

WILTSHIRE POLICE AND CRIME PANEL

DRAFT MINUTES OF THE WILTSHIRE POLICE AND CRIME PANEL MEETING HELD ON 14 SEPTEMBER 2017 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Abdul Amin, Cllr Junab Ali, Cllr Alan Bishop, Cllr Richard Britton, Cindy Creasy, Cllr Anna Cuthbert, Cllr Ross Henning, Chris Henwood, Cllr Peter Hutton, Cllr Brian Mathew, Cllr Jonathon Seed and Cllr John Smale

Also Present:

Angus Macpherson – Police & Crime Commissioner
Mike Veale – Chief Constable, Wiltshire Police
Kieran Kilgallen – OPPC
Chris McMullin – OPPC
Matt Thomson – OPCC
Carolyn Filmore – OPCC

Emily Higson – Wiltshire Council
Kevin Fielding – Wiltshire Council

29 Welcome

The Chairman welcomed Mike Veale – Chief Constable – Wiltshire Police and members of the public to the meeting.

Cllr Jonathon Seed raised the question of webcasting future PCP meetings, Kevin Fielding – Democratic Services Officer advised that he would feed this request back to Democratic Services.

30 Apologies for Absence

Apologies were received from Cllr Dale Heenan – Swindon Borough Council. It was noted that Cllr Caryl Sydney-Smith would replace Cllr Heenan for future meetings as a Swindon Borough Council representative.

31 Minutes and matters arising

Decision:

- The minutes of the meeting held on Thursday 29 June 2017 were agreed as a correct record and signed by the Chairman.

It was noted that Cllr Richard Britton and Cllr Peter Hutton were in attendance at this meeting.

32 Declarations of interest

There were no declarations of interest.

33 Chairman's Announcements

The Chairman advised that a "Blue Light Services" guide had now been produced, the link below gives full details.

<https://www.local.gov.uk/fire-and-rescue-services-england-guide-police-and-crime-panel-members>

34 Public Participation

Mr Paul Sunners, a Swindon resident raised the following question with the Commissioner:

"The Police and Crime Commissioner's summary performance report for Quarter 1 – 2017/18 reports reductions in levels of public confidence, victim satisfaction with police visibility.

Does the Police and Crime Commissioner attribute the reported perception to the significant increase in reported crimes, which include a 16.3% increase in dwelling burglaries and a 26.2% increase in vehicle crimes?

Will one outcome of the public survey of Community Policing recommend a strategic response to the public need for increased police visibility within our communities?"

The Police and Crime Commissioner advised that he would provide Mr Sunners with a full written response to his question.

The Chairman made the point that good work was being carried out by Neighbourhood Watch Groups across the county.

35 **Review of Community Policing**

Chris McMullin – OPCC outlined the Wiltshire Police review of Community Policing.

(The power point presentation is attached to these minutes)

Questions raised included:

Was there more flexibility of deployment using the new model?

a. Flexibility had improved under the new model, but was still a challenge with managing staffing levels across the force.

Why a five shift system?

a. It gives the best balance between work, resources and staffing.

Where do PCSOs fit in to the new system?

a. PCSOs were very much part of the model, playing an important role in community policing.

Why bring in the new model and not properly resource it?

a. Policing budgets were falling year on year, new emerging crimes mean that Wiltshire had to think outside of the box.

Were Wiltshire Police lobbying Central Government for more resources?

a. The Commissioner had met with all local MPs to try and highlight Wiltshire's lack of funding.

Does the new model mean that intel was fed to partner agencies quicker?

a. Yes, Wiltshire Police was now more aligned with our partner agencies than ever.

Was the training budget big enough?

a. Wiltshire Police was increasing its training of staff, with less resources it needed its staff to be as best trained as possible.

The Chairman thanked Chris McMullin for his presentation.

CPT Evaluation PRESENTATION FOR PCPv2

36 **999 television programme**

Mike Veale - Chief Constable, Wiltshire Police gave an update on Wiltshire Police and the 999 television programme after several Wiltshire Councillors had indicated that they felt that the programme had not portrayed the county, Wiltshire Police, Local Authorities and partners in a good light.

It was felt that the relationship between Wiltshire Police and Wiltshire Council was now challenging and needed to be repaired.

(A full transcript of Mike Veale's statement is attached to the minutes)

Mike Veale also added that Wiltshire Police had always had a fantastic relationship with its partners, and would continue to build relationships with these partners.

In hindsight Wiltshire Police should have perhaps discussed its plans with the Local Authorities before agreeing their involvement in the programmes.

The Chairman thanked Mike Veale for attending the meeting and speaking to the panel.

999 whats your emergency

37 Quarterly data (Q1)- Performance / Risk / Finance / Complaints

It was agreed that due to time constraints the panel would take a brief look at the Quarterly data (Q1) 1 April – 30 June 2017 contained in the agenda pack.

Performance Report (Q1) 1 April – 30 June 2017

The report was noted.

Deep Dive - Prevent Crime and keep people safe Delivery Plan 2017-21

The report was noted.

Risk Register – Quarter One 2017-18

The report was noted.

It was agreed that a report "Impact of the Police Pay Award" would come to the next meeting in December 2017.

The Chairman thanked the Commissioner for his report.

38 Staff Survey

Chris McMullin outlined the Wiltshire Police Staff Survey 2017 which summarised the findings from the 'Pulse' survey.

(The power point presentation is attached to these minutes)

The Chairman thanked Chris McMullin for his presentation.

Pulse Survey Presentation for_Policeand CrimePanel_140917

39 Questions to the Commissioner

Questions to the Commissioner, (as part of the agenda pack) were noted by the Panel.

40 Forward Work Plan

The Forward Work Plan was noted.

41 Future meeting dates

The next meeting of the Police and Crime Panel will be on Thursday 7 December 2017 at Swindon Borough Council offices.

(Duration of meeting: 10.30 am - 2.00 pm)

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

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Community Policing Progress Report

Police and Crime Panel 14th September 2017

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Community Policing

— One team —

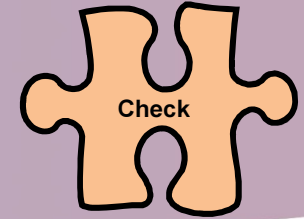


Outline of Presentation

- Background
- How CPT is organised across the County
- What does success look like
- Purpose and method of the evaluation
- Outcomes
- Ongoing actions and next steps



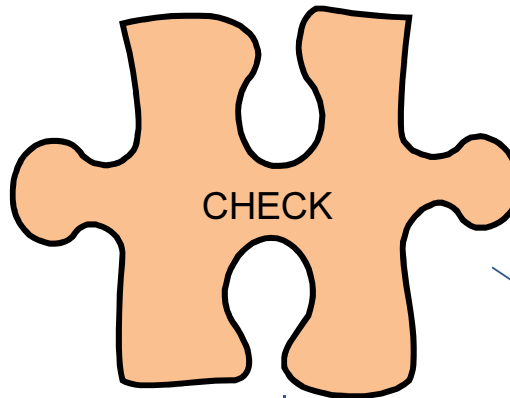
Initial Evidence



Purpose – Keep me safe and protect my community

**Case studies
Common problem IP not updated**

**17,250 pieces of demand
Type/Frequency in customer words**



**Type Demand
I want to report - theft, lost property susp behavior, rtc, silent 999, domestic abuse, disorder, threatening behavior**

**Flow of work
Value steps Prevent, Respond, Resolve, Record**

**Large numbers of handoffs
One case had 31 handoffs for undetected case**

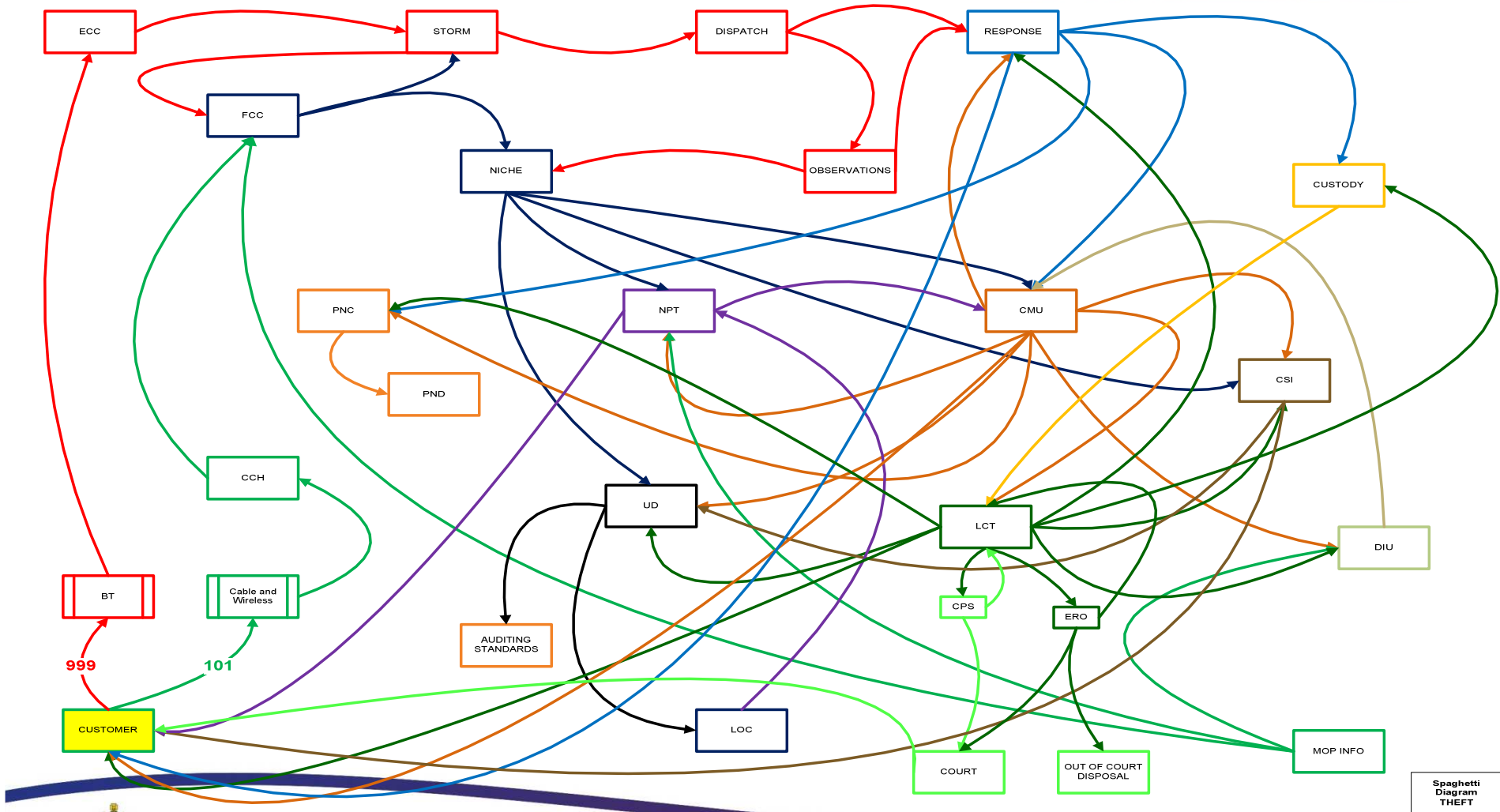


Example of a theft and teams currently involved



Mapping of a theft case- teams/systems involved in one simple case

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Spaghetti Diagram THEFT



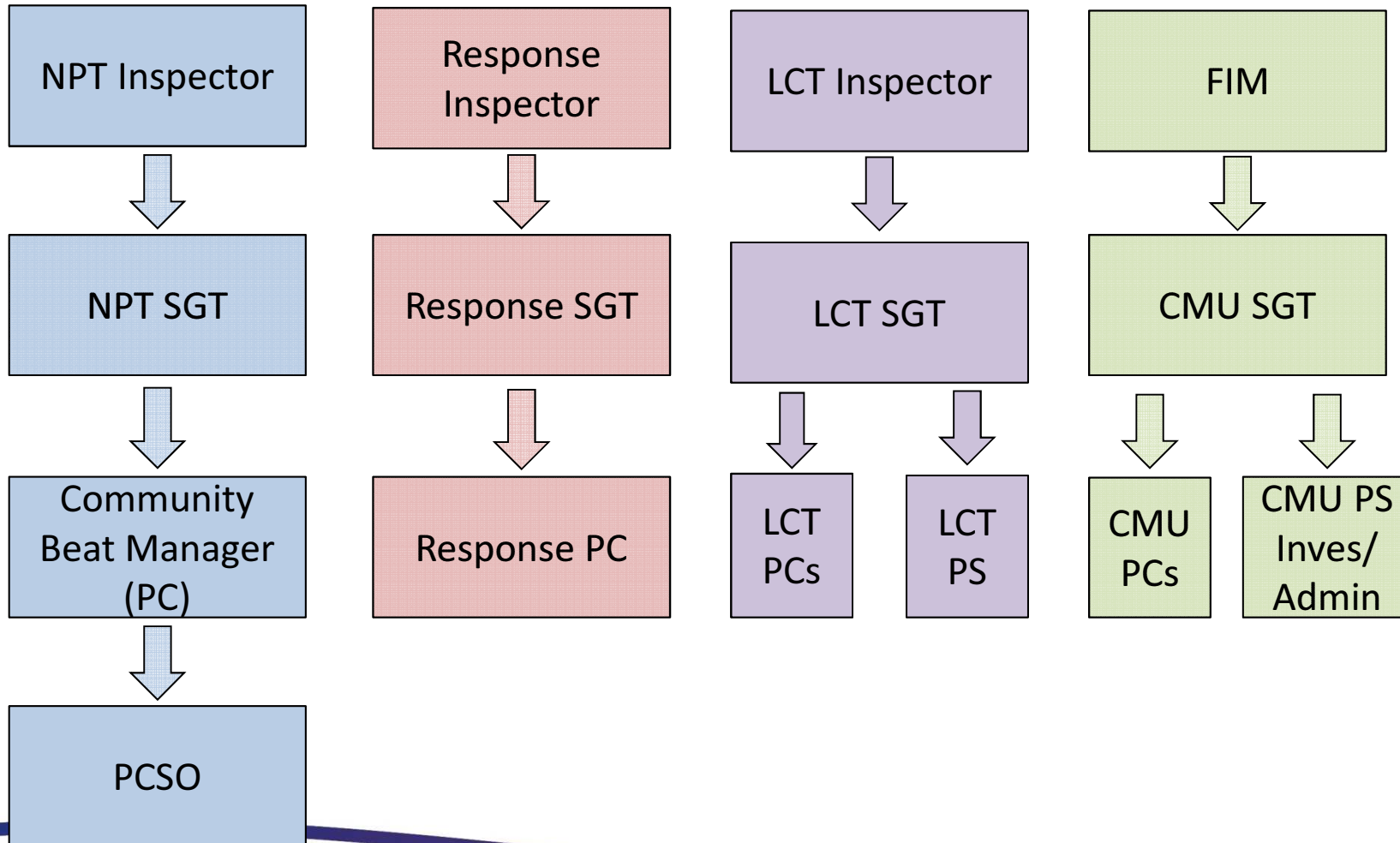
Some key findings from the research phase

- Of the calls answered on the initial 101 line over 50% were for internal extensions or departments or requests for further information.
- A common problem was that the victim was not informed who was looking after their case and were not being updated which resulted in more chase up calls back through to the police.
- Cases had numerous people handling a part of their case. This resulted in many handoffs between roles and teams. Ownership and accountability was difficult to determine.
- 500 members of the public were asked what was the purpose of Wiltshire Police

“Keep me safe and protect my Community”

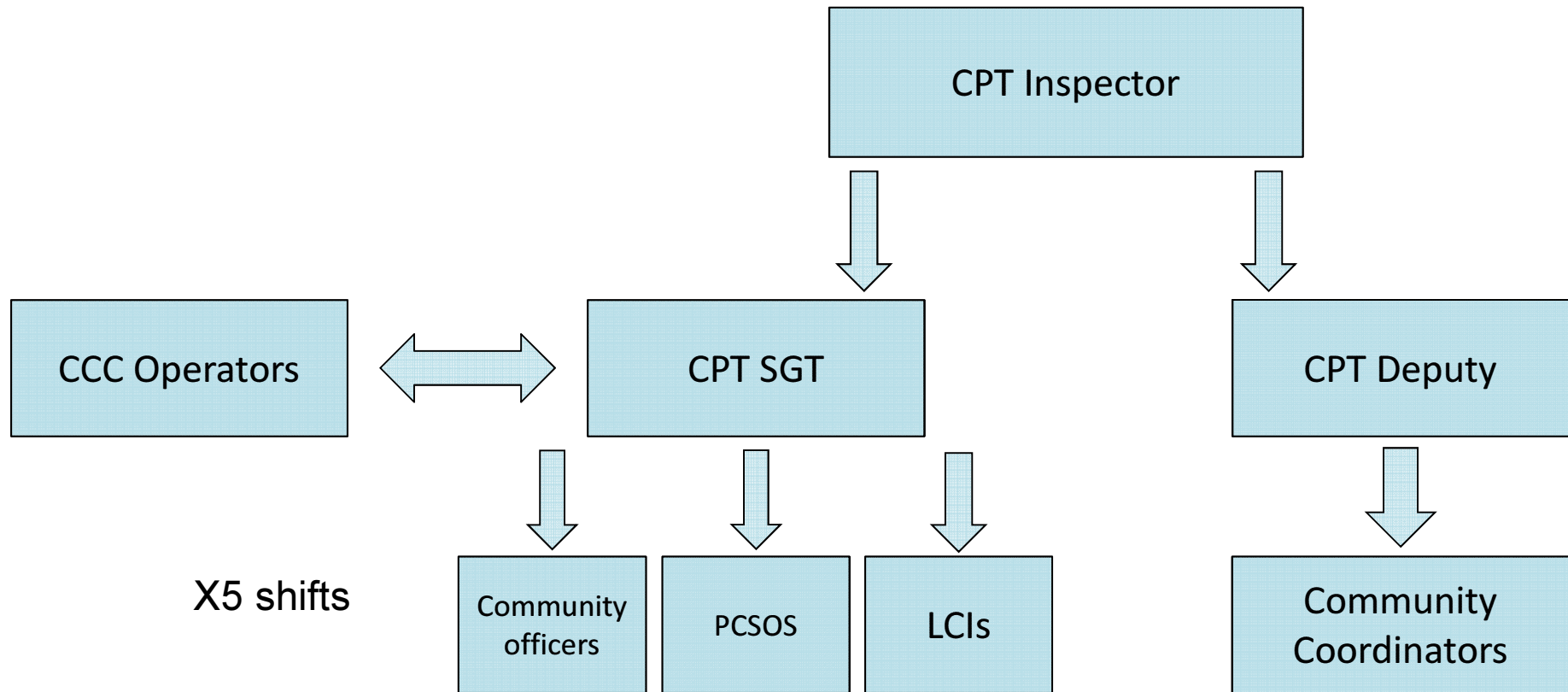


Force Operational Model Pre-CPT



Force Operational Model Post-CPT

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Community Policing

Aim

Create a one team Community Policing Model

Objective

Create an effective & efficient policing team having the right people in the right place at the right time with the right expertise to dynamically resolve community issues. Staff will work innovatively with colleagues and partners to reduce/prevent demand.





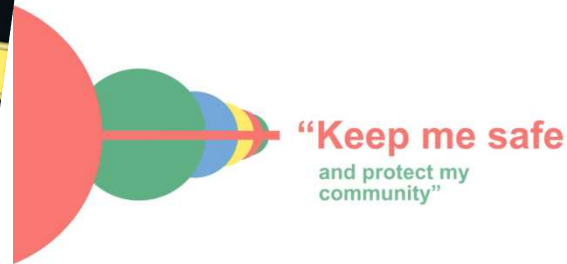
Objectives of the new model



Tina Parham
Local Crime Investigator



Angus Macpherson
Police & Crime Commissioner



“Keep me safe
and protect my
community”



Mike Veale
Chief Constable



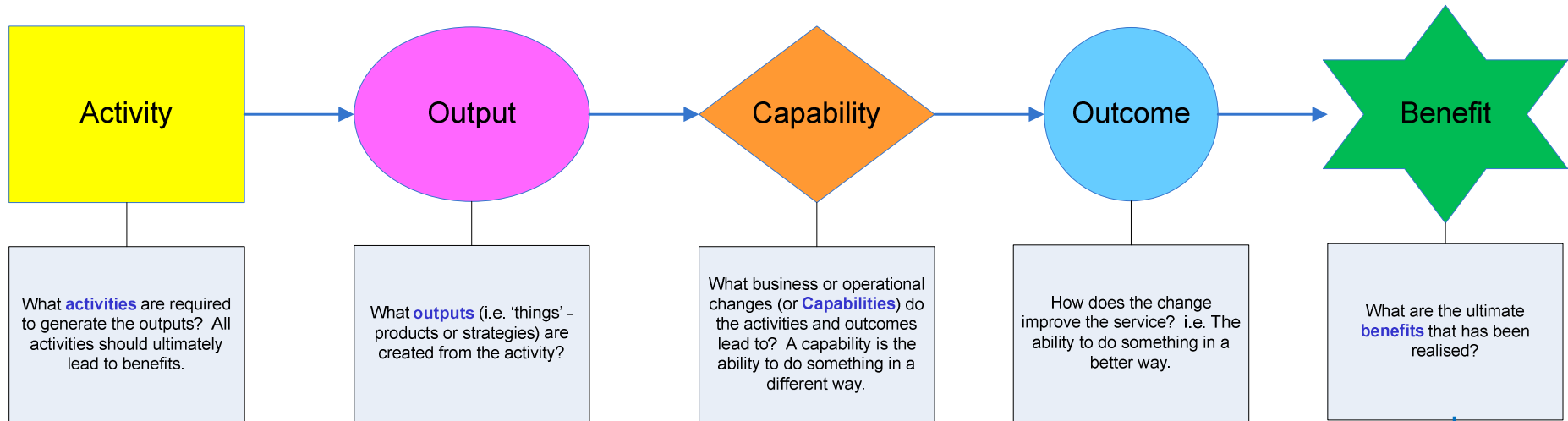
Chris Chammings
Superintendent Central Hub



Police & Crime Commissioner
for Wiltshire and Swindon

Benefits Map and Objectives

Benefits Map

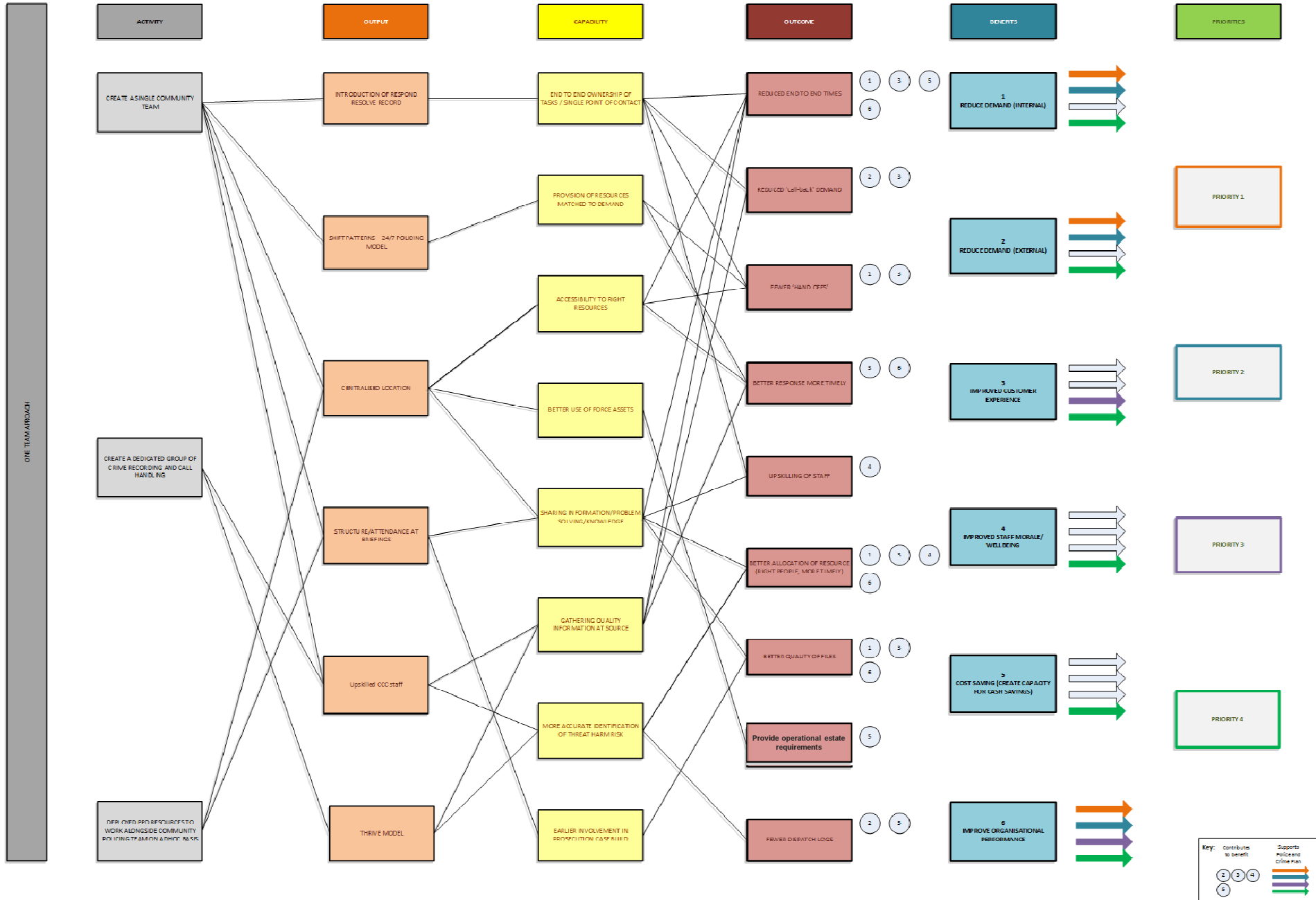


Police and Crime Plan Priority

Provide operational estate requirements



Benefits Map and Objectives



Benefits Map and Objectives

OBJECTIVES

Fewer dispatch logs

Better response more timely

Better allocation of resource

Reduced call back demand

Fewer handoffs

Upskilling of staff

Better quality of files

Reduced end to end times

Provide operational estate requirements

BENEFITS

1. Reduced internal demand

2. Reduced external demand

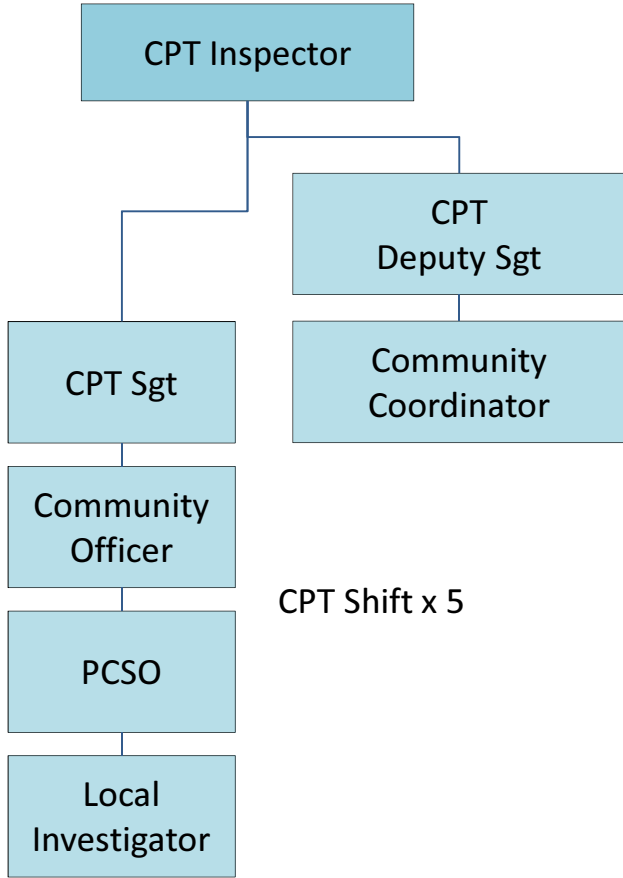
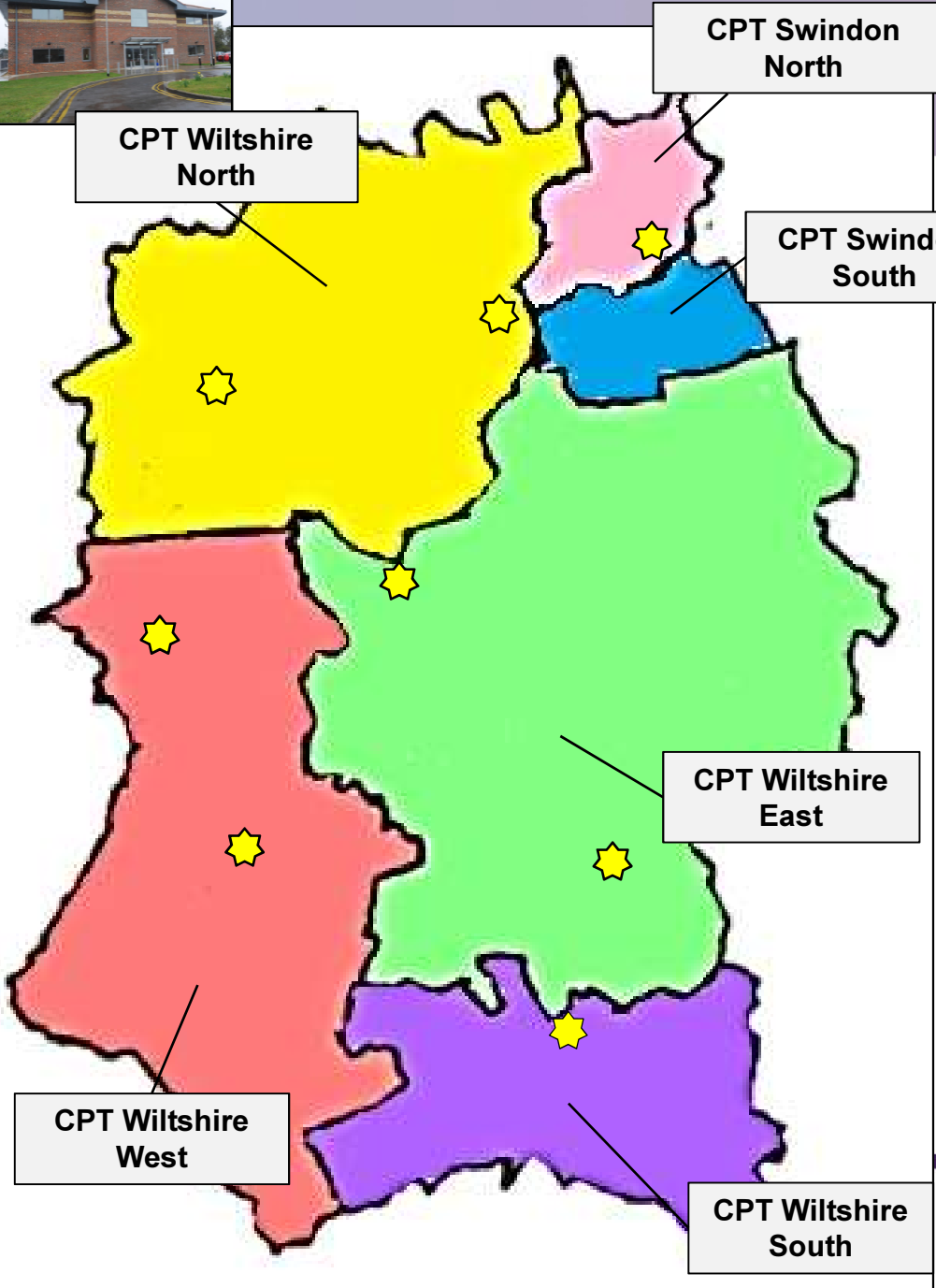
3. Improved customer experience

4. Improved staff morale / wellbeing

5. Create capacity for cost savings

6. Improve organisational performance

How is CPT organised across the Force?



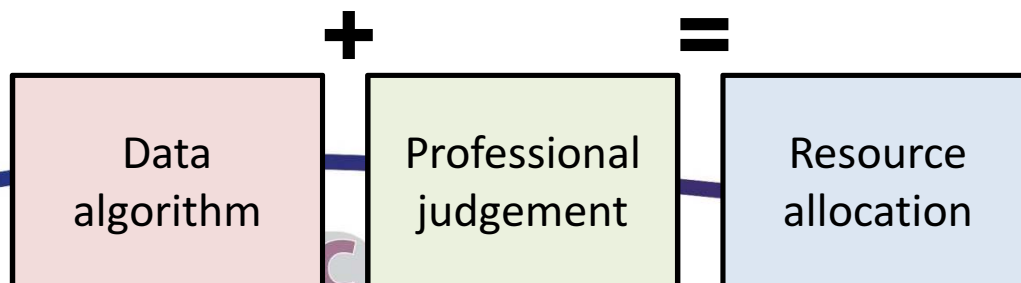
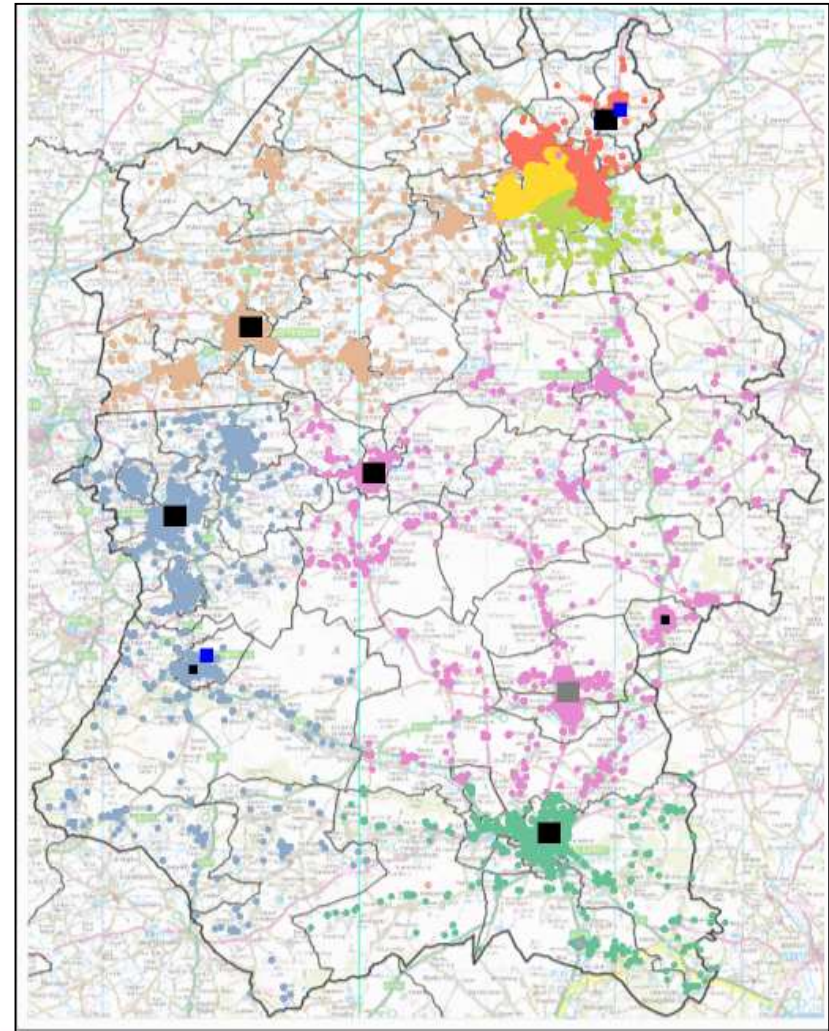
Each area is led by a CPT Inspector, who drives the vision for the area and is accountable for performance

How are staff aligned to the areas?

Staff allocation methodology

Data refresh & professional judgement

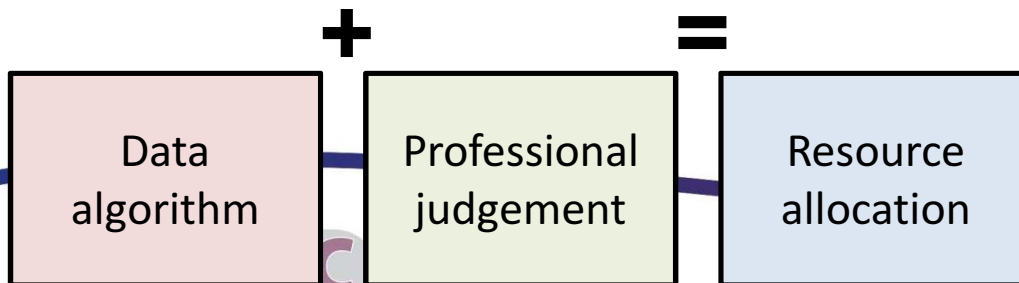
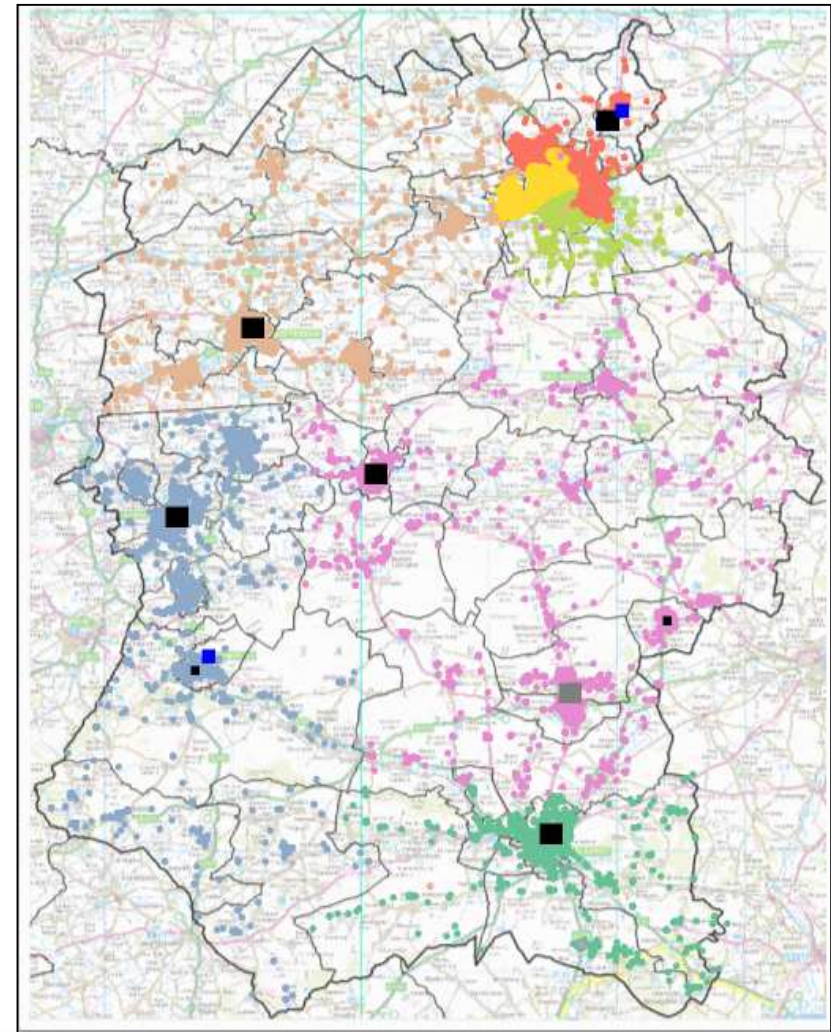
- What type of work is done by the different roles?
 - Not just traditional crime and incidents
- How impactful is this demand on the role?
- How much time does it take to conduct different pieces of demand?
- What data can we capture?
- Has the last 6 months influenced the professional judgement?



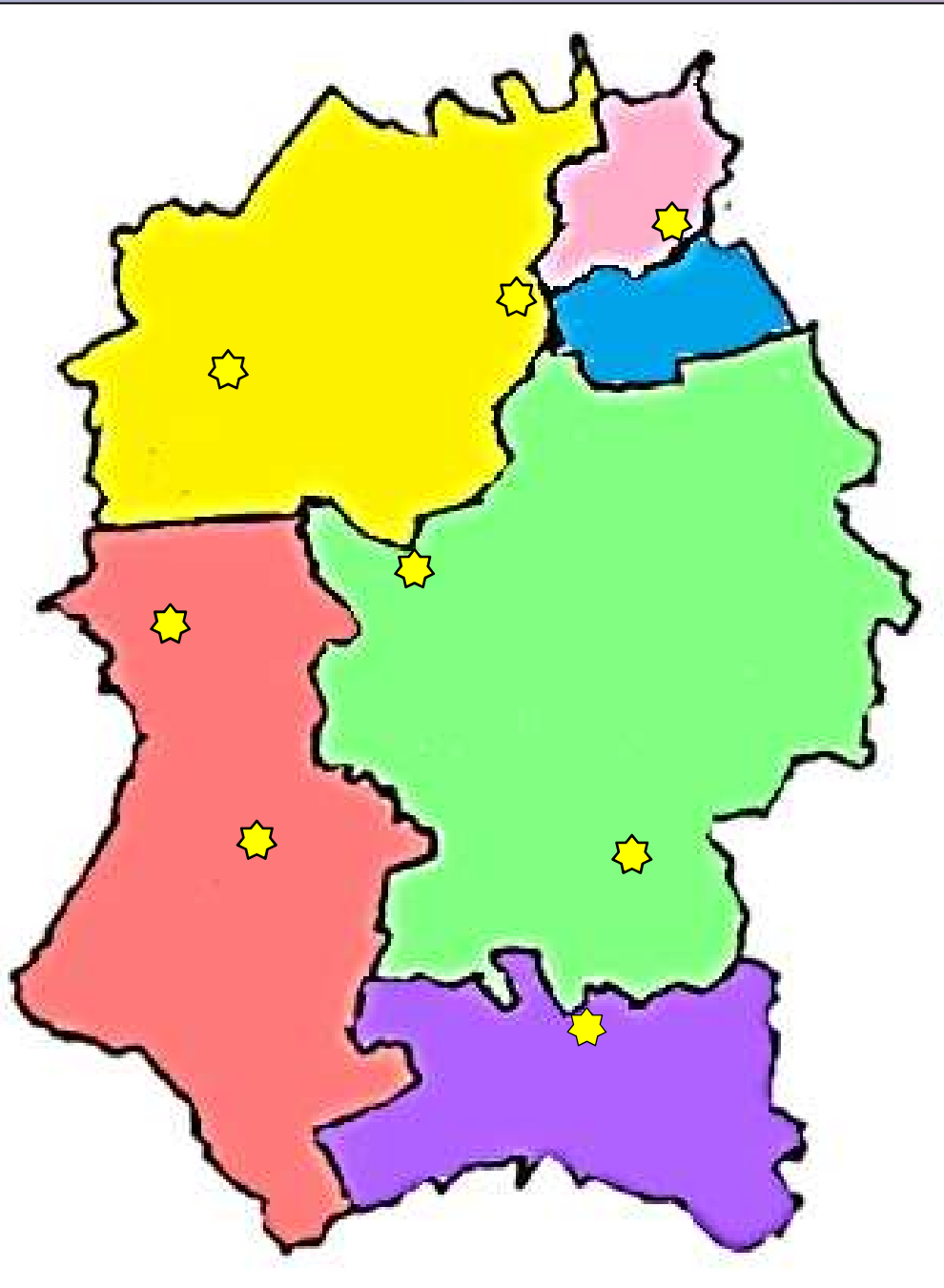
Staff allocation methodology

Data refresh & professional judgement

PC Weighting	PCSO Weighting	LCI Weighting
PC.AlcoholStorm = 1	PCSO.AlcoholStorm = 0	LCI.AlcoholStorm = 0
PC.Arrests = 1	PCSO.Arrests = 0	LCI.Arrests = 1
PC.ArrestTravel = 0.5	PCSO.ArrestTravel = 0	LCI.ArrestTravel = 0
PC.ASB = 2	PCSO.ASB = 1	LCI.ASB = 0
PC.DomesticNiche = 0	PCSO.DomesticNiche = 0	LCI.DomesticNiche = 1
PC.ImmediateHours = 1	PCSO.ImmediateHours = 0	LCI.ImmediateHours = 0
PC.Immediates = 0	PCSO.Immediates = 0	LCI.Immediates = 0
PC.InvestigateNiche = 0.5	PCSO.InvestigateNiche = 0	LCI.InvestigateNiche = 4
PC.LCTHours = 0	PCSO.LCTHours = 0	LCI.LCTHours = 1
PC.MHNiche = 1	PCSO.MHNiche = 1	LCI.MHNiche = 1
PC.MissingNiche = 2	PCSO.MissingNiche = 1	LCI.MissingNiche = 0
PC.NTEStorm = 1	PCSO.NTEStorm = 0	LCI.NTEStorm = 0
PC.PCHours = 3	PCSO.PCHours = 0	LCI.PCHours = 0
PC.PCSOHours = 0	PCSO.PCSOHours = 4	LCI.PCSOHours = 0
PC.PeopleHours = 0	PCSO.PeopleHours = 0	LCI.PeopleHours = 0
PC.Population = 1	PCSO.Population = 1	LCI.Population = 0
PC.PPD1s = 1	PCSO.PPD1s = 0	LCI.PPD1s = 2
PC.Priorities = 0	PCSO.Priorities = 0	LCI.Priorities = 0
PC.PriorityHours = 1	PCSO.PriorityHours = 0	LCI.PriorityHours = 1
PC.RoadsStorm = 0.5	PCSO.RoadsStorm = 0	LCI.RoadsStorm = 0
PC.S136Storm = 1	PCSO.S136Storm = 0	LCI.S136Storm = 1
PC.Scheduled = 0	PCSO.Scheduled = 0	LCI.Scheduled = 0
PC.ScheduledHours = 0	PCSO.ScheduledHours = 1	LCI.ScheduledHours = 1
PC.Schools = 0	PCSO.Schools = 1	LCI.Schools = 0
PC.SpecialHours = 0	PCSO.SpecialHours = 0	LCI.SpecialHours = 0
PC.TroubledFamilies = 1	PCSO.TroubledFamilies = 1	LCI.TroubledFamilies = 1
PC.UnitDuration = 0	PCSO.UnitDuration = 0	LCI.UnitDuration = 0
PC.VulnerablePeople = 1	PCSO.VulnerablePeople = 1	LCI.VulnerablePeople = 1



What does this mean in reality?



There are about 400 PC posts in CPT – well over half the total number of PCs in Wiltshire Police

Divided across the six CPT areas, means the total in each CPT will equate to about 60-70 officers

These officers will be working across 5 shifts (to deliver a service which aligns resources to time demand and work-life balance) which reduces it down to 12-14 officers per shift

In some areas the staff will be working across multiple stations and towns

There is at least a 50% abstraction rate due to various factors:

- Sickness
- Training
- Injury
- Annual Leave
- Discipline

Purpose of the Progress Report

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Caveats and Considerations

Policy changes

- Crime recording compliance
- Bail Act
- THRIVE+
- Control Strategy
- MISPER
- Adaptions made to the model since the progress report started – i.e. 3 to 2 in Swindon, work ongoing to improve role clarity, Inspector changes.

Methodology

- Data quality
- Circumstances of staff feelings
- Staff and the public availability for engagement
- Timing of the progress report: seasonality / time to embed
- Access to information
- Non recorded demand

Reviews

- Performance and leadership culture
- Custody Closure
- Burglary review

External influences

- Media coverage such as Terrorism and cyber crime: fear of crime

National and regional perspective

- National reduction in arrests
- Reduction in resources = deployability

Voice of the People

Voice of the System

Voice of the Customer

How was the review conducted

Voice of the People

Focus Groups

121 staff engagement

Online staff survey

Voice of the System

Trends / direction over time

Account for significance

Monitor change

Voice of the Customer

Aim to gain insight

Are the aims of the CPT model aligned with what the public want?

Is the model in its current state meeting expectations?



Progress report structure

Calls for service



Investigation



COMMUNITY POLICING



Allocation



Resolution

Voice of the People

Voice of the System

Voice of the Customer

3 voices main issues

Voice of the people:

- Role clarity
- Lack of community policing
- Demand and capacity
- Team working / handover culture

Voice of the system:

- Call abandonment rates
- Data that infers reduced proactive activity
- Deployability and staffing levels

Caveat: other performance measured that have been utilised cannot be included at this point as it is too soon to understand the impact that CPT has had

Voice of the customer:

- Majority state that expectations around visibility are not currently being met
- Dissatisfaction with accessibility, particularly through 101

“Having to do more with less - can't carry on the way we are going.”

“THRIVE+ = get it right first time, we should be doing this.”

Voice of the People

Voice of the System

Voice of the Customer

3 voices main positives

Voice of the people:

- One team
- Role variety / ownership
- Information sharing
- Right model

Voice of the system:

- Increased resilience and ability to respond to immediate and priority demand
- File quality vs. concerns around staff skill set

Voice of the customer:

- Feedback from the customer echo's pre-CPT feedback
- Public perception is when face to face with an officer, they are friendly and do a good job under perceived difficult circumstances

“Good to have the different roles, extending the team. Linking expertise.”

“High personal outcome success rate as has knowledge of the job from start to finish.”

Voice of the People

Voice of the System

Voice of the Customer

As of 3rd July 2017

- CPT Deployability – 74.2% fully deployable, 80.1% fully and partially deployable
- Constable – **73.1%** fully deployable, 81.3% fully and partially deployable
- PCSO – 72.5% fully deployable
- LCI – 69.1% fully deployable
- **Headline** – the model is running at a low deployability rate. As a response function we are operating well, but to what extent does this impact on the capacity of staff to be proactive, community based and conduct a comprehensive investigation?

- Officers report being spread very thin “We are running from more stations so teams are smaller and abstractions feel bigger as a result”
- Staff reported that the deployability situation feels worse now than in the previous model as they now carry their own workload. They report having limited capacity to keep on top of niche workload, and limited capacity to carry out community / proactive policing. Their order of priority is respond to the radio / Niche work / community policing.
- Officers who are not fully deployable / working adjusted duties show as a deployable resource on the team sheet. This negatively impacts on the teams ability to parade with an acceptable resource level.
- There were many comments in the survey relating to the number of staff on teams. Numerous requests were made for more staff in general, however the most popular request was for more LCIs.

Calls for service

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

- 101 and CRIB calls are following consistent seasonal variation, however there has been a significant increase in 999 demand which started in May 2016.
- The average time taken to answer 101 and 999 calls have increased but not exceptionally.
- CRIB have seen a significant increase in the time it takes to answer the phone.
- Despite consistent seasonal variation, the number of 101 and CRIB calls abandoned has increased when comparing 2015 to 2017.
- 57% of all CCC operators have less than 2 years service and 17% of CCC operators have less than 12 months service.

• Officers and PCSOs have experienced members of the public trying to report crimes to them on the street as they feel it takes too long to call 101.

- Call handling raised as an area of dissatisfaction for respondents.
- Respondents gave insight they're reluctant to call due to long wait times.
- Results in potentially lost intelligence and confidence.

Getting through to 101 is painful. 15-20 mins average wait time means many just give up (including myself). And yet it's the petty criminals who go on to bigger offences.

Based upon the research, we do not think that the CPT model has directly affected the CCC processes as key trend increases far precede the introduction of CPT.

Voice of the People

Voice of the System

Voice of the Customer

Calls for service

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Based upon the research, we do not think that the CPT model has directly affected the CCC processes as key trend increases far precede the introduction of CPT.

Voice of the People

Voice of the System

Voice of the Customer

Priority 3	Put victims, witnesses and communities at the heart of everything we do
Priority 4	Secure a quality service that is trusted and efficient

Calls for service

Key Headlines

Key headlines:

Efficiency headline: *Our capability to answer the phone quickly has reduced – this trend precedes CPT rollout*

The method of contact headline: *The evidence would suggest that the method of contact used by the customer has not been effected by the inception of CPT*

Change in process headline: *New practices have made us more effective at identifying THR and recording crime however, this has had an impact on the efficiency of our processes. Key changes are introduction of THRIVE+, missing protocols, VCOP and crime compliance*

Staffing headlines:

- *The department is running on a lower headcount and difficult to maintain due to internal LCI, PCSO and PC recruitment campaigns*
- *The majority of staff are young in service which has a number of implications*

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Allocation

Recorded Crime and Response Rates

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

Recorded Crime

- Wiltshire's increase was ahead of the national curve and is stabilising earlier than the national trend
- Primarily influenced by crime recording processes
- Significant increases in dwelling burglary and vehicle crime
- All crime trends precede CPT roll out

Immediate and Priority response rates

- Attending more immediate and priority incidents year on year (correlates with increase in 999 calls)
- From rollout, our responses became quicker, however not as quick as 2 years ago. Had CPT not been in place we believe our ability to respond would still be declining.

- Some respondents stated that it is more important that officers are there when needed rather than being visible.

“ I do NOT expect to see them all the time I just need to know they will be able to respond fairly quickly ”

- “We have a really good response model now”
- CCC staff spoke of crossing boundaries in order to ensure that response times are met
- Officers reported that their order of priority is
 - Respond to the radio
 - Niche work
 - Community work

Voice of the People

Voice of the System

Voice of the Customer

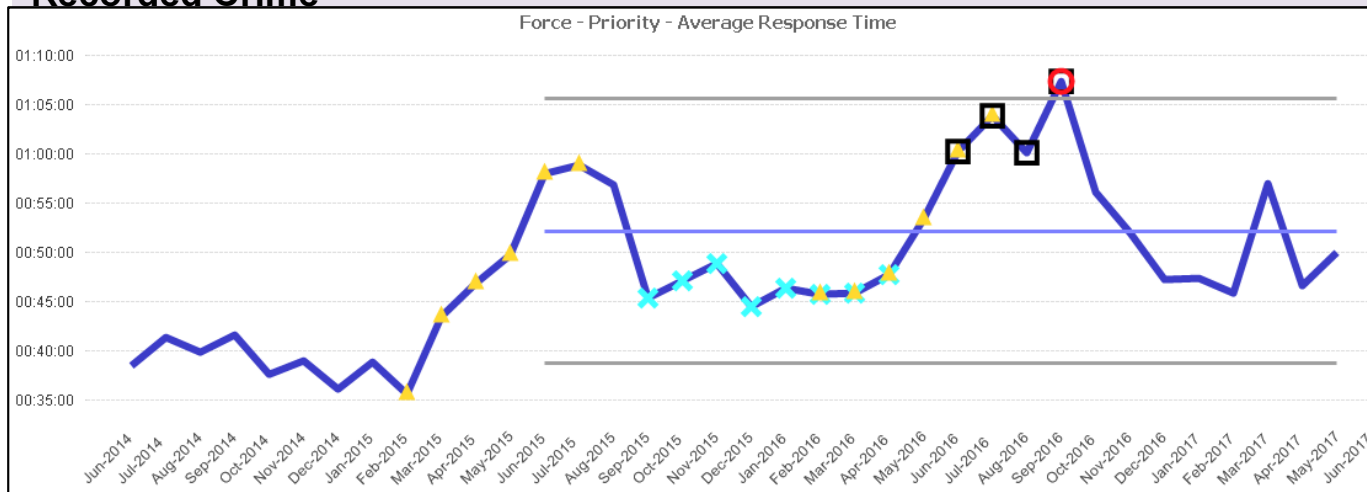
Allocation

Recorded Crime and Response Rates

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

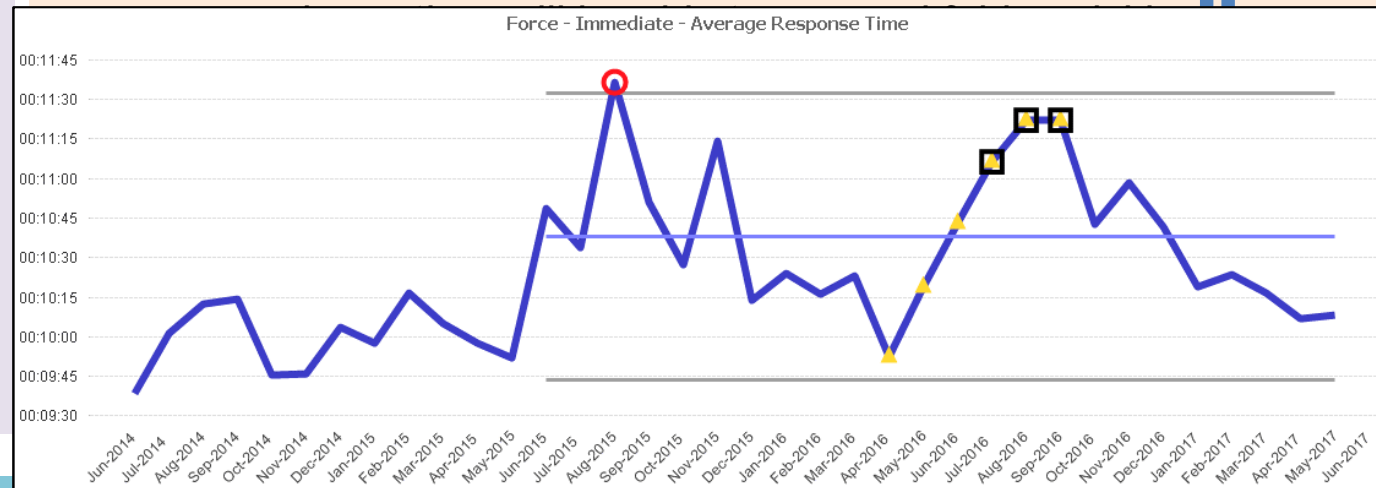
Recorded Crime



We are attending more Immediate and priority incidents year on year which correlates with the increase in 999 calls. Consequently, we believe the increase in 999 demand is genuine and not predominantly driven by customers dialling 999 rather than 101.

(correlates with increase in 999 calls)

- From rollout, our responses became quicker, however not as quick as 2 years ago. Had CPT not been in place we believe our ability to respond would still be declining.



Voice of the People

Voice of the System

Voice of the Customer

Allocation

Occurrences filed at 1st submission



Priority 4

Secure a quality service that is trusted and efficient

- Staff fed back that they get occurrences sent to them which they feel are not appropriate for CPT (i.e. not police business, do not need a physical police presence)
- Perception amongst staff indicates that filtering by the CCC was better at the start of CPT but has gradually deteriorated
- Example – “report from a member of the public that an unknown person has picked a daffodil from their garden”
- Sgts reported that they sometimes feedback to CCC, however they do not have capacity to do this every time.
- CCC feedback inferred that training had been lacking in this area, with too much being expected too quickly of new staff

- The volume of occurrences reaching the frontline has been increasing since April 2014, therefore this is not CPT driven

Headline:

- Perception amongst CPT staff that filtering within the CCC has deteriorated since the roll out of CPT, however this has not been validated by data from the system
- **Recommendation** – more analysis required to understand the cause of the perceived increase by CPT staff

Voice of the People

Voice of the System

Voice of the Customer

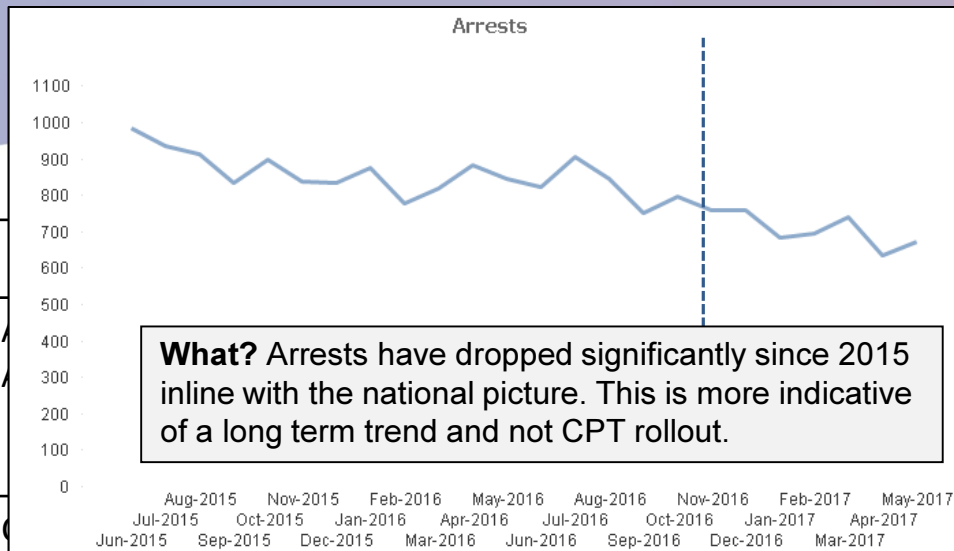
Allocation Activity

	Voice of the System	Voice of the People
Arrest Activity	Arrests have reduced since 2015, inline with the national picture. The Implementation of CPT has seen no increase in the number of arrests recorded.	CPT staff fed back that they are now carrying out more invite to station, meaning that they are arresting less. Some also said that they are using more discretion now when it comes to arrests.
Custody Footfall	Custody footfall is decreasing and Airlock times are demonstrating an increasing trend. This could present a risk to CPT deployability, whereby officers are spending more time in custody therefore preventing them from being a deployable resource.	Some officers reported that they are more reluctant to arrest since the introduction of CPT, as they will be required to keep ownership of their workload now, as opposed to handing over to LCT as per the previous model. There is a fear amongst officers that they will get “stuck” in Custody and therefore not be a deployable resource.
Intelligence submissions	Intelligence submissions have been decreasing since Jan 2013. Since the rollout of CPT the decreasing trend has stabilised. With an anticipated outcome of CPT being improved community policing, a natural consequence of that would be an increase in local intelligence	Some PCSOs reported that they are regularly tasked outside of their area of ownership, which negatively impacts on their ability to identify and submit intelligence. Officers reported not having sufficient capacity to carry out ‘Community Policing’ after prioritising the radio work and their Niche workload. “submitting intelligence is the last thing on their mind, after they’ve done everything else that they have to do”

Voice of the People

Voice of the People

Allocation Activity



Voice of the People

CPT staff fed back that they are now carrying out more invite to station, meaning that they are arresting less. Some also said that they are using more discretion now when it comes to arrests. Some officers reported that they are more reluctant to arrest since the introduction of CPT, as they will

Footfall

demonstrating an increasing trend. This could present a risk to CPT deployment as officers are spending more time on footfall therefore preventing them from being a deployable resource.

Intelligence submissions

Intelligence submissions have increased since Jan 2013. Since the recent decreasing trend has stabilised, the anticipated outcome of CPT rollout, community policing, a natural outcome would be an increase in local intelligence submissions.

- CPT staff fed back that they are now carrying out more invite to station, meaning that they are arresting less. Some also said that they are using more discretion when it comes to arrests.
- This may be linked to the change in the model, and the fact that officers and staff now keep ownership of their workload.
- “Used to arrest because you knew you could get rid of it to LCT. We are dealing with things more appropriately now”
- Fear amongst officers that they will get ‘stuck’ in custody and therefore there will be even fewer deployable resources available.

Voice of the People

Voice of the People

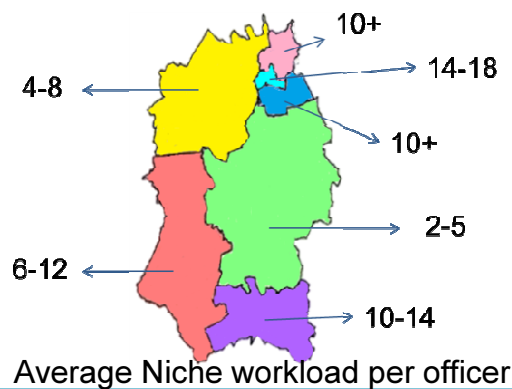
Allocation

Average number of staff tasked per occurrence & workload

- One of the objectives of the CPT model was to reduce the number of 'handoffs' between staff / departments.
- The number of staff tasked per occurrence has reduced by 1 since the inception of CPT.
- Removal of CMU means that all occurrences which would have been tasked to CMU before being tasked to an Investigating Officer will have had their "tasked staff" volume reduced by one.

- CCC and CPT staff report carrying out more desk top investigation
- CPT Sgts report having to spend time filtering workload to keep it away from their staff
- CPT staff report that for them the impact is being felt on their workloads. They report carrying more niche occurrences, and being 'clogged up' by work that would have previously been dealt with in a different way.
- It appears, based on the feedback from the staff, that the handoff which has been removed prevented work from reaching the frontline.
- CPT staff perceive that this is contributing to them carrying higher workloads

Page 39



- Staff reported feeling anxious about coming to work due to Niche workload
- Workload varies across the CPTs. In some cases, this could be due to roles within the team not being utilised properly.
- Officers report that increased workloads is preventing them from spending time carrying out proactive / community policing.

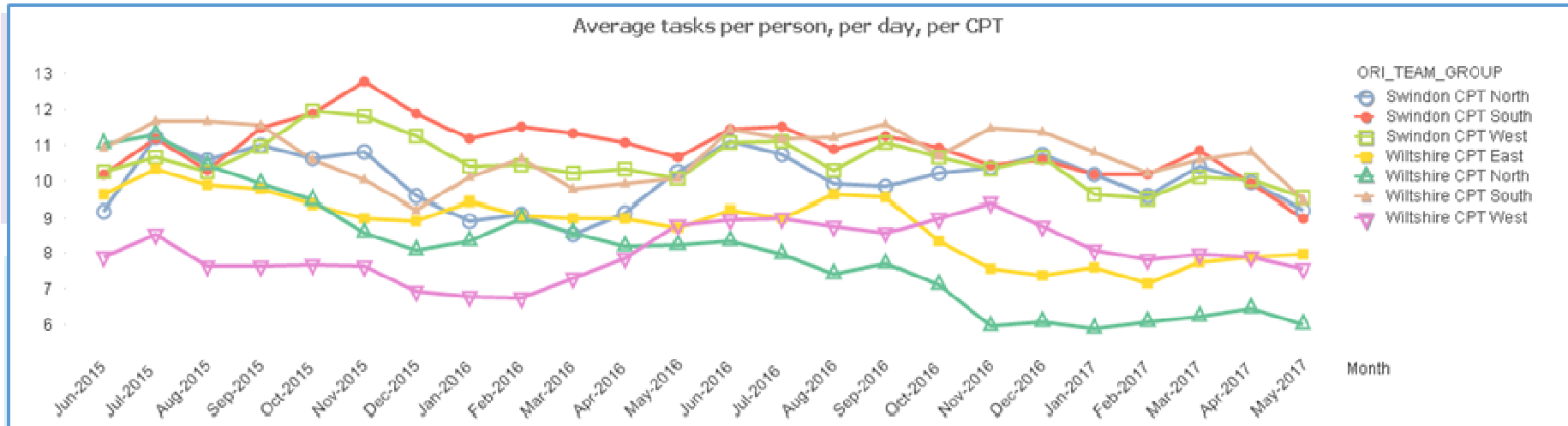
Voice of the People

Voice of the System

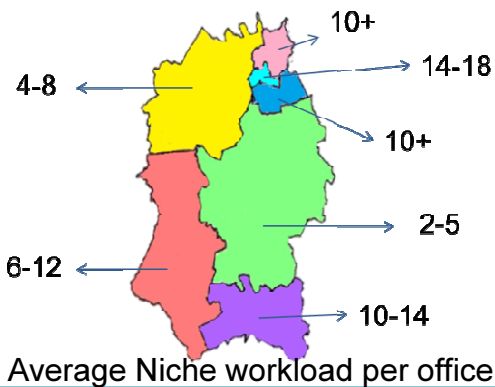
Voice of the Customer

Allocation

Average number of staff tasked per occurrence & workload



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Voice of the People

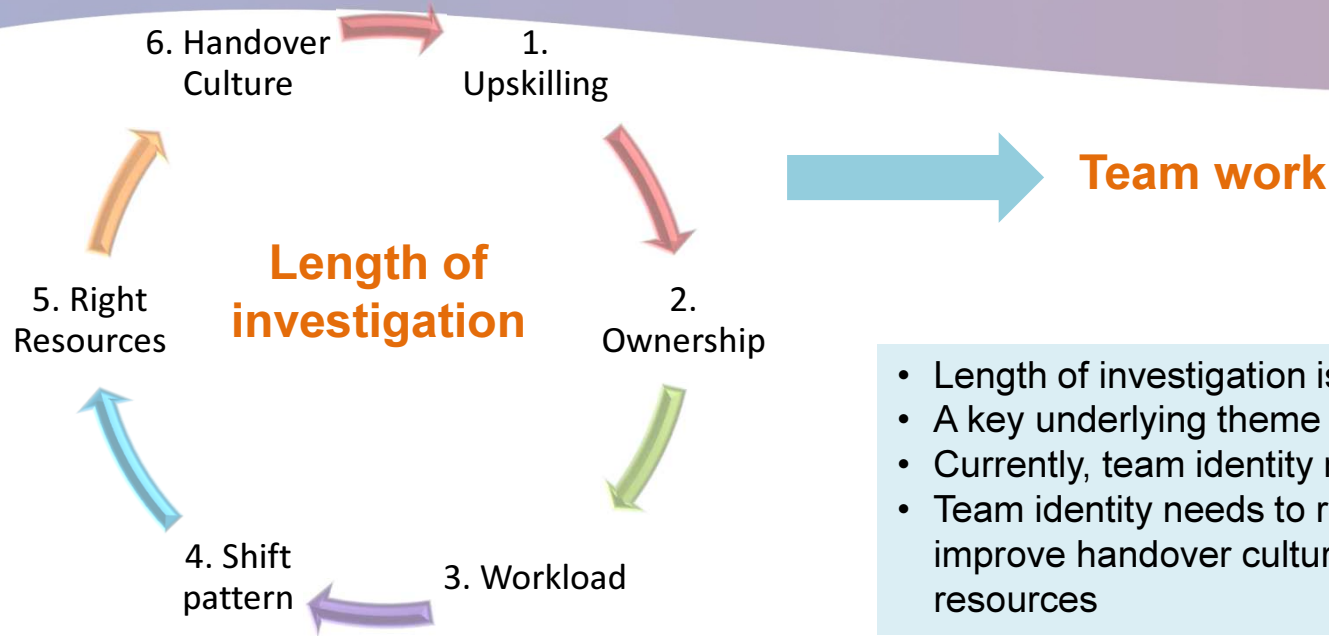
Voice of the System

Voice of the Customer

Priority 3 Put victims, witnesses and communities at the heart of everything we do

Priority 4 Secure a quality service that is trusted and efficient

Investigation



- Length of investigation is impacted by many factors
- A key underlying theme is **team work**
- Currently, team identity refers to shift 1, shift 2 etc
- Team identity needs to refer to the whole CPT to help improve handover culture and utilising the right resources

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Best practice:

- CPT Wiltshire North have introduced a weekly priority setting meeting, which is chaired by the CPT Inspector and is attended by Sgts on duty, PCSOs on duty, and Community Coordinators. There is also representation from Intelligence. CPT priorities are raised and discussed at this meeting, and are shared across the shifts within the CPT. This meeting is encouraging shared ownership of the community issues, and team working to respond to / resolve the issues. It prevents silo working.



Measure: Length of investigation

Benefit: Improved customer experience and organisational performance

Team = Shift



Team = CPT



Ideas for improvement:

All teams within the CPT need to see themselves as one team. This can be achieved by:

- Better understanding of the roles within the team, and better tasking of those roles
- Shared ownership of local priorities, driven by the CPT Inspector
- Sgts days – encourage them to identify themselves as one team

Voice of the customer

What is most important to you?

Most Important - Quality of Investigation

- Quality of investigation was cited as being most important to members of Wiltshire Public.
- The perception that high quality is linked with fast resolution and better outcome rates.
- Opinion was not swayed if respondents had had contact with police previously.

“ The outcome of any investigation is absolutely crucial for speed and justice. This is key for reassurance which is vital for the victim. ”

2nd most important – Being kept informed regularly with progression of your reported incident

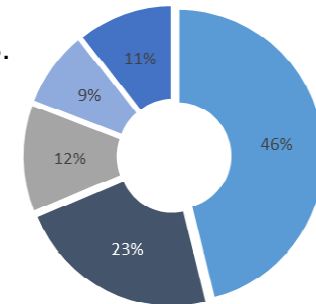
“ Do need to know what number to contact but not necessarily the name of the police person involved as we have to trust that you will manage the available resources to achieve the best outcomes and different individuals may have different skills-it is for you to use your people's strengths wisely. ”

3rd most important – Having a single point of contact when you make a report to Wiltshire Police

Least Important – Knowing the name of your local community officer

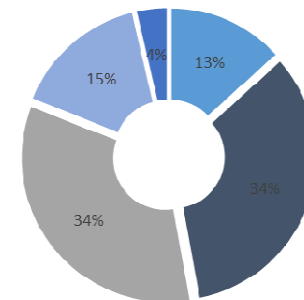
Headline: Quality of Investigation is most important to respondents.

1st - Quality of Investigation



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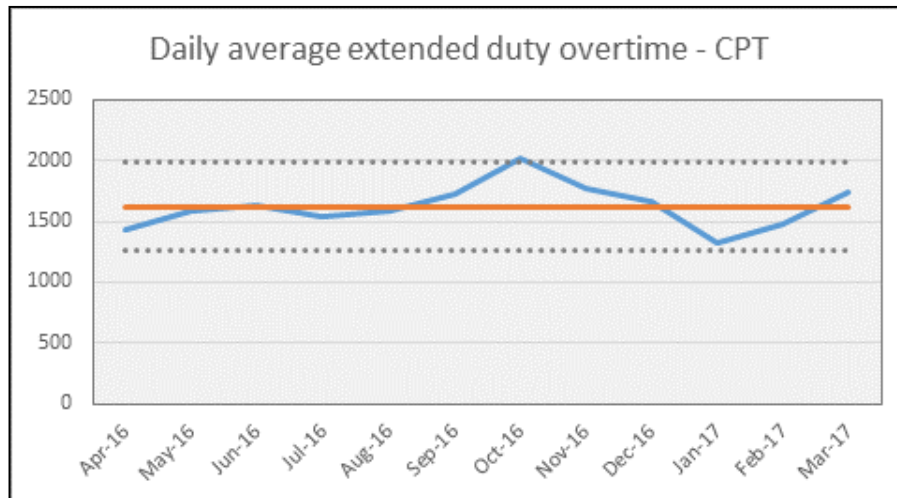
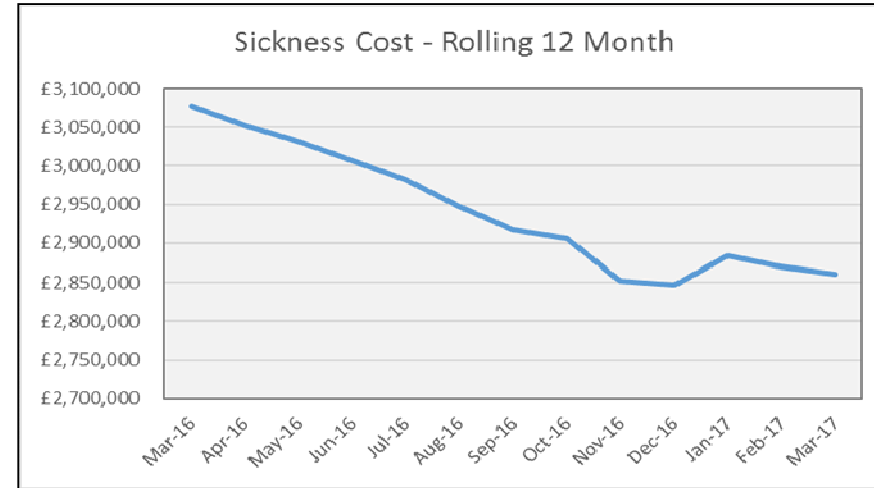
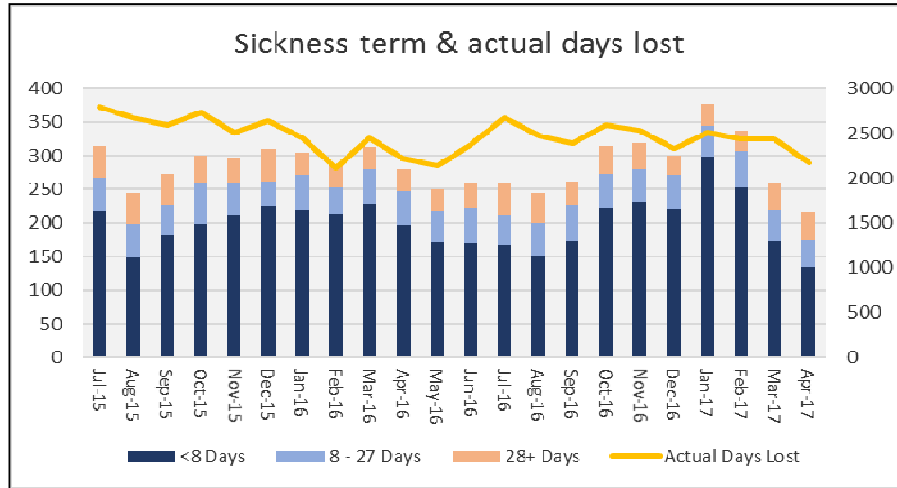
2nd - Being kept informed regularly with progression of your reported incident



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Measure: Sickness Rates

Benefit: Improved staff welfare and morale



Headline: Across the force sickness has seen a decreasing trend, with both the number of working days and the cost of sickness reducing. Since the introduction of the CPT the number of days lost to sickness has continued to follow the reducing trend seen in the previous 9 months, with the one month exception of January 2017.

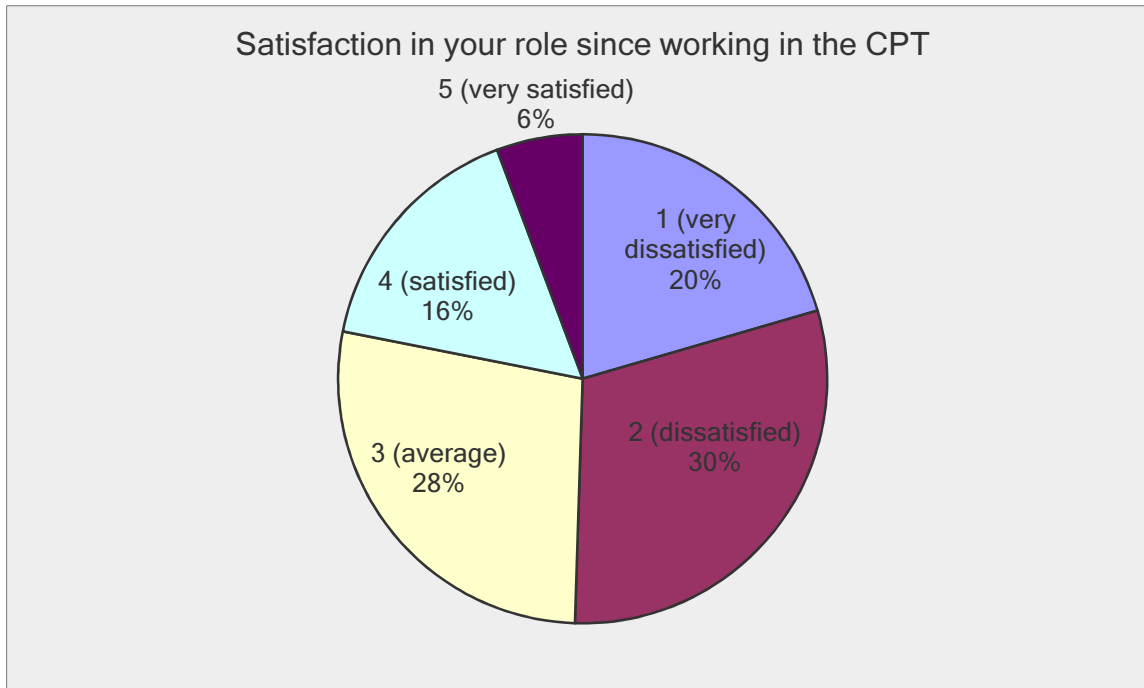
Caveat: It is worth noting that there is a concern around presentism and the subsequent knock on effects of prolonged periods of time with high workload and increased overtime.

Voice of the System

Voice of the People

Key findings from the CPT staff survey

On a scale of 1 to 5, how satisfied are you in your role since working in the CPT?



- 4 of the 7 CPTs were dis-satisfied
- Wiltshire East were most satisfied (44%)
- Swindon South most dis-satisfied (80%)
- 59% (10/17) of LCIs that responded were dis-satisfied
- 57% of PCs were dis-satisfied

Caveat – analysis of other roles is not being shown due to low number of responses at role level

Voice of the customer

What's the one thing that you would say would improve Wiltshire Police for you as an individual?

Are the aims of the CPT model aligned with what the public want?

- Feedback from this survey continues to echo that in pre-CPT public consultation.
- Neighbourhood Policing with community focus and engagement was a core part of the proposed community policing teams.

Is the model in its current state meeting public expectations?

- 6 months into the roll out of CPT the public continue to highlight that community focus and increased visibility would improve Wiltshire Police for them.
- Indicates that the proposed benefit of CPT in Local officers policing local communities – dealing with local issues is not currently being realised.
- There are a number of influencing factors which contributed to an increase in 101 wait times one of these being introduction of THRIVE+.

3 voices main issues

Voice of the people:

- Role clarity
- Lack of community policing
- Demand and capacity
- Team working / handover culture

Voice of the system:

- Call abandonment rates
- Data that infers reduced proactive activity
- Quality of investigation

Caveat: other performance measured that have been utilised cannot be included at this point as it is too soon to understand the impact that CPT has had

Voice of the customer:

- Majority state that expectations around visibility are not currently being met
- Dissatisfaction with accessibility, particularly through 101

“Having to do more with less - can't carry on the way we are going.”

“THRIVE+ = get it right first time, we should be doing this.”

Voice of the People

Voice of the System

Voice of the Customer

3 voices main positives

Voice of the people:

- One team
- Role variety / ownership
- Information sharing

Voice of the system:

- Increased resilience and ability to respond to immediate and priority demand
- File quality vs. concerns around staff skill set

Voice of the customer:

- Feedback from the customer echo's pre-CPT feedback
- Public perception is when face to face with an officer, they are friendly and do a good job under perceived difficult circumstances

“Good to have the different roles, extending the team. Linking expertise.”

“High personal outcome success rate as has knowledge of the job from start to finish.”

Voice of the People

Voice of the System

Voice of the Customer

Summary

OBJECTIVES

Reduced end to end times

Reduced call back demand

Fewer handoffs

Better response more timely

Upskilling of staff

Better allocation of resource

Better quality of files

Sell estate that is no longer required

Fewer dispatch logs

BENEFITS

?

1. Reduced internal demand

X

2. Reduced external demand

X

✓

3. Improved customer experience

X

✓

4. Improved staff morale / wellbeing

?

5. Create capacity for cost savings

✓

6. Improve organisational performance

Next Steps – CPT Improvement Plan

CPT Strategic Board – ACC Pritchard

CPT Tactical Board – Supt Burt

1. Deployability

Resourcing Gold Group / Workforce Planning Group

2. Communications Strategy

CPT Tactical and Strategic Boards

3a. Demand Management

Strategic Demand Management Board

3b. Demand Flow

CPT Tactical Board

4. CCC – Improvements to the front end

CCC Improvement Board

5. Role Clarity

CPT Tactical Board

6. Team Working

CPT Tactical Board

7. Improve Community Policing Element

CPT Tactical Board /
Workforce Planning



Involvement and further assessment

- Role of the panel in supporting the improvement plan
 - Community element of the model
 - Continual embedding locally
 - Articulating the demand reality to public service stakeholders
 - Help evolve the relationship between front-line policing and local representatives, to improve the CPT model

- Next stage of check and test?



Any questions?

Introduction

Thank you for inviting me to speak about the 999 programme which seems to have had, as I have been told, a “completely disproportionate reaction from some local councillors”, who have made some disparaging, misleading and on occasions, provocative statements about the Police. It is more disappointing because for some reason they seem to be focussing their remarks towards the police when it is in fact an emergency services programme.

Whilst I believe it is important that we should all be able to express ourselves as senior leaders, I find it incredibly disappointing, frustrating and sad because I believe some of the comments made on social media and in open meetings continue to undermine the fantastic work our frontline colleagues do. In Wiltshire and Swindon we enjoy excellent working relationships at all levels. This has been built with a mutual commitment to collaboratively improve the services to the public and therefore we should be doing everything we possibly can to support the partnerships not to undermine them. I feel some of the comments have been personally offensive, unwarranted and unprofessional. Please be assured I will not be making any disparaging remarks or undermining our partnership or the governance arrangements because I believe it is important for senior leaders to remain collegiate and united in our delivery of public services. In the thirteen years I have been a senior leader in Wiltshire, I have not and will not be engaging in such negative commentary.

I am pleased to be here to be able to present to you my rationale and views about why the police have contributed to the making of this programme and in particular address some of the issues that I believe have been raised. I believe it is my responsibility to try and clear up some of the misleading views being expressed.

The “999: What's Your Emergency?” programme is a documentary series which is currently showing on Channel 4. The programme follows and films the work of all the emergency services not just the police. There have been three series so far and all have received public acclaim which has prompted incredible amounts of generous support and admiration from the public. The programme also recognises the brilliant work of all our front line services, the complexities they face, the pressure they are under, the growing demands they are experiencing and most importantly the service they are able to provide with significantly less resources. It is my view, we should celebrate and support the work of all our frontline services not just emergency services, and that is what I will continue to do in my role as Chief Constable.

It is also my view the programme is an authentic portrayal of those complexities, demands and environment they work in. It gives a strong insight to the public about the sorts of social issues our frontline staff are facing. To be clear again, this is all our frontline services, not just policing.

In order for the programme to be progressed, the Force were informed about the approach and the guidelines followed:

The contract exists between Blast! and the Police and Crime Commissioner for Wiltshire and Swindon.

It was agreed that the framework for the contract being built were around the following elements, which I understand is the common approach between all participating emergency services:

- Initially, the programme makers came and spent a 'research period' of around two weeks with Wiltshire Police
- The TV company had a compliance period where all the relevant checks and consents will be gained in line with Ofcom guidelines and the Data Protection Act.
- The TV crew had a 'full access' agreement with the police which meant that they were able to film all police activity. The filming period took place for 10 weeks and a compliance period then took place to bring out the stories and do the relevant permissions and checks. This then moved on to an interview phase where staff featured were interviewed, followed by the edit stage where checks on cases, arrests, officer's permissions, victim contacts were followed up
- This is a 12 month commitment with Blast! Films alongside the Fire and Ambulance Service (who have separate agreements in place with the TV Company)
- Blast! Films are responsible for gaining consent of the contributors to the programme who are featured outside of the police

In terms of editorial control, Blast! carry out a pre-transmission viewing for each episode which is an opportunity for three members of Wiltshire Police to correct any factual errors and discuss any concerns with them. Let me emphasise, colleagues representing the force have a strong and credible background in identifying risk and managing vulnerability, indeed, the Detective Superintendent who has viewed the programmes has just returned from a national operation where she has experience in dealing with child abuse, exploitation, vulnerability and risk, and other forms of public protection. To suggest that Wiltshire Police do not understand the risks and vulnerability issues relating to people we come into contact with is implausible, insulting and undermining.

Blast! has shown that they are committed to listening to the Wiltshire Police input at the viewing and making changes where appropriate (in line with the Ofcom Broadcasting Code which regulates all UK broadcasters). Blast! state that they are committed, under Ofcom, to delivering fair, accurate but objective programmes.

Regarding consent and permission, the following is the extract from the contract relating to this issue:

"The producer undertakes to obtain all necessary permissions from all Wiltshire Police staff and officers who are featured in the programmes, and all other individuals appearing in the programmes, as set out in and required under the Ofcom broadcasting code."

Blast! are also clear on their responsibility to vulnerable people, and within their FAQ briefing, they state:

"As a company, we have extensive experience of working responsibly and supportively with vulnerable contributors to enable often marginalised people to have a voice. This includes

people with mental health issues, people affected by alcohol or drug misuse, children (including Looked After children), people with criminal convictions and victims of domestic abuse. We take our Duty of Care before, during and after transmission extremely seriously. Where appropriate, our dialogue with contributors often extends long after broadcast to ensure they are properly supported. Our commitment in this area extends far beyond OFCOM guidelines and we take great pride in the fact that many of the most vulnerable people we have collaborated with are still in contact with us and speak extremely positively of their experience of working with us."

Whilst Channel 4 has commissioned the work as their commitment to public services Blast Films which is a reputable TV production company approached the emergency services in Wiltshire and requested our participation which all of us have done. Ofcom guidance is clear and relates to both the producers Blast and Broadcaster. Persons are required to give consent and if this is not given, they will either not appear in the documentary or will be totally anonymised.

It is important to state that Wiltshire Police, Blast! and Channel 4 have not received one complaint from anyone featured within the documentaries. In addition, Wiltshire Police have not been required to attend any incidents further to a person appearing in the series and as an organisation we have not been asked to participate in any partnership case conference relating to any actual concerns further to a person appearing in the programme.

So to be clear, the Police and the other emergency services and agencies participating in the programmes are not required to obtain consent; it is Blast! Films who have that responsibility.

As I have already emphasised the programme is an authentic portrayal of the pressures experienced by our front line colleagues. On a daily basis, on an hourly basis, very often minute by minute they are dealing with people who are suffering severe and chronic mental health problems, people in crisis, dealing with the homeless, people suffering alcoholism, people ravaged by drug addiction, people who go missing or simply people who may be exposed to exploitation. The police are dealing with an increasing number of people who are ill and vulnerable, confused, exposed, alone and at that moment in time uncared for, whether suffering from Alzheimer's, dementia or some other debilitating illness. It is clear all of our frontline colleagues are under similar pressures and they should be applauded for the high quality services they provide under difficult circumstances.

The diversity, volume and nature of the demand for policing has significantly increased in recent years. There has been an increase in crime, anti-social behaviour and the wider demand. The profile of crime is changing with a more transient population. New and emerging crime types are a real increase such as modern day slavery, human trafficking, cyber-crime, child abuse and child exploitation. Serious and organised crime and terrorism is more sinister, complex and dangerous than ever before. It is therefore my view the public should know the pressures our public services are under, how they deal with those challenges and how they work brilliantly in partnership with other agencies and the public to provide high quality services. It is misleading and disingenuous to believe our county whether Swindon or Wiltshire, are not experiencing this increase demand, significantly

more dangerous complex crime and increased pressure upon public safety. The threat of serious and organised crime groups operating in Swindon and Salisbury and most major towns in the county is real and the only way to effectively respond to these threats is to be open and transparent and authentically engaging with our public so that they are able to collectively help us respond to these demands.

As the Chief Constable I believe it is time that the police had a more sophisticated, engaging and open relationship with the public about the service we are able to offer. I believe this programme offers the opportunity to start to have a more mature and meaningful relationship. My belief is that the more we, as public sector organisations, communicate with authentic and pragmatic dialogue the more trust and confidence you will engender and develop. Let's not forget we are one of the safest counties in the country and we experience high levels of trust and confidence within our communities.

I believe colleagues in public office have a greater responsibility than ever before to have those authentic conversations with the public about how economic and social deprivation impacts upon the services we are able to offer. More importantly, not just to discuss the problems we are all facing but know and understand how we can inspire and mobilise the communities we serve so they are part of the solution and not the problem. The public are more sophisticated than some people give them credit for and I know the programme has had a positive impact upon the public that we have heard from.

When I watched the programmes, which I have now done three times, I am proud to say I have witnessed officers and staff providing a high quality service in incredibly difficult circumstances.

I am particularly pleased the programme will focus upon mental health, serious and organised crime, sexual exploitation, youth, wider exploitation, and other forms of vulnerability because these are the areas of greatest demand for our emergency services. Of course, all of our front line services are dealing with similar issues, therefore it is important for all of us to communicate effectively around the demands we are all facing.

The reason why I am proud of the Wiltshire Police contribution is simple. Like the public I have witnessed officers and staff exhibiting **courage, professionalism, sensitivity, compassion, kindness, humanity, understanding, patience, warmth, tenacity and most importantly an optimistic and upbeat portrayal of the police.** They have been pragmatic and honest which is exactly what I want from my colleagues.

It is worthy to note that Wiltshire Police has not participated in a documentary for a number of years but due to the type and style of documentary it was decided to enter into a relationship with Blast! Films to increase awareness and enhance the reputation of the force.

We did not enter into the programme with the intention of damaging the reputation of Wiltshire and Swindon, we did not enter into the programme with a motivation to damage the reputation of partners and we did not enter into the programme with the intention to increase vulnerability and risk of people in crisis. I do not believe we have done so in any of

these circumstances. I believe it is disingenuous to suggest this programme has in any way damaged the reputation of Wiltshire and Swindon.

In fact, in the main I do not believe vulnerability or risk has been increased at all. I do believe the making of the programme and the programme itself has put a spotlight on vulnerable people who as a result may have received more support than they ordinarily would do.

Wiltshire Police went into this documentary knowing some of the risks and we carefully considered them. One risk we did not predict or foresee was the adverse reaction we seem to have from Local Authority colleagues.

I am incredibly frustrated, hurt and disappointed at this reaction, the unfounded criticism of my officers and the wholly disproportionate misleading and highly critical narrative developing, although interestingly not from the public. Whoever is suggesting that risk has disproportionately increased for people contributing to this programme clearly do not understand the attendant circumstances? Anyone who is vulnerable, in crisis or by their age at risk, will already be engaged or have been engaged in other public services before the police come into contact with them. When the police do come in contact with those sorts of people a sixteen page form is completed and sent to the multi-agency safeguarding hub (MASH). Therefore there are at least three occasions before during and after the incident takes place when risk is assessed. When the multi-agency safeguarding hub receives the report, the risk should be addressed again. Prior to the airing of the programme there is another opportunity to address any residual risk. Therefore there are at least five opportunities to address any residual risk.

So if it is helpful I will address some of the issues that the PCC has raised with me.

During the early negotiations and scoping for the documentary I received a briefing about the opportunities and threats relating to the programme, the risks and benefits and as a result a recommendation was made to the PCC.

The OPCC and the legal team developed a contractual arrangement with Blast! Films and I am as comfortable as I am able to be with the arrangements in place. Therefore in answer to the question about who is responsible for the participation of Wiltshire Police in these programmes it is my sole responsibility. I provide operational advice and develop operational policy which I believe is clearly understood by myself and the PCC.

There have been questions about the Wiltshire Police approach to vulnerability and safeguarding. I have watched with interest how my colleagues have dealt with vulnerable people in our community. Far from exhibiting a lack of understanding of how to deal and support vulnerable people or people at risk I have been impressed by my frontline colleagues who have shown their humanity, patience, kindness and sensitivity which I believe has been palpable and plain to see. I hope you agree we should all be reassured by these qualities being exhibited by some fantastic dedicated people. Interestingly, some may say the police should not have become involved in some of the incidents portrayed in the programme because other agencies should have been notified. This is not uncommon and reinforces the position that the police are a service of last resort.

I want to impress upon panel members here today; Wiltshire Police have a very impressive track record in dealing with vulnerability and public protection which has been recognised by HMIC and Ofsted. The positive feedback we have consistently received is particularly pleasing in such a challenging environment and with the back-drop of many organisations not experiencing the same positive feedback. Only recently in December 2016 Police were commented upon favourably in relation to the culture shift, training and management of risk within the Joint Targeted Area Inspection which also is repeated consistently in the effectiveness report conducted by HMIC that same year.

Some people have said that officers have not portrayed themselves professionally in the making of the programme, particularly in relation to some of the views they may have expressed.

There are a number of facts that have been relayed or alluded to during the programme. It is true to say the following:-

- Wiltshire Police are one of the worst funded forces in the country
- We do not have enough resources to meet public expectation
- We do not have enough resources to maintain an effective visible presence in our communities
- Demand is increasing because other organisations are not able to provide the services we have experienced previously
- The decline in social care has real consequences
- Public scrutiny is higher now than ever before
- Legislation is more complex than ever before
- It is more dangerous and challenging in our communities that are the most deprived and challenged than ever before

There is also a suggestion that the programme is political. Far from it, as the Chief Constable I am confident that my staff have not used this programme as a political platform. I know and my colleagues understand what operational independence requires from us all. I will continue to protect operational independence and I will not be deflected from that position. It is important to state that the participation of the police in documentary series is standard practice. On any given day there will be numerous production broadcasts shown across the TV network that highlight the work of the police and other emergency services (The Force, Night Cops, The Met Policing London, Police Interceptors). Our due diligence shows that other forces have not encountered the issues that have been raised within Wiltshire and Swindon. We conducted a short review on the 1st August this year to ascertain how many of these documentary programmes were being shown. In the region of 30 programmes were being shown during a 24 hour period on a variety of topics across the country.

I do however believe that senior police leaders require morale courage to be operationally independent but that does not mean they should not be politically adept, agile and astute when it is appropriate to do so.

It is therefore my view the programme is not political, there is not political conspiracy and I do not believe politics with political motivation have been exhibited by my officers in the programme.

I am also aware there is an assertion that the programme is damaging the reputation of Wiltshire and Swindon. I do not accord with this assertion. In fact I do not believe members of the public or potential investors who may have a commercial interest in the county will be disproportionately influenced by the programme at all. I certainly do not believe potential investors would make a commercial decision based upon a snapshot of public service provision. The programme has only 2 million viewers and in the main has received very favourable feedback from the public.

I believe that Swindon and Wiltshire has a strong brand and is known as a vibrant and flourishing safe county. I do not believe the reputation of Swindon and Wiltshire is so fragile and delicate that it could be damaged by the programme. If it is, I do not believe that is a matter for the police to address. Again, I am aware this assertion has been made in public on a number of occasions which I believe can only be made to undermine the Wiltshire Police and is disingenuous in its motivation.

As the Chief Constable I continue to be supportive of the Wiltshire Police involvement in this programme. I believe it is important to have an authentic and rational relationship with the public but most of all I want to continue to say to the public that despite the lack of resources and increased demands we will do all that we are able to protect you, help you, support you and look after you with humanity, kindness, courage with our values at the heart of what we do. These comments should also be aimed at all of our frontline resources who I believe do an incredible job.

I hope the PCP will understand the rationale for the programme and celebrate like others do that this is one of the top performing forces in the country with a strong reputation and we should pay tribute to our front line officers and staff who go out there courageously, professionally, dedicated and committed to providing a high quality service.

In conclusion, it would not be credible for a Chief Constable to try to suggest Wiltshire Police is one of the top performing forces in the country without independent scrutiny and evaluation. Therefore I will draw your attention to the last HMIC Effectiveness Inspection where the force was graded as good, good and good in all of the different elements of the inspection, with an overall grading of good for the force. It particularly commented favourably on how effective the force is at protecting those who are vulnerable to harm and supporting victims. The force was graded as good, good and good with an overall grading of good in all of the efficiency inspections. The force was also graded as good, good and outstanding with an overall grading of good in the legitimacy inspection. The leadership within the force has also been favourably assessed within the leadership framework, most recently being described as outstanding when inspected for crime compliance and integrity. The force was one of only three forces in the county to have received a good grading for crime data integrity. Finally, staff associations have undertaken a morale survey across the country and Wiltshire Police Officers morale is the highest in the country. I hope colleagues will agree with me, Wiltshire Police frontline services and the organisation in the context of

being one of the least funded forces across the country provides excellent value for money, high quality services and are doing all that they are able to protect our communities from harm.

But, whilst I will continue to applaud my colleagues, our success as an organisation should only be recognised in context of excellent working relationships, partnerships and collaboration with local authorities, other agencies and most importantly the communities we serve.

As I said at the beginning, thank you for the opportunity to provide you with my views.



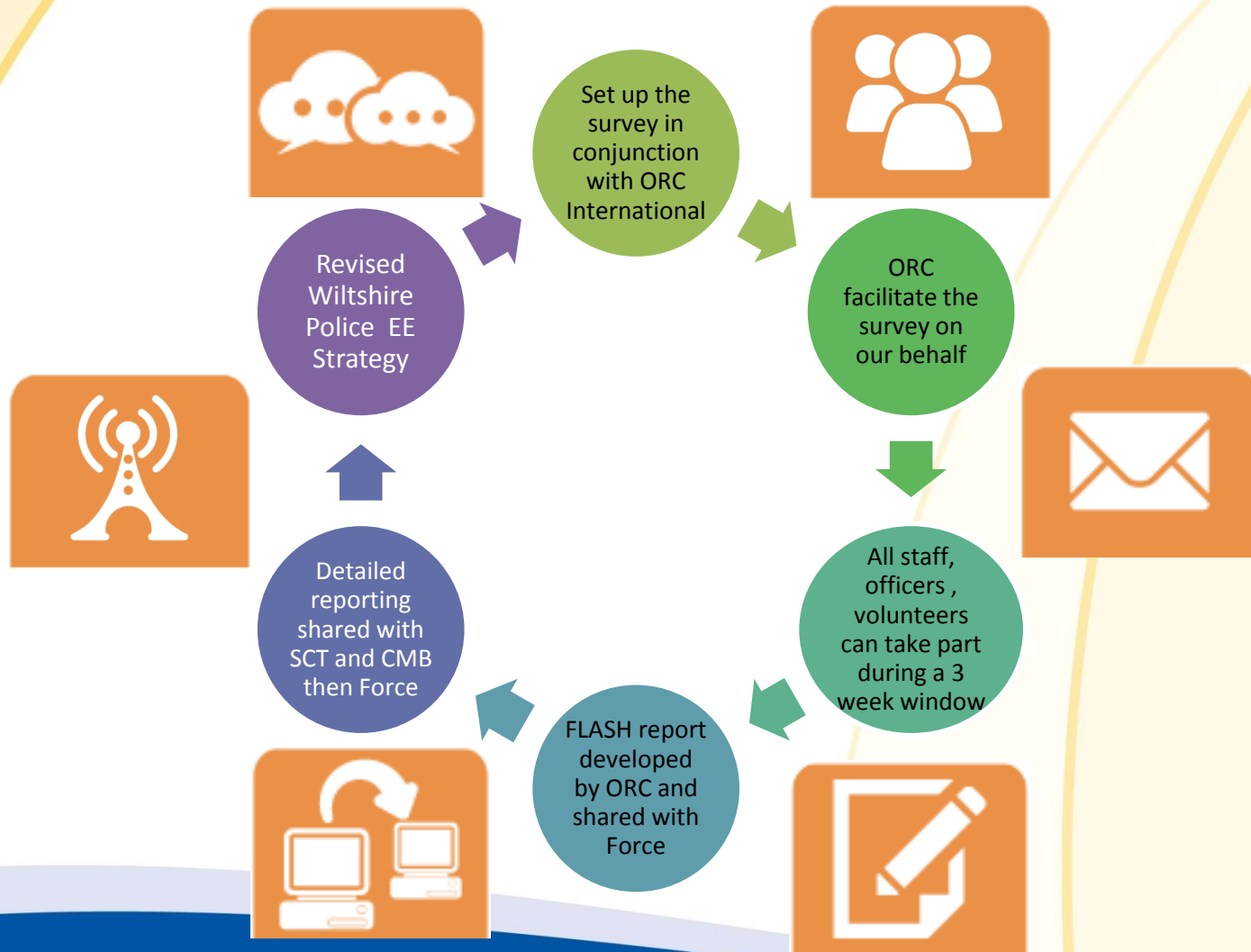
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Staff Survey 2017 Summary of findings from the 'Pulse' survey



Our Survey Methodology

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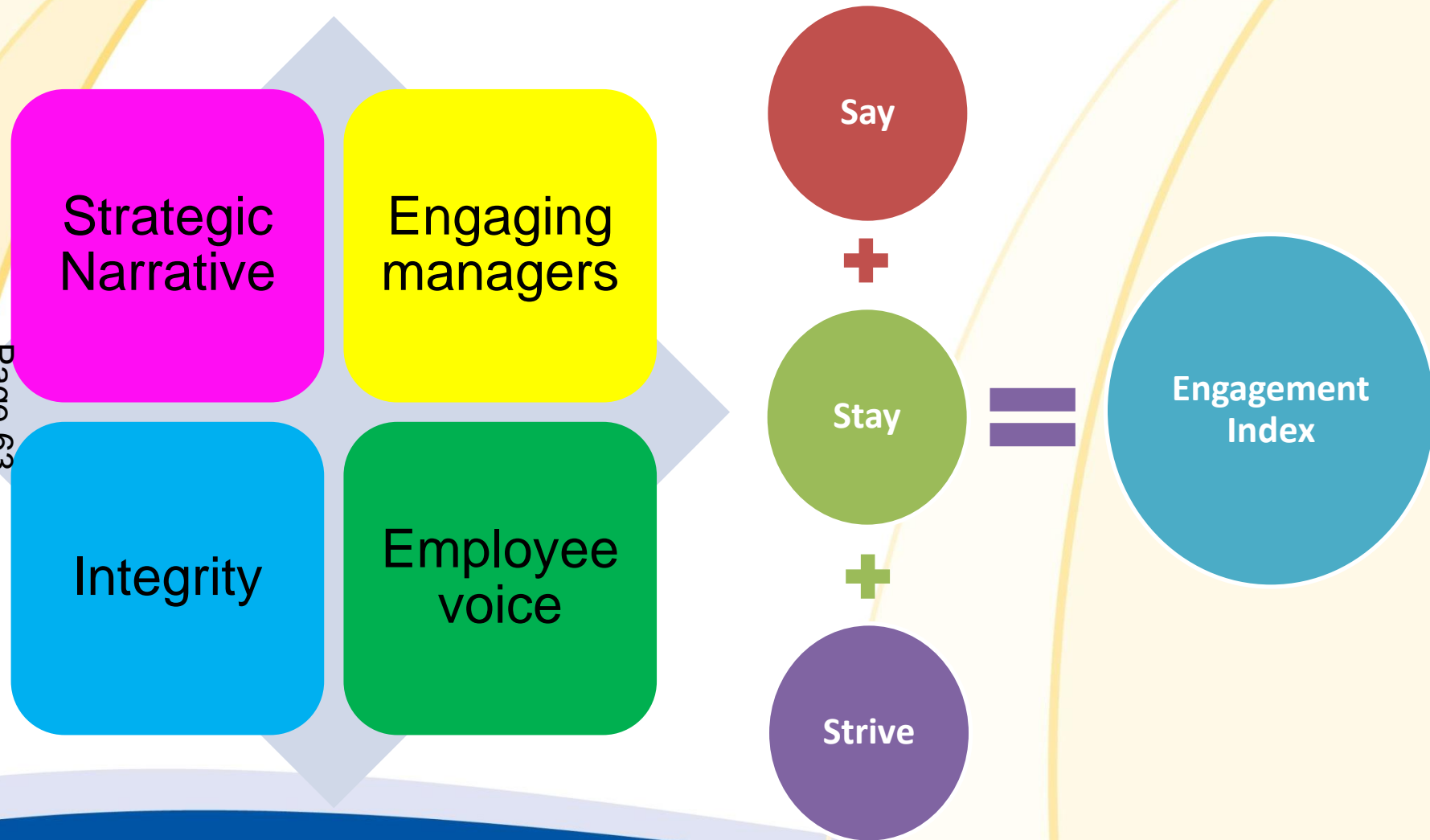
Our Purpose:

To prevent crime and protect the public

www.wiltshire.police.uk

Employee Engagement Framework

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Our Purpose:

To prevent crime and protect the public

www.wiltshire.police.uk

The Overall Engagement Index

Say

- Considering everything I am happy with the work I do (76%) **+2%**
- I feel proud to work for Wiltshire Police (78%) **+4%**
- I would recommend Wiltshire Police as a great place to work (51%) **+3%**
- Considering everything I am satisfied with working for Wiltshire Police (74%) **+5%**

Stay

- I feel a strong sense of commitment to the future of Wiltshire Police (73%) **+8%**
- I feel a strong sense of belonging to Wiltshire Police (66%) **+6%**

Strive

- Working here I feel motivated to do my best (67%) **+2%**
- I go the extra mile at work when required (92%)

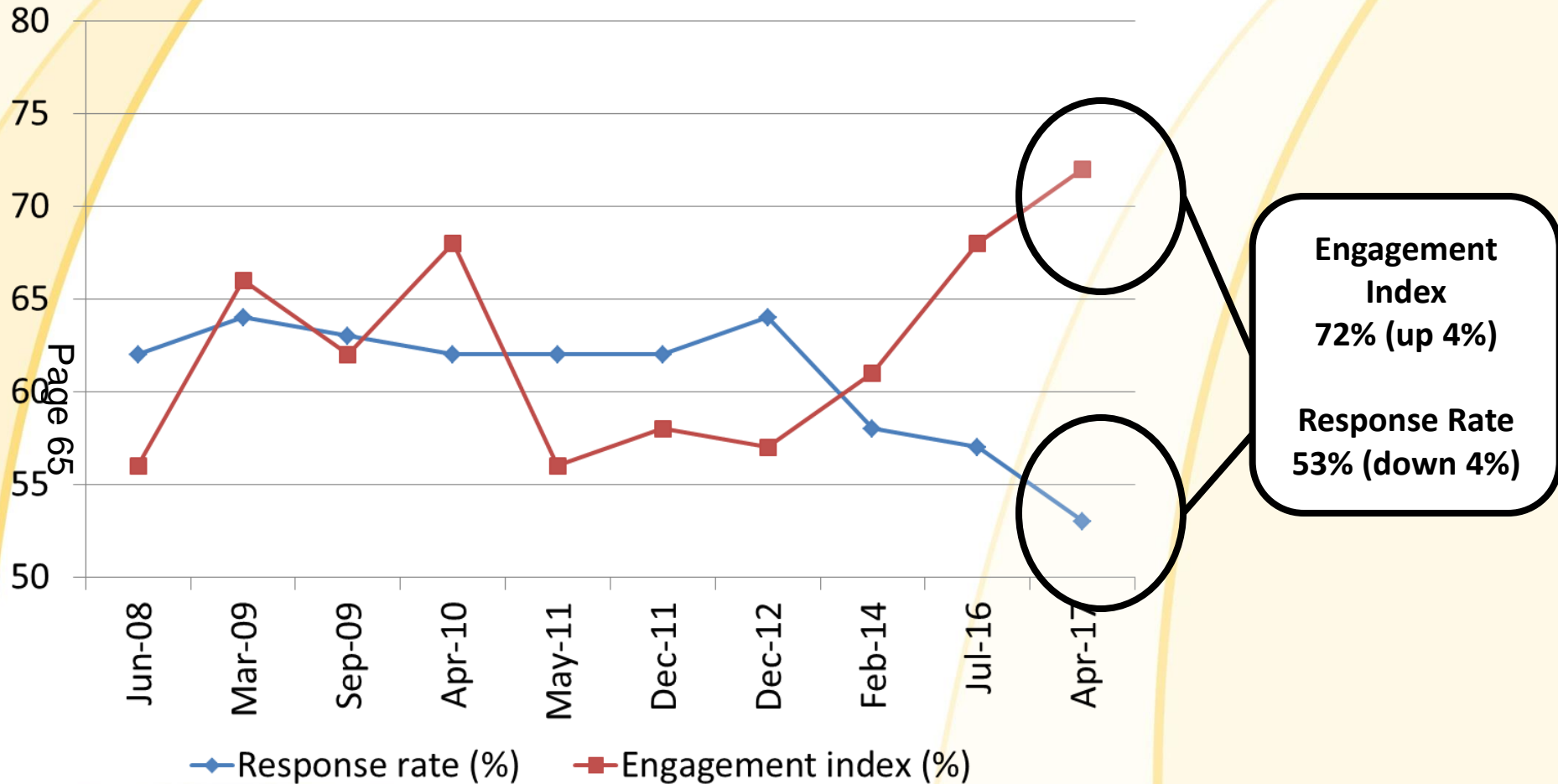
ENGAGEMENT INDEX = 72% +4%

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Top Line Figures vs Previous



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Demographics

What is your role?

Police officers
44.7%
Police Staff 48.8%
PCSO 5.1%
Specials 0.7%
Volunteers 0.1%
Partner 0.6%

What is your gender?

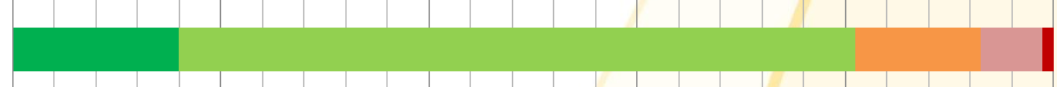
Male 50%
Female 47.4%
Prefer not to say
2.6%

The Top Five Positive Scores

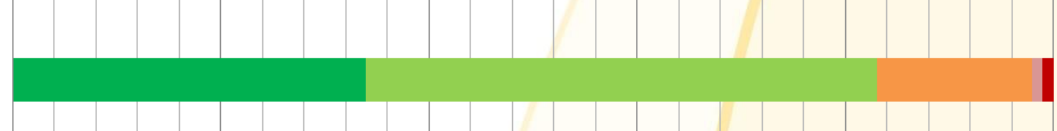
I will go the extra mile at work when required



I know where I can access support at work if I need it



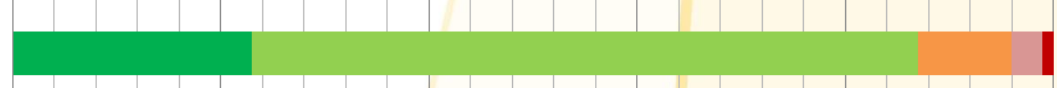
I am supportive of the new Force mission as laid out in the Chiefs roadshows



The Chief Constable has clearly laid out his vision for this organisation



I am encouraged to take responsibility for getting things done



0 20 40 60 80 100

Percentage

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The Top Five Lowest Scores

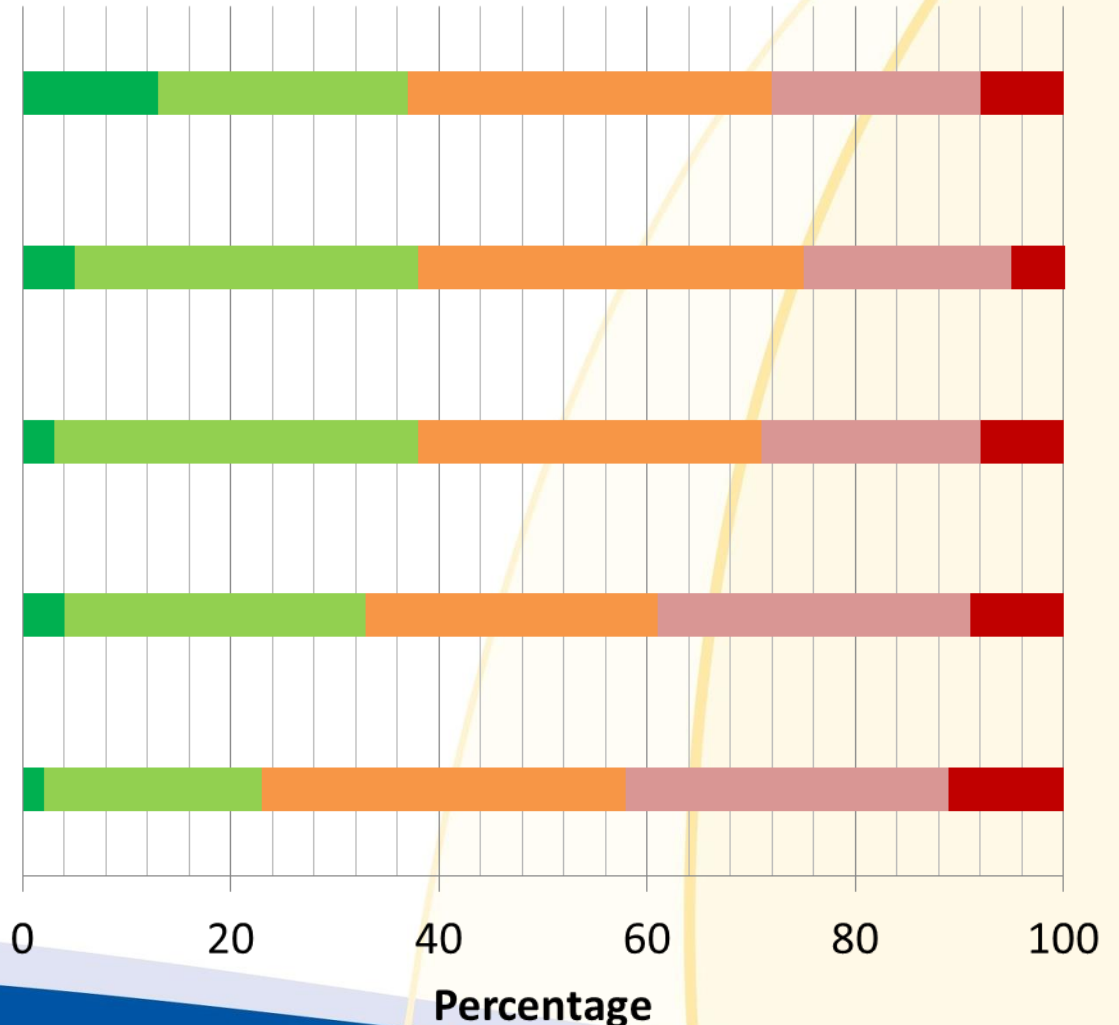
The new ways of working have had a positive impact in supporting my health and wellbeing

The leadership in this organisation encourages difficult conversations

Within Wiltshire Police I believe views and opinions are listened to and considered

Senior leaders understand the issues our team faces

Wiltshire Police manage poor performance effectively in line with our values and behaviours



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The Top Five Neutral Scores

Question	% Neutral
Our senior leaders are good at empowering others	37
The leadership in this organisation encourage difficult conversations	37
Wiltshire Police manage poor performance effectively in line with our values and behaviours	35
The new ways of working have had a positive impact in supporting my health and wellbeing	35
Within Wiltshire Police, I believe views and opinions are listened to and considered	33

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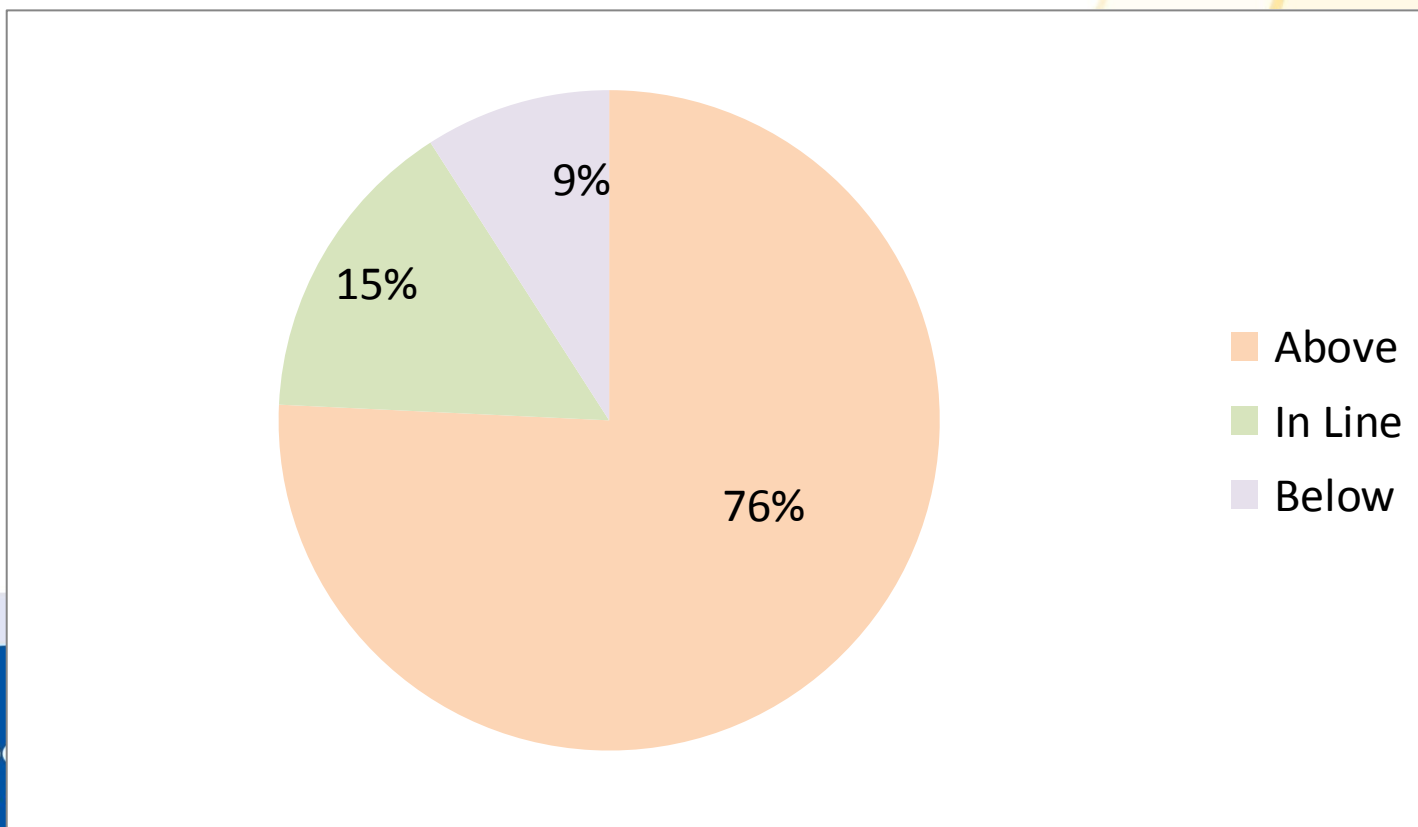
Comparison to 2016

A total of 33 questions were asked and can be compared to the 2016 full staff engagement survey.

The below illustrates how those questions compare.

25 returned above last year, 5 are in line and 3 fall just below last year

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Areas to continue understanding

Vs 2016

- Wiltshire Police manage poor performance effectively in line with our values and behaviours (23%) -4%
- I am comfortable in the pressure placed upon me in my job (61%) -3%
- I am able to meet the requirements of my job without working excessive hours (54%) -2%

- I will go the extra mile at work when required (92%)
- I believe that the organisation has enough support available to assist in my wellbeing if I need it (63%)
- My first line manager and I have set clear objectives for me (64%)
- I believe that the values and behaviours are demonstrated consistently within Wiltshire Police (47%)
- The leadership in this organisation encourages difficult conversations (38%)

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Benchmarking...

Questions above the benchmark	
Working here, I feel motivated to do my best	+22
Our senior leaders communicate in an authentic & open way	+21
I am proud to work for this organisation	+16
I feel a strong sense of belonging to this organisation	+16
I feel a strong sense of commitment to the future of Wiltshire Police	+6

Questions in line with the benchmark	
Within Wiltshire Police, I believe views and opinions are listened to and considered	+3

Questions in line with the benchmark	
Wiltshire Police manage poor performance effectively in line with our values and behaviours	-12

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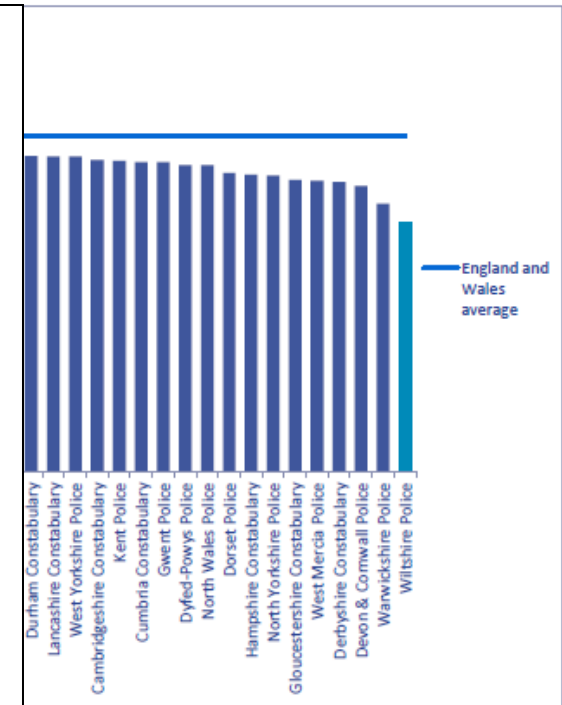
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How does Wiltshire compare to other Police Forces?

- National review by the Police Federation into Pay and Morale – July 2017
- 419 responses were received from Wiltshire Police, representing a response rate of around 43% against a national rate of 25%
- Wiltshire has the best position in the Country for morale, and recommending the Police to others.

Proportion of respondents reporting low personal morale

	Negative effect on morale (Wiltshire Police)	Negative effect on morale (England and Wales)
Pay and benefits (including pension)	64.1%	72.9%
Day-to-day job role	39.9%	48.1%
Workload and responsibilities	53.3%	61.1%
Work-life balance	63.1%	65.3%
Opportunities for development and promotion	36.3%	52.9%
Health and wellbeing	55.5%	61.5%
How the police as a whole are treated	76.7%	84.9%
Treatment by senior managers	34.7%	48.5%



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Thank you for your time

Any questions?

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