

## Policing Accountability Board outcome report



<b>Date of meeting:</b>	<b>13<sup>th</sup> February 2018</b>	
<b>Author:</b>	<b>Siân George</b>	
<b>Outcome</b> (please tick the outcome you are reporting on)		
Public confidence	✓	
Victim satisfaction		
Organisational health and well-being		
HMIC		
Office of Police Conduct		



### Rating



Inadequate Requires improvement Good Outstanding

### What is working well? How will we build on this?

The Crime Survey of England & Wales (June figures) shows small improvements across measures relating to whether or not Dyfed-Powys Police does a good job and demonstrates respect.

- Police do a good or excellent job - June 2016 **72.5%** > June 2017 **73.2%**
- Respect – June 2016 **87.3%** > June 2017 **88.8%**

These figures remain stable – standing at **73.9%** for ‘Police do a good or excellent job’, and at **89.2%** for ‘Respect’. (December 2017)

We are currently rated as being the best nationally in relation to whether or not we do a good job. We are some points clear of other forces and are making gradual gains. Our perception as a service demonstrating respect is also improving.

Analysis of news cuttings during November and December demonstrate we are achieving the headlines we are aiming for when proactively issuing news and are achieving our desired mix of crime and appeal related articles vs information promoting engagement. We also see consistent reinforcement of our primary key messages, and that of being a service of our communities and for our communities.

Positive news coverage outweighed negative in November - 76 to 17 and during December 72 to 19. There is further opportunity to convert the high proportion of neutral articles (predominantly appeals and incident reports) into informative, positive items and meetings with editors suggests there is an appetite for more packaged content from us.

We continue to work with the Criminal Justice Department to better forward plan for cases scheduled for court. We are especially focused on developing media and social media features which close the loop on some of our appeals/incidents reported on in the media. Our roads policing units are very good at doing this via Twitter.

Social media (SM) engagement differs significantly between Twitter and Facebook, with Facebook by far being our communities preferred SM channel – in January 2017 we had 42,879 ‘fans’ liking our page, and to date in January 2018 we have 43,217.

There is a gradual increase in followers on Twitter, around 30% more when compared to this time last year, with a large proportion of this growth being peers, people from within our own organisation and to a lesser extent our communities. The draft Corporate Communications Strategy recognises our 75 Dyfed-Powys Police associated Twitter accounts as ‘bridge’ communication tools or, a public internal communication channel, with regular interaction being seen between organisational accounts (teams and individuals) as well as between Dyfed-Powys Police official accounts and those of other forces, officers and partners.

At the time of writing this report, proactive communication activity, better co-ordinated between Corporate Communications and the new Community Safety Support Team seems to be working well - we are seeing consistency across messages and imagery, for example relating to Op SANTA over Christmas and the 'Presence not presents' messages. This has been a test as to how we can use the co-location of both teams to deliver a better overall preventative service. We also have a PCSO on attachment to us who is currently developing a Crime Prevention Facebook group as part of some of the projects he's looking at. We are seeing success in respect of the Rural Watch Preseli South Ceredigion pilot group that was launched recently, as it already has nearly 600 members – this is closely aligned with the rural crime strategy work and the focus on improving rural communities confidence in policing. We now aim to build on this with the development of the Influence, Connect and Engage (ICE) board as part of the new force governance structure.

### **What is not working well? How will we manage this?**

The CSE&W shows that fewer residents feel we are dealing with community priorities when compared to last year. We're second nationally to Devon & Cornwall Police, but have seen a drop of 4.5%. We know that community issues that matter most to communities are those which aren't necessarily matters for police to resolve.

Having recently completed the first OpCynefin community consultation exercise in Tycroes, Ammanford, we are about to begin the second phase in the area. This time we'll be looking to target those under 55 years of age, and the consultation will be widely advertised on social media. We are being proactive in gathering large scale community data to aid our understanding of the issues which matter most to our communities and coupled with this, are also building an understanding of how they want to receive information about activity in their area. We have progressed the next consultation exercises in Tregaron and Milford Haven running alongside each other, and we currently have a return rate of 22% in Milford Haven and 21% in Tregaron. We are confident that activity to develop our understanding of community priorities will help us drive improvement in this measure.

In addition to increasing our focus on pushing local messages out for print media, we are also making moves to increase our presence on Facebook, recognising that our communities are predominantly engaging with us via Facebook. (The Rural Watch group and the Crime Prevention group mentioned earlier form part of this). We anticipate that this will increase the ability of teams to demonstrate local action being taken to tackle quality of life issues and, assist us in closing the loop on appeals and incidents. We are now working to understand Facebook rules around groups attached to pages. We anticipate that this will generate additional demand on Corporate Communications – we are therefore looking across our current workload and are engaging with the Continuous Improvement team to help us in identifying capacity to better manage and grow our social media channels.

Analysis of our social media channels also shows us that we need to be doing more to reach older people within our communities. Indications from OpCynefin Tycroes shows us that newsletters are a preferred means of contact for older residents and this is supported by Mosaic. The creation of newsletter templates for teams is a priority for the coming six months – these will be developed and tested in conjunction with the re-established ICE board.

