

There appears to be no record of any discussion that established a commitment as to what improvement in crime statistics was intended to be delivered from this increased precept charge and consequential increase in headcount. Related to the preface observation; there was no commitment made to any quantitative objective(s) that were intended to be delivered as a result of this increase.

Further, by relying on a retrospective measurement philosophy it would appear not to be possible to determine if any change in performance is a

result of the increased resources or performance of the underlying resources.

It is recognised that the income of the organisation should keep pace with inflation, or change if so determined by the Home Office and central Government funds

However, it seems unreasonable to increase the precept charge by a factor of 6 without contemporaneously committing to quantitative performance targets intended to be delivered as a result of the increased revenue. A singular target of adding 50 headcount bears no relationship to any intended outcome of operational performance.

There follows 2 recommendations

It seems that, in addition to adhering to Home Office guidelines, the organisation could also set forward looking quantitative targets. Doing so would then give context to the justification for any extraneous precept charges.

It is requested that the Committee seriously consider applying this Philosophy.

Any future increases in the precept charge, by a rate greater than the rate of inflation, should contemporaneously carry a commitment to forward looking quantitative performance targets intended to be delivered as a result of the increase.

It is requested that the Committee seriously consider applying this philosophy where a precept charge greater than the rate of inflation is being considered and applied.

Points made by the OPCC in response:

- **The PCC and Force had an embedded performance review culture having moved away from a target driven approach.**
- **As a consequence of the 2019/20 precept increase, the Commissioner would be delivering the 41 additional police officers. The additional money also secured a new Digital crime team which focused on online fraud and child sexual exploitation, as well as a £500,000 funding boost to crime prevention with a particular focus on early intervention targeting those at risk of committing crime in future.**
- **The Chief Constable, the Police and Crime Panel regularly track performance, both retrospectively and on a daily ongoing basis**
- **The Police and Crime Panel reports clearly set out the resources that would deliver the priorities including increasing the availability and deployability of police officers in communities.**

57 **Chief Constable Kier Pritchard**

Chief Constable Kier Pritchard gave a presentation that gave a progress update which highlighted:

- Strategic context
- Foundations of a high performing organisation
- The immediate and compelling issues for Wiltshire Police
- Wiltshire Police - workforce
- How we are Wiltshire Police performing

The panel members were given the opportunity to question the Chief Constable and to discuss the presentation.

Panel members raised concerns re the lack of visibility of Community Police officers in their respective communities.

The Chairman thanked the Chief Constable for attending the meeting and giving his presentation.

The power point presentation is attached.

58 **Quarterly data (Q2)- Risk / Performance / Finance**

The Commissioner presented his report setting out the quarterly performance data – Quarter Two 2019-20 (1 July to 30 September 2019) contained in the agenda pack.

Points made included:

- In early October the Home Office announced the Police Uplift Programme and the officer recruitment targets for every police force in England, in a drive to increase police by 20,000 over the next 3 years. This announcement was supported via an additional £750 million the government pledged to support up to 6,000 additional officers by the end of 2021.
- The additional allocation for Wiltshire Police was 49 additional officers for year one (2020/21) and this was in addition to the additional 41 police officers being recruited for 2019/20, as a result of the police precept increase.

- Despite the positive news regarding the Police Uplift Programme the announcement of the General Election on 12 December and the dissolution of Parliament has meant that, unlike in previous years, it would not be possible to announce a provisional settlement in December. This caused some consequential uncertainties around budget setting for the next financial year and the Commissioner awaited the outcome of the settlement figure and the potential effect on the Uplift and the additional 49 police officers pledged.
- Post-election Ministers would be required to make decisions on both the size of the settlement (including on reallocations and precept levels) and the timing of any provisional and the final settlement.
- That the Chief Constable had advised the Commissioner that a number of changes would be applied to CPT through a phased approach. In the New Year, you would see the CPT model move from seven to eight teams with the amalgamation of Swindon into one policing team, the division of the current Wiltshire North CPT into two teams and the Wiltshire West CPT division into two teams.
- All CPTs would see the introduction of a dedicated neighbourhood team working alongside colleagues performing a response role. The neighbourhood team, led by a neighbourhood inspector would strengthen community policing, focusing directly on working within the community, offering greater contact with the public and a problem solving approach.
- The neighbourhood inspectors were now in post and would develop their teams over the coming months.
- That there were 11,856 crimes recorded during quarter two and 44,340 in the 12 months to September 2019.

That this represented 1,258 more recorded crimes (2.9 per cent) compared to the previous 12 months.

That the recorded crime rate per 1,000 population for Wiltshire in the year to June 2019 was 61.2 crimes. This was significantly below the most similar group (MSG) average of 73.0 crimes per 1,000 population.

Action points

- *That the OPCC would supply statistics re Special Constables hours deployed – number of hours spent on independent patrols carried out by Special Constables.*
- *That a meeting would be arranged between PCP and OPCC to discuss Police sickness, with a written report coming to the March PCP meeting.*

Deep Dive – Service Delivery Plan 2019 – Quarter 2 Report – Priority 2: Protect the most vulnerable in society

The report was noted by the panel

Risk Register

Concerns were raised by the panel re IT requirements due to the un-coupling of the Wiltshire Police IT system from The Wiltshire Council one.

It was agreed that a written report comes to the 19 March 2020 PCP meeting covering Wiltshire Police IT systems – what systems were shared currently with Wiltshire Council and a time line of when these systems would go back in house with Wiltshire Police together with an indication of what and when nationally-developed systems would be implemented.

The report was noted by the panel

59 **Complaints**

Kieran Kilgallen – Chief Executive, OPCC introduced two reports:

The Monitoring of Professional Standards, Integrity and Complaint Appeals – April 2018 to March 2019

A report which provided information pertaining to the monitoring of professional standards, integrity and complaint appeals, for the period April 2018 to March 2019.

The report was derived from the Independent Adjudicator's report to the Commissioner's Monitoring Board, and it used data sourced from the Independent Office for Police Conduct (IOPC), Wiltshire Police and the Office for the Police and Crime Commissioner (OPCC).

The Commissioner had to satisfy himself that the reported information gave a reasonable indication of the efficiency and effectiveness with which the Force handled complaint and conduct investigations, monitored and responded to potential corrupt practice and integrity matters. The information also covered the handling of complaints against Chief Officers and complaint appeals by the OPCC and IOPC.

The report was noted by the panel.

Complaints Reform

A report which provided an update to the Police and Crime Panel on the complaints reforms and was for information only.

The Home Office had been considering reforms to the complaints system for some time. The reforms put in place a customer-focussed system, which was quicker, more transparent and effective, with local oversight. It would be less adversarial for officers and staff and it would increase the public accountability of PCCs.

Issues could be resolved informally where appropriate, provided the complainant agreed. The Force and OPCC would log everything to ensure that data was captured on all matters raised. OPCC would record more serious matters so that they were dealt with formally by the Force.

The report was noted by the panel.

The Chairman thanked Kieran Kilgallen for the reports.

60 Police and staff allocations

A report was provided which gave a summary of the developments of the performance measures for the PCC and Police and Crime panel related to areas of Community Policing Teams (CPT).

That over the last 18 months work had been undertaken to develop a range of information in which to monitor and understand resourcing levels in CPT. This had been an iterative process as the OPCC and PCP work trying to distil a complex resource and staffing mechanism into strategic indicators.

Since the last report, the Force had made some proposed changes to the CPT model in order to best deliver community policing within the County.

Members were asked to note the report and the updated measures for monitoring CPT resourcing levels.

Members were asked to note the need to continue to develop short term absence data.

Members were asked to accept the revised information, which would be included in the performance framework.

Members were asked to take note of the work being done to improve resourcing levels within CPT.

The Chairman felt that the report was a good analysis of the performance measures.

The report was noted.

61 Public Opinion Survey - Verbal update

Kieran Kilgallen – OPCC gave a verbal update.

Points made included:

- That Clare Mills - Head of Corporate Communications & Engagement was now heading up the department.
- That previous surveys had been carried out as telephone survey.
- That a new set were being drafted and would then be signed off by the Chief Constable and Police & Crime Commissioner.
- The new process would be an online “survey monkey” survey.
- First rollout of the new survey was expected to be during May 2020.

The Chairman requested that the OPCC provided the PCP with the agreed questions.

The Chairman thanked Kieran Kilgallen for his update.

62 Member questions

The members questions report included in the agenda pack was noted.

63 Forward Work Plan

The Forward Work Plan was noted with the following additions.

The PCP requested that the following reports came to the March meeting:

- Wiltshire Police IT Systems
- Officer Recruitment and Training

64 **Future meeting dates**

The next meeting of the Police and Crime Panel will be on Thursday 16 January 2020 - Devizes Corn Exchange. (*PCC Budget 2019/20 and MTFS*).

Future meeting dates were:

- Thursday 6 February – County Hall, Trowbridge
- Thursday 19 March – Monkton Park, Chippenham
- Thursday 4 June – City Hall, Salisbury
- Thursday 3 September – Corn Exchange, Devizes
- Thursday 10 December – Swindon Borough Council Offices

65 **Part II Report**

The report was noted by the panel.

(Duration of meeting: 10.00 am - 12.45 pm)

The Officer who has produced these minutes is Kevin Fielding, of Democratic Services, direct line 01249 706612 EXT 21612, e-mail kevin.fielding@wiltshire.gov.uk

Press enquiries to Communications, direct line (01225) 713114/713115

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Police and Crime Panel

19 December 2019



Progress update on:

1. Strategic **context**
2. Foundations of a **high performing** organisation
3. The **immediate** and **compelling** issues for Wiltshire Police
4. Our **workforce**
5. How we are **performing**

WHAT I WILL COVER TODAY

Getty

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1. STRATEGIC CONTEXT

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Home Office

The Front Line Review
Recommendation report

July 2019

HMICFRS
Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

State of Policing
The Annual Assessment of Policing in England and Wales

2018

Her Majesty's Inspector of Constabulary

Rekindling British Policing

Policy Exchange

A 10-Point Plan for Revival
Richard Walton and Sophia Falkner
Foreword by Sir Mark Rowley

Deloitte.

Policing 4.0
Deciding the future of policing in the UK

UK Public Sector | #FutureofPolicing

College of Policing

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Perennial problems in policing: a thematic analysis

The College has undertaken research to obtain a rounded view of priorities for improvement in, or support to, policing over the short to medium term. The research sought to identify the recurring 'perennial problems' in policing where action is needed to drive improvement for the public across a range of contexts, rather than for a particular crime type or operational area of policing. This approach was aimed at identifying how the College can best support policing practitioners to develop the professional skills which will enable them to respond to current, new and unforeseen challenges.

The research identified the following 10 recurring areas where improvement is required. All these areas can be considered as 'systemic' problems, requiring system wide solutions. The influence diagrams in this pack summarise each of these problems and those factors that contribute to them.

Perennial Problems in Policing

Summary of research undertaken:

- Thematic analysis of all national level Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) reports on policing published in the last four years and all individual force Policing Effectiveness, Efficiency and Legitimacy (PEEL) inspection reports published to the end of October 2017 (PEEL inspections were introduced in 2014).
- Interviews with 16 Chief Constables, selected from across geographic regions and from forces with a range of geographic, demographic and crime-mix characteristics.
- 28 focus groups with constables, sergeants, inspectors and equivalent police staff from 14 forces.
- Thematic analysis of Police and Crime Plans.
- Review of the Independent Office for Police Complaints' thematic analysis of its investigations.
- Review of published material including the 'Policing Vision 2025' and the transcript of the Parliamentary Home Affairs Committee's Policing for the Future Inquiry.
- Review of published surveys of police officers and staff.
- Review of published public opinion material relating to policing or crime.

For further information on this research or a detailed methodology please contact:
gl.sims@college.pnn.police.uk or juba.morris@college.pnn.police.uk

IN MARCH 2019 ONE IN EVERY 468 PEOPLE IN ENGLAND AND WALES WAS A POLICE OFFICER

UNDERSTANDING THE PUBLIC'S PRIORITIES FOR POLICING

THE POLICE FOUNDATION
POLICING FOR THE FUTURE

ANDY HIGGINS
NOVEMBER 2019

2. FOUNDATIONS OF A HIGH PERFORMING ORGANISATION

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Chief Constable
Kier Pritchard



Assistant Chief Officer
Clive Barker



Assistant Chief Constable
Mark Cooper



**Head of Corporate Comms
& Engagement**
Clare Mills



Deputy Chief Constable
Paul Mills



Director of People & Change
Chris McMullin



Assistant Chief Constable
Maggie Blyth

A STABLE AND DIVERSE EXECUTIVE LEADERSHIP TEAM

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- Staff survey results – poor understanding and buy-in to the vision
- Future ambition
- Final Vision and Purpose launched at Chief's Forums

IMPORTANCE OF A CLEAR VISION & PURPOSE

Pixabay

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DEFINE

- Understanding the WHAT and WHY
- Creation of options for consultation

REFINE

- Extraordinary SLT to test concept
- Further consolidation of options

FINALISE

- Outline of approach to wider leadership population
- Consultation and selection of final Vision & Purpose

SHAPING A SHARED VISION AND PURPOSE

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OUR VISION:

To be an **outstanding** police service, **trusted** by our communities

OUR PURPOSE:

Proud to **serve** and **protect** our communities

-EXCELLENCE-

- **Great outcomes** for the public
- Even higher **public confidence**
- The **right people**, in the **right place**, with the **right skills and equipment**
- **A healthy, happy** workforce
- **Attracting** and **retaining**
- **HMICFRS** independent view

HOW WE'LL KNOW WE'VE SUCCEEDED

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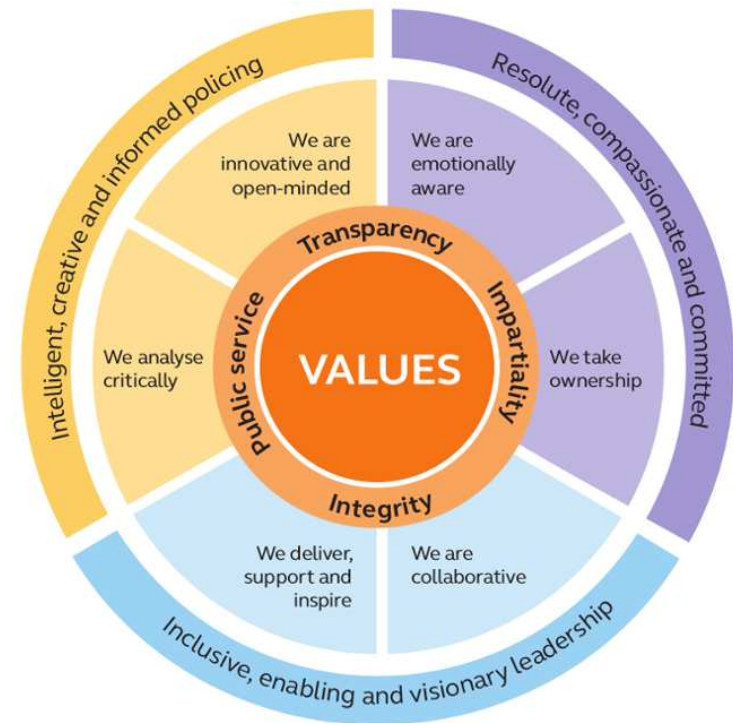
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2012



College of Policing Leadership review

2018



THE EVOLUTION OF VALUES



“Keep the current values, but lets work to make them meaningful”

Leaders Forum
(Insp and police staff equivalents)

100+
responses

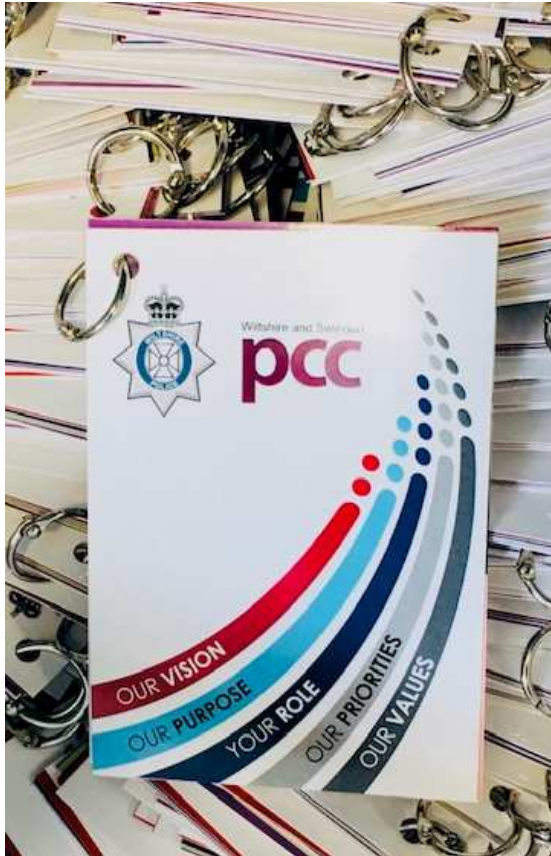
Leading From the Front
(Sgts and police staff equivalents)

250+
responses

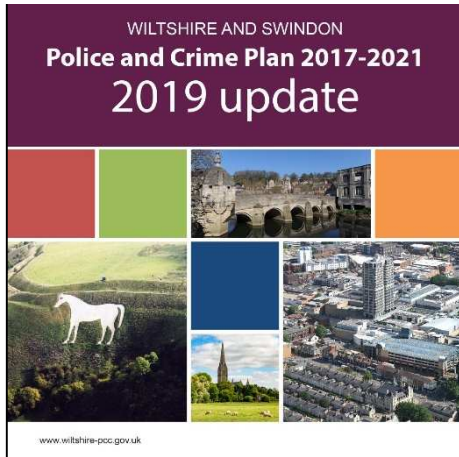
SurveyMonkey Questionnaire
(Whole Force)

300+
responses

IMPARTIALITY : TRANSPARENCY



PUBLIC SERVICE : INTEGRITY



PLAN ON A PAGE 2019-20					
Police and Crime Plan 2017-2021					
<ul style="list-style-type: none"> ► Priority One: Prevent crime and keep people safe ► Priority Two: Protect the most vulnerable people in society ► Priority Three: Put victims, witnesses and communities at the heart of everything we do ► Priority Four: Secure a quality police service that is trusted and efficient 					
Our Vision To be an <i>outstanding</i> police service, <i>trusted</i> by our communities					
Our Purpose Proud to serve and protect our communities					
PREVENTATIVE POLICING	INVESTIGATE & PROTECT	OUR PEOPLE	MANAGING DEMAND	MAXIMISING TECHNOLOGY	THE ENABLERS
<ul style="list-style-type: none"> ► Develop Local Policing in line with national priorities ► Increase Multi-Agency Involvement & Embedding ► Managing Threats, Risk and Effectively directing operational activity ► Improving operational planning & resilience ► Building operational capacity of Specialist Assets 	<ul style="list-style-type: none"> ► Improve investigative capability ► Protect victims and vulnerable people ► Manage emerging threats ► Embed partnership ► Enhance our response to serious and organised crime 	<ul style="list-style-type: none"> ► Active engagement at all levels ► Create a diverse workforce ► Invest in leadership and development ► Promote and reward in wellbeing ► Referee's commitment to standards, values and organisational learning 	<ul style="list-style-type: none"> ► Effective understanding of our demand ► Listen to and engage with our communities to understand need ► Develop demand reduction initiatives ► Adopt a 'what works' evidence based approach ► Develop a workforce configured to meet demand 	<ul style="list-style-type: none"> ► Provide a secure foundation and communications technology (CT) ► Enable agile and efficient working ► Enhance digital working with latest ICT ► Provide technology to prevent and manage crime ► Utilise ICT to improve all-round communication 	<ul style="list-style-type: none"> ► Manage our finances efficiently and effectively ► Provide our staff with the right tools & environment ► Enable digital working with latest ICT ► Effective collaboration and partnership ► Optimise shared service delivery ► Stabilise the Specialist Leadership Team (SLT) to build foundations for success
Our Values					
We are TRANSPARENT , open and frank.		We have INTEGRITY and are trustworthy.		We are here to deliver a PUBLIC SERVICE for our communities.	
We treat people IMPARTIALLY and with respect without bias or prejudice.					

Strategic Change Board
DCC Mills

Leading the delivery of Wiltshire's Future Model, overseeing all change activity and prioritising effort and resources

Strategic Performance Board
CC Pritchard

Strategic oversight and direction of Force Performance and delivery of the Police and Crime Plan

Demand and Workforce Planning Board
DPC McMullin

Strategic People Board
DCC Mills

Wellness, Leadership, Workforce Planning, Diversity, Standards, Engagement

Digital Programme Board
ACO Barker

Force Operations and Vulnerability Board
ACC Blyth & ACC Cooper

CPT Improvement Board, Citizens in Policing Board, Vulnerability Development Board, Crime Justice & Cyber Board,

NEW GOVERNANCE ARRANGEMENTS

PLAN ON A PAGE 2019-20



Police and Crime Plan 2017-2021

- ▶ **Priority One:** Prevent crime and keep people safe
- ▶ **Priority Two:** Protect the most vulnerable people in society
- ▶ **Priority Three:** Put victims, witnesses and communities at the heart of everything we do
- ▶ **Priority Four:** Secure a quality police service that is trusted and efficient

Our Vision

To be an **outstanding** police service, **trusted** by our communities

Our Purpose

Proud to **serve** and **protect** our communities

PREVENTATIVE POLICING

- ▶ Develop Local Policing in line with national principles
- ▶ Improving Multi-Agency prevention & embedding volunteers
- ▶ Managing Threat, Harm & Risk and effectively directing operational activity
- ▶ Improving operational planning & resilience
- ▶ Building operational capability of Specialist Assets

INVESTIGATE & PROTECT

- ▶ Improve investigative standards
- ▶ Protect victims and vulnerable people
- ▶ Manage emerging threats
- ▶ Embed partnership arrangements
- ▶ Enhance our response to serious and organised crime

OUR PEOPLE

- ▶ Active engagement at all levels
- ▶ Create a diverse workforce
- ▶ Invest in leadership and development
- ▶ Promote and invest in Wellness
- ▶ Relentless commitment to standards, values and organisational learning

MANAGING DEMAND

- ▶ Effective understanding of our demand
- ▶ Listen to and engage with our communities to understand needs
- ▶ Develop demand reduction initiatives
- ▶ Adopt a 'what works' evidence based approach
- ▶ Develop a workforce configured to meet demand

MAXIMISING TECHNOLOGY

- ▶ Provide a secure information and communications technology (ICT) environment
- ▶ Enable agile and efficient working
- ▶ Enhance smart working with linked ICT
- ▶ Provide technology to prevent and manage crime
- ▶ Utilise ICT to improve all-round communication

THE ENABLERS

- ▶ Manage our finances efficiently and effectively
- ▶ Provide our staff with the right tools & environment
- ▶ Effective collaboration and partnership
- ▶ Optimise shared service delivery
- ▶ Stabilise the Executive Leadership Team (ELT) to build foundations for success

Our Values

We are **TRANSPARENT**, open and frank

We have **INTEGRITY** and are trustworthy

We are here to deliver a **PUBLIC SERVICE** for our communities

We treat people **IMPARTIALLY** and with respect, without bias or prejudice

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- **21 sessions** held across **4 sites**
- Over **950 attendees**
- Over **400 questions** asked
- Over **6,500 poll responses**

OVERVIEW OF MY FORUMS

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OUR VISION

To be an **outstanding** police service, **trusted** by our communities

VISION



PURPOSE



ROLE



OUR PURPOSE

Proud to serve and **protect** our communities

YOUR ROLE

To **deliver**, **improve** and be **brilliant together**

BRINGING IT ALL TOGETHER

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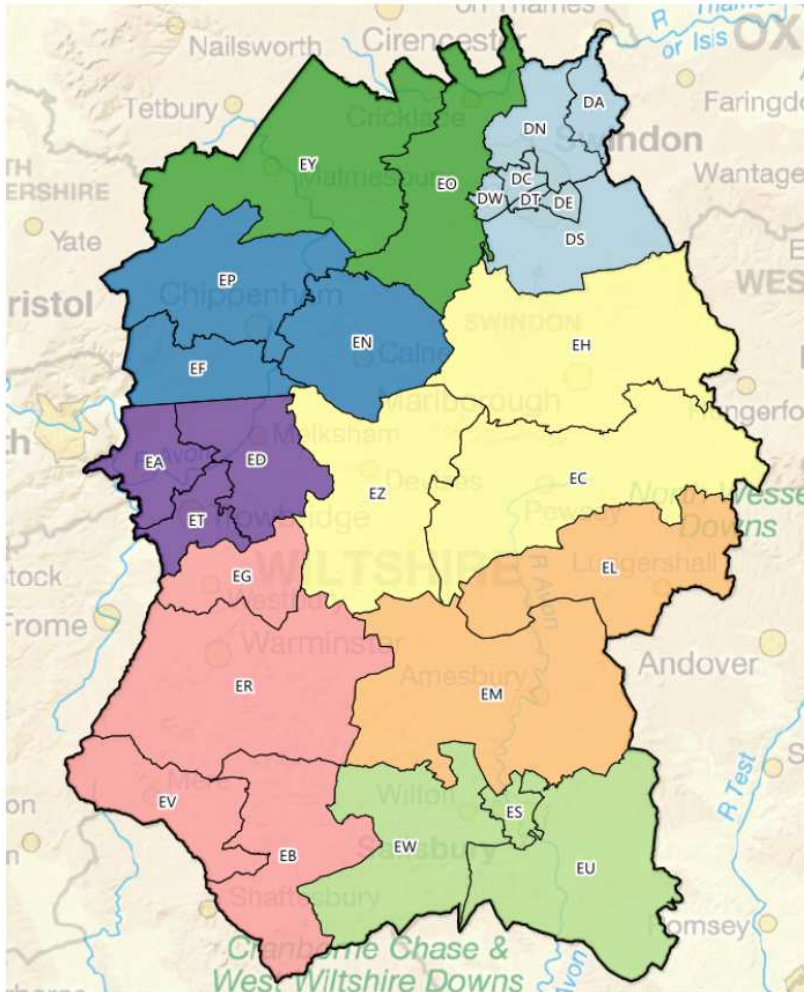


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3. COMPELLING ISSUES



COMMUNITY POLICING



- **CCC front door** – ERU (40% demand?)
- **CPT Neighbourhoods** – ring-fenced
- **CPT Response** - integrated
- **Problem solving, Prevention, Proactivity** in neighbourhoods
- **Increase in leadership roles**
- **One Team** – Same stations, same priorities, increased line management
- **8 Community Teams**
- **Recommended changes to job titles to assist with direction and purpose** i.e.(Comm. Co to Neighbourhood PC, LCI to CPT Investigator)
- **Shift pattern consultation**

DETAIL BEING WORKED THROUGH BY THE GOLD GROUP



CCC IMPROVEMENT PLAN

Effectively
understanding and
managing
demand

Operational delivery
model

Performance analysis
framework

A
knowledgeable
and **confident**
workforce

Central area for
learning

Training plan

Effective
Leadership and
Governance

Staff survey results

Wellbeing forum

Talent management



FORCE INVESTIGATIONS MODEL (FIM)

PURPOSE OF THE ORIGINAL REVIEW:

to provide a better service to vulnerable victims of crime
(particularly child victims)

MAIN AREAS OF FOCUS WERE:

- Shift pattern - team sizes too small to accommodate split shift weekend working
Increased demand from change of crime allocation policy – particularly sexual offences with 16/17yr old victims
- Managing high-risk Domestic Abuse demand
- The team feeling like they are giving a reduced service to vulnerable victims
- Unable to fill all of the DC vacancies on the department and a high proportion of flexible working resulting in reduced staff to meet demand



POTENTIAL IMPACT OF THE CHANGES MADE?

We are exploring that now through a full evaluation that was commissioned by ACC Cooper (this has included a survey to all those working in that area)

FINANCIAL CHALLENGE

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George Hodan

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4. OUR WORKFORCE

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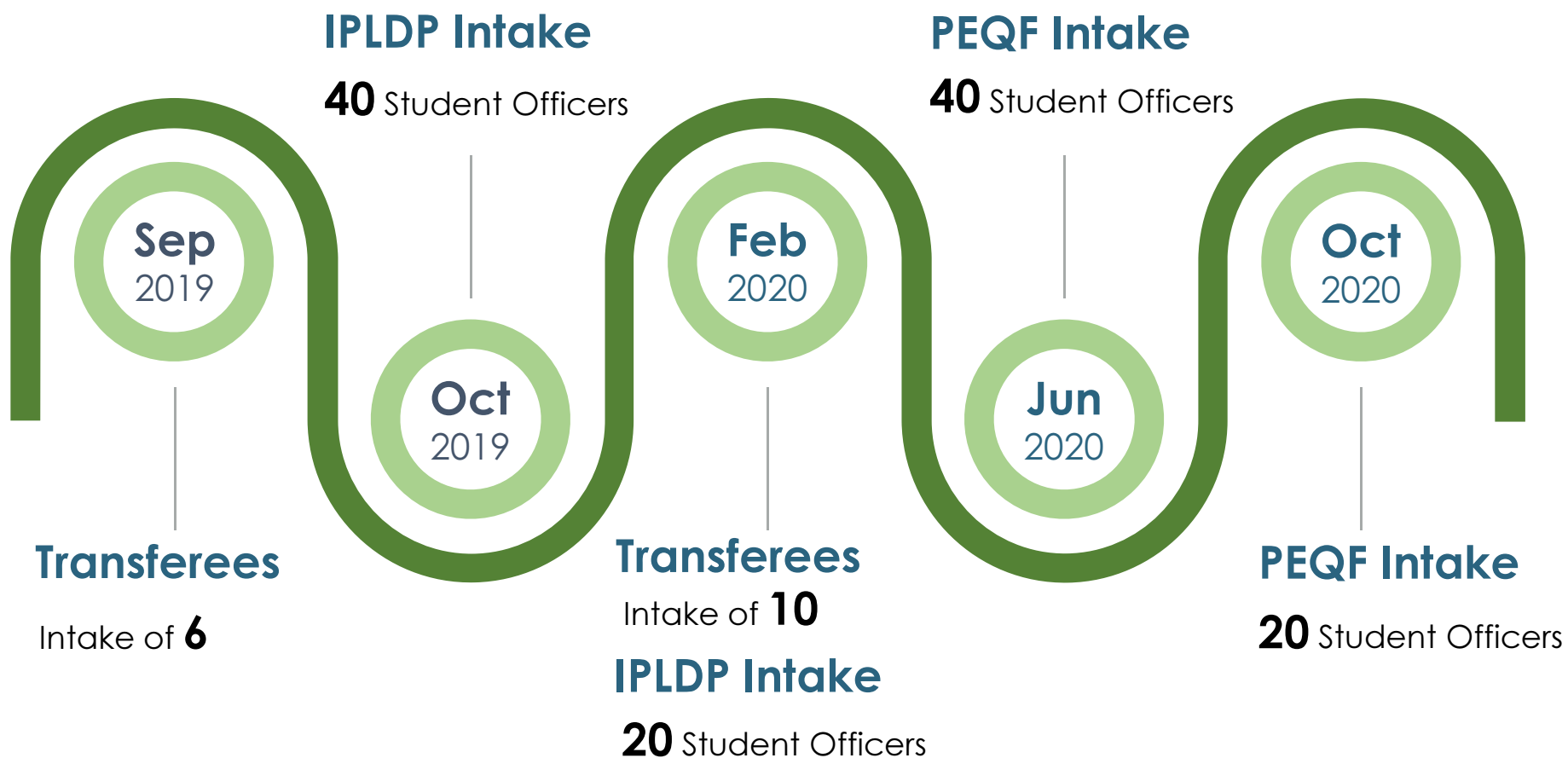
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POLICE OFFICER RECRUITMENT TIMELINES

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SO WHAT DOES THIS MEAN FOR **OVERALL NUMBERS?**

MARCH 2020

- Original budget (975 fte) Headcount 1002
- +Secondments Headcount 23
- +Uplift Headcount 16

Total Headcount 1041

MARCH 2021

- Original budget (975 fte) Headcount 1002
- +Secondments Headcount 23
- +Uplift Headcount 49

Total Headcount 1074

LEADERSHIP

Page 38



Strategic People Board – DCC MILLS

- Reviewing all of our leadership/development products
- Focus groups – what do our leaders need?
- Reviewing how we identify and manage talent
- New promotion selection procedures
- Coaching and mentoring policy/process
- PC to Insp Fast Track Process
- PIP career pathways
- Hierarchy review next steps

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Department of Health and Human Services

Leadership Charter

This Charter has been developed by executives for executives. It outlines the behaviours they identified as most important to strengthen our leadership culture and position the department to deliver on our reform priorities of:

- Person-centred services and care
- Local solutions
- Earlier and more connected support
- Quality, safety and innovation.

As a leader I will

- Do what I say I am going to do
- Be accountable for my actions and outcomes
- Share responsibility when things go well and take responsibility when they don't
- Recognise good work and acknowledge good behaviour
- Seek out and value other perspectives
- Be fair, supportive and encouraging of staff
- Deal promptly with poor performance, conflict and inappropriate behaviour
- Give and seek feedback
- Share information with staff when it should be shared
- Work collaboratively with colleagues in the department, across government and with partners outside government
- Develop staff and provide them with a safe, healthy and engaging workplace environment

As a collective leadership group we will

- Deliver on the department's shared vision
- Proactively progress our strategic directions
- Contribute to robust debate and own the agreed decision
- Present a consistent and united view to our staff and partners
- Work as one, sharing the load and helping each other succeed
- Keep the needs of the people we serve at the centre of everything we do
- Constantly reinvest in services that support our clients
- Call each other out when we see it
- Collaborate with partners to identify and support solutions
- Plan for longer term VPS
- Ensure responsible use of resources

In all that we do we will live by our values:

Respect, Integrity, Collaboration, Care, Accountability & Innovation

Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne
 © State of Victoria, Department of Health and Human Services, August 2016.
 Available at < <https://dhhs.vic.gov.au/leadership-charter>>



Leadership Charter

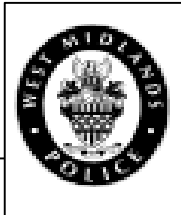
together • empowered • ambitious

We are proud of Devon and will work **together** to **empower** others. We are **ambitious** about all our futures and believe we can make a real difference to help people live their lives well. We will create the conditions for success by:

- **demonstrating and promoting collective leadership**
- **respecting our differences in an open, honest and trusting way**

...high expectations of ourselves and everyone
 ...empowering others through our own behaviours
 ...potential and nurturing talent
 ...learning and adapting
 ...flexible and innovative
 ...success

#WeAreDevon



WELLBEING

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Strategic
Wellness
Board



Wellness
Delivery
Plan



WELLBEING INSIGHT

IN WILTSHIRE:

336

OFFICERS
COMPLETED THE
SURVEY

IN WILTSHIRE:

9%

OF THOSE SURVEYED
WANT TO LEAVE
WITHIN TWO YEARS
(National Average 11%)

IN WILTSHIRE:

47%

OF THOSE SURVEYED
HAD LOW OR VERY
LOW MORALE
(National Average 57%)

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Cited the impact of the job on your health and wellbeing as a major reason for wanting to leave
(National average = 71%)



Cited Health and Wellbeing as a reason for low morale
(National average = 58%)

WILTSHIRE POLICE

Proud to serve and protect our communities



@wiltshirepolice

EMPLOYEE ENGAGEMENT

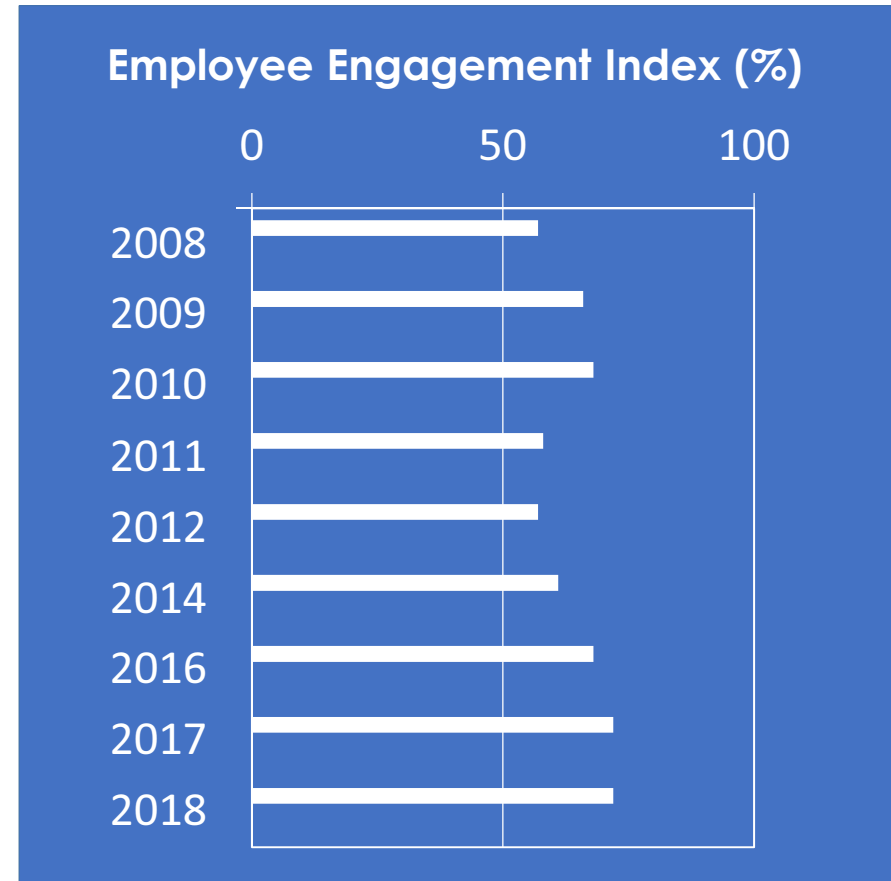
STRATEGIC NARRATIVE/
ORGANISATIONAL PURPOSE

ENGAGING MANAGERS/
LEADERS

EMPLOYEE VOICE

INTEGRITY

72%



5. HOW WE ARE PERFORMING

WILTSHIRE POLICE

Proud to serve and **protect** our communities



@wiltshirepolice

ANY QUESTIONS?

WILTSHIRE POLICE

Proud to serve and **protect** our communities



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**THANK YOU AND HAVE A
SAFE JOURNEY HOME**