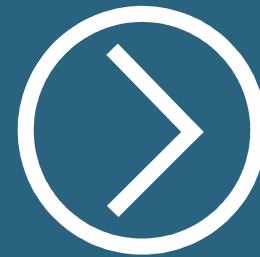


**Police and
Crime Panel**
19 December 2019



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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


State of Policing
 The Annual Assessment of Policing in England and Wales
2018
 Her Majesty's Chief Inspector of Constabulary




Rekindling British Policing
 Policy Exchange
 A 10-Point Plan for Revival
 Richard Walton and Sophia Falkner
 Foreword by Sir Mark Rowley





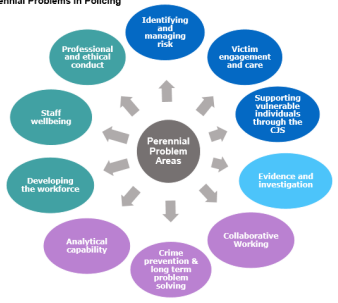
Policing 4.0
 Deciding the future of policing in the UK
 UK Public Sector | #FutureofPolicing

 College of Policing
Perennial problems in policing: a thematic analysis
 OFFICIAL
 Distribution – Devon and Cornwall Police Only

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.

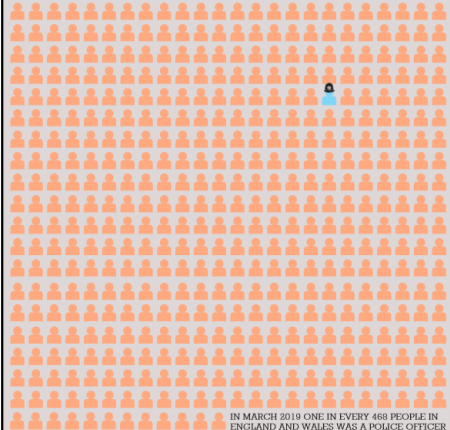
Perennial Problems in Policing



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 inspectors 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
 ANDY HIGGINS
 NOVEMBER 2019

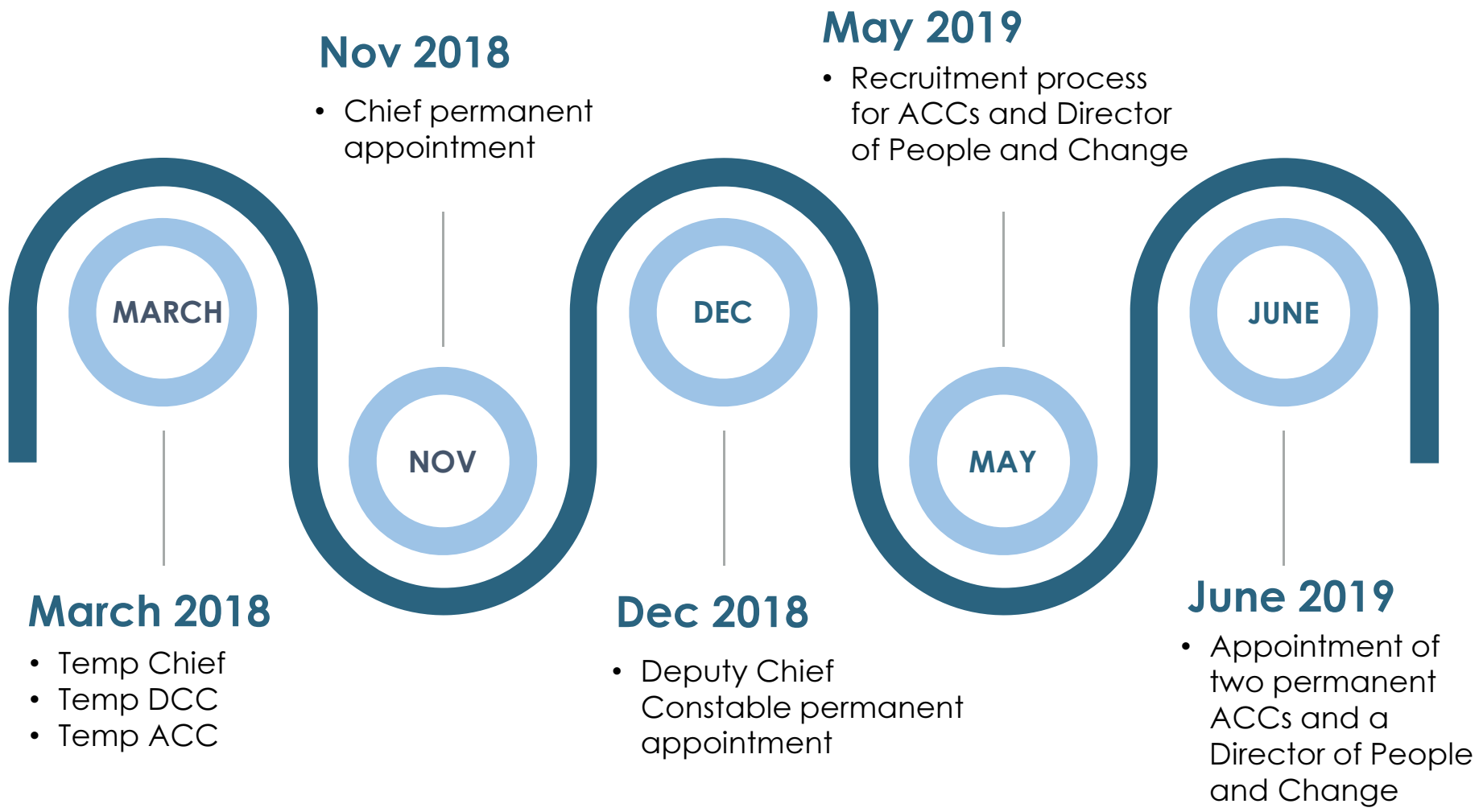
2. FOUNDATIONS OF A HIGH PERFORMING ORGANISATION

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LEADERSHIP JOURNEY



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

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-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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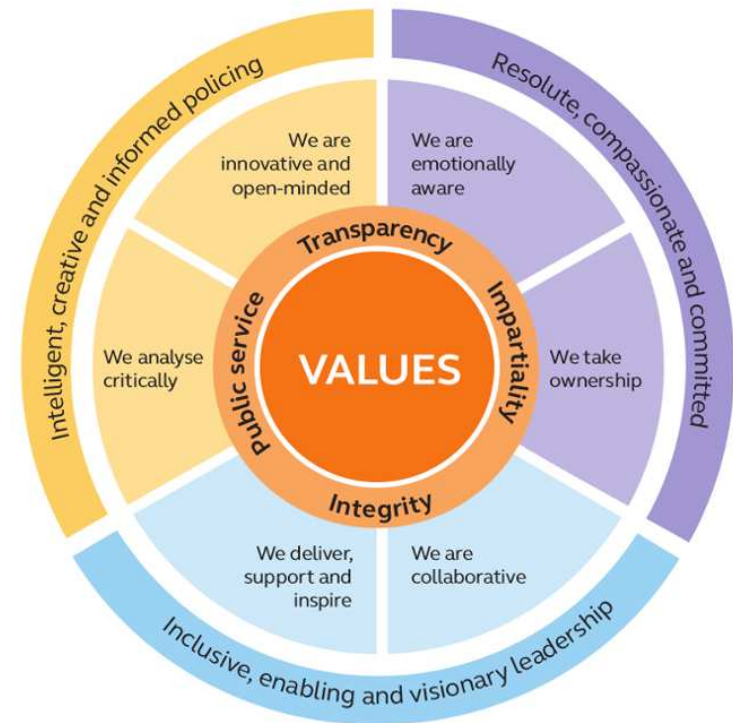
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2012



College of Policing Leadership review

2018



THE EVOLUTION OF VALUES

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“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)

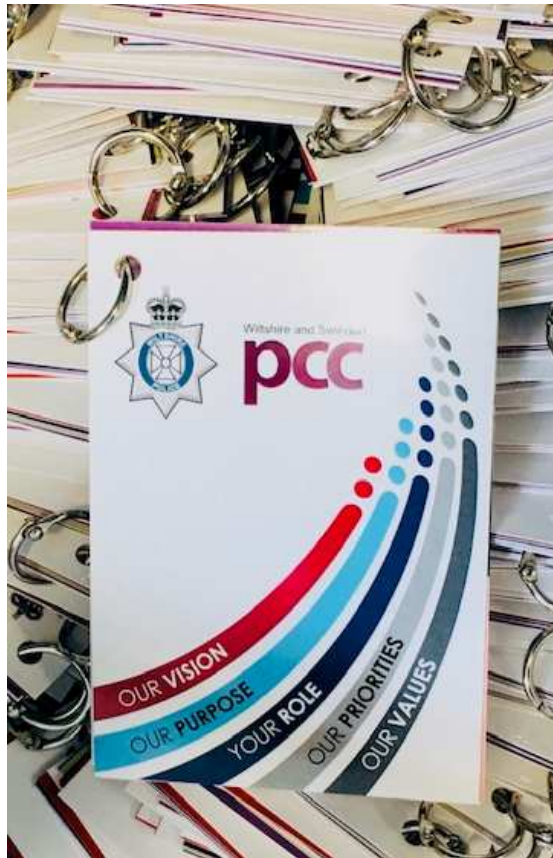
250+
responses

SurveyMonkey Questionnaire
(Whole Force)

300+
responses



IMPARTIALITY : TRANSPARENCY

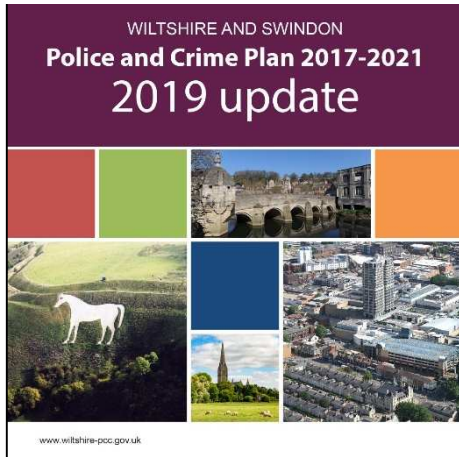


PUBLIC SERVICE : INTEGRITY

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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 outstanding police service, trusted 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 ► Introduce Multi-Agency Invisibility & Embedding ► Managing Threats: Team & Risk and effectively directing operational activity ► Improving operational planning & resilience ► Building operational capability 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 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 agile and efficient working ► 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 to 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	<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 outstanding police service, trusted 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 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 	<ul style="list-style-type: none"> ▶ Improve investigative standards ▶ Protect victims and vulnerable people ▶ Manage emerging threats ▶ Embed partnership arrangements ▶ 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 invest in Wellness ▶ Relentless 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 needs ▶ 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 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 	<ul style="list-style-type: none"> ▶ 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
-------------------	--	--	--	--



- **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

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YOUR ROLE

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

BRINGING IT ALL TOGETHER

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3. COMPELLING ISSUES

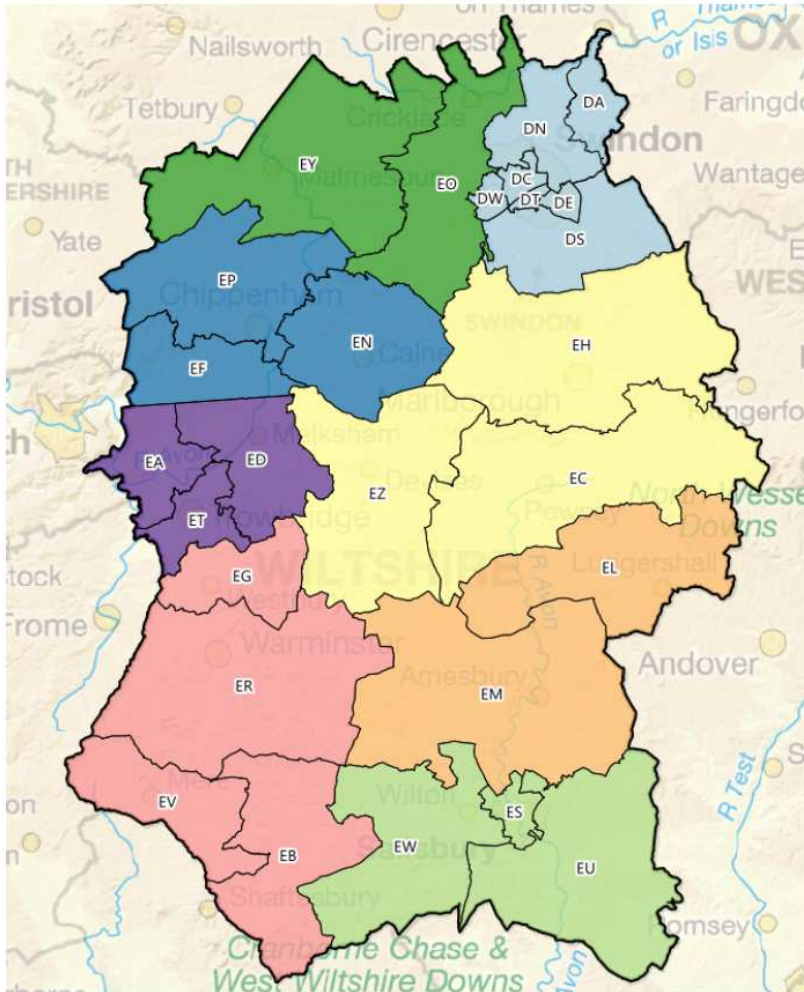
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COMMUNITY POLICING



- **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

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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)

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FINANCIAL CHALLENGE



George Hodan

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4. OUR WORKFORCE

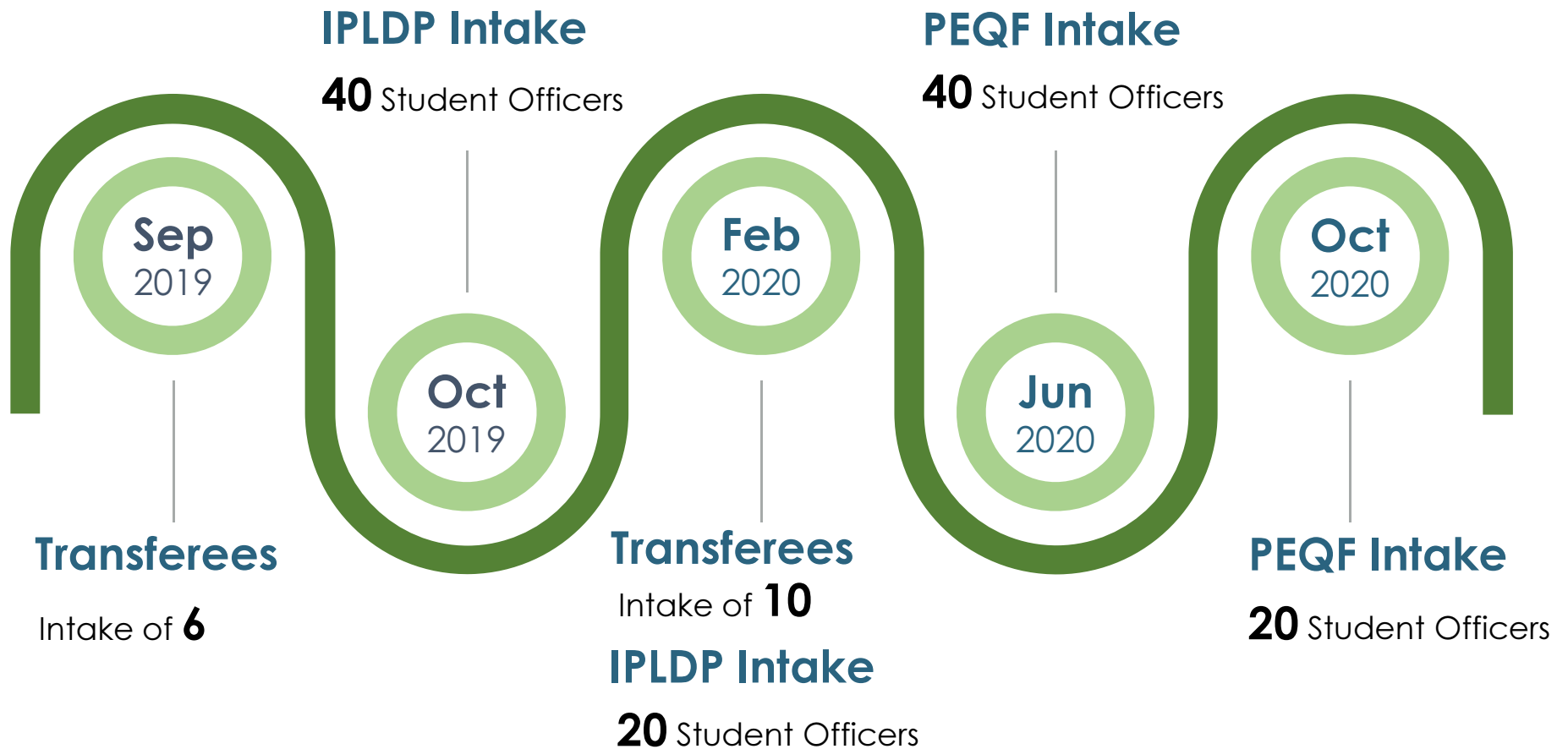
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POLICE OFFICER RECRUITMENT TIMELINES



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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



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 reinforce 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 success
- 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

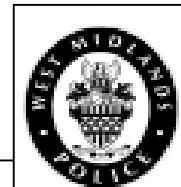
We are proud of Devon and will work **together** to **empower** others. We are **ambitious** about all our futures and believe we can make a real difference to help people live their lives well. We will create the conditions for success by:

- **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

WMP People Leaders promise to create an environment which supports, challenges and enables our people to be the best they can be to bring the vision and values to life



WELLBEING



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%)



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%)

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EMPLOYEE ENGAGEMENT

STRATEGIC NARRATIVE/
ORGANISATIONAL PURPOSE

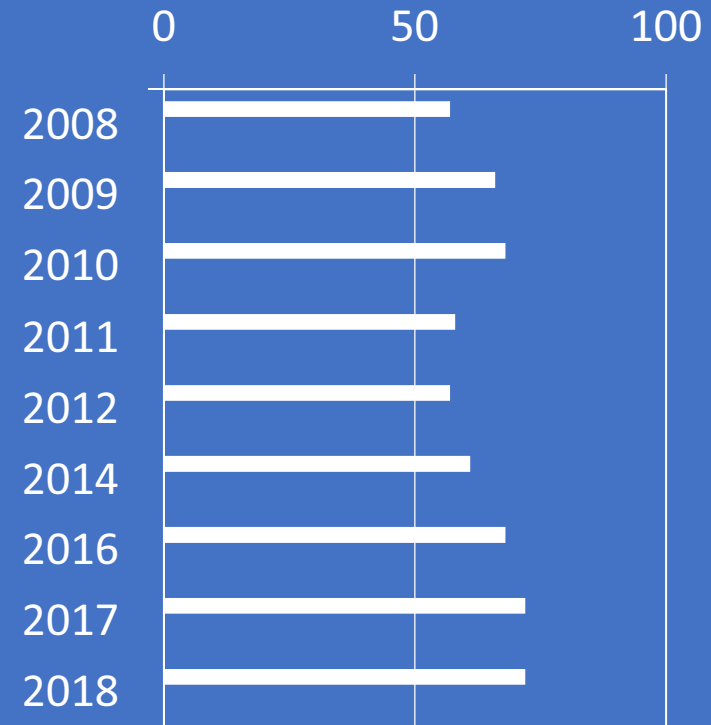
ENGAGING MANAGERS/
LEADERS

EMPLOYEE VOICE

INTEGRITY

72%

Employee Engagement Index (%)



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5. HOW WE ARE PERFORMING

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ANY QUESTIONS?

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

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