### **What are our opportunities? How will we exploit them?**

Recent interactions between NPTs and Corporate Communications suggests there is a real appetite to drive forward improvements and innovation in the way in which we engage with our communities - working to build engaging relationships and sharing information to empower and involve citizens in policing.

The Tycroes pilot of OpCynefin enabled us to test a mechanism for community consultation. This came about as a result of an officer's belief that the community in which he worked could be engaging more if the NPT adjusted their approach and understood residents better. Since this interest in our consultation activity

has grown and there is significant momentum behind this work now. The next consultation will take place in Powys following their interest, and a member of the community in Milford central has called for it to take place there.

We will look to embrace this appetite for change and will support alternative approaches to engagement and communication, all with a view to better inform and therefore improve our communities' perception of Dyfed-Powys Police.

Analysis of the dissatisfaction data gathered by the Public Service Bureau, coupled with the data gathered via OpCynffin Public Perception Survey, provides us with an opportunity to better understand reasons for dissatisfaction. Combined, they will also provide us with opportunities for improvement.

The recent restructure of the new Community Safety Support Team is already showing promising signs of joint forward planning to respond to community concerns in a strategic and efficient manner. We are working closely with them currently and will continue to do so over the next quarter.

Culturally, the force is on a positive trajectory and recent feedback from the HMIC suggests that a new approach to leadership is having a positive impact on the front line. In December the results of the 2017 Calon Staff Survey were published, and the data painted an improving picture. Key findings showed that confidence in the Dyfed-Powys Police's direction and senior leadership is growing, and staff share the organisation's values and the commitment to the force remains strong. There was room for improvement in respect of staff wanting to be better supported by the organisation, by being given learning and development opportunities, improving IT, making staff feel valued and taking pressure away from the frontline. It was also felt that change, decisions and the impact of these needs to be better communicated.

#### **What are our threats? How will we manage them?**

While we work to improve public perception in our service, we do so against the backdrop of recent HMICFRS reports about us. We welcomed the legitimacy report from HMICFRS in December, which gave further substantial evidence of the progress the force is making – as for the first time Dyfed-Powys achieved a 'Good' grading in legitimacy since the inception of the process. However, the forward looking delivery plan and aligned departmental plans to support our desired and co-ordinated aims for improvement provide us with a clear narrative.

Resource challenges and increasing demand upon NPTs pose a threat to the pace at which we can move forward with our aims to tailor and improve communication and engagement. The new communication and engagement approach to segment our audiences and only concentrate on methods likely to have to greatest effect will, in the long run assist in improved utilisation of resources. In doing this, we aim to make NPTs engagement activity more efficient, but there is a significant investment of time required by Corporate Communications. To help with this, we have employed the services of the Continuous Improvement team to help us in identifying opportunities for more efficient ways of working and assist us in freeing some capacity to support communication activity and have a CI event scheduled for April 2018.

Changes to the way in which Facebook makes content available to its users is likely to have an impact on the number of people who see our posts. We are working to mitigate against this by posting instructions on how people can still choose to see our posts in their newsfeeds, but a wholesale change is required in our approach if we are to maximise on our reach. We have not seen a drop in number of print media and a move online, as many other forces have, therefore resource to serve print and broadcast agencies, as well as service our own news channels is becoming increasingly difficult. Corporate Communications have been fortunate to have a PCSO on attachment with the team since early January and he has been assisting in

better understanding the Facebook changes and planning some mitigations to the threat. He is due to return to division on the 19<sup>th</sup> February, with current workloads meaning progress in this area will slow.

<b>Resource implications</b>	
Finance – revenue funding, capital investment, external funding, commissioning, collaboration opportunities etc.	We are currently operating at full capacity and are looking at what we can stop doing to further support NPTs. We have made the decision to stop undertaking graphic design work, as this is a professional role, one we are not trained for and one which takes a substantial amount of our time. We will be looking to explore collaborative opportunities here or bidding for a specific budget to outsource design work in support of strategy communication.
Assets – estates, facilities, IT etc.	None.
Staff - knowledge & skills, capacity, capability, training etc.	I am very aware of the lack of time we are able to invest in social media and this is influencing our ability to develop our corporate Facebook channel, as we and our communities would like. We have no dedicated social media resource and it is not being given the attention it needs. We are also in discussions with the Force Control Centre to explore any opportunities for them to play a role in a customer service aspect of response.
Timescales	Ongoing work to drive improvement.
Leadership	The Chief Constable's message to 'Do the basics brilliantly' has traction now – we must grip this and take it through our work to improve public perception.
Partners	Partnership working will be key to improving community confidence. PSB relationships is being maximised to achieve this.

<b>Impact considerations</b>	
Risk	Historic reports (HMIC, IPCC), not of now. PSD issues relating to individuals.
Legal	None.
Police and Crime Plan	None.
Demand	The demand of reactive incidents upon scheduled work.
Governance	The current governance structure does not maximise opportunities for strategic communication.
Equality	We are working hard to deliver the bilingual service as required of us under our obligations to comply with the Welsh Language Standards and our organisational commitment to the language. It is a challenge to maintain our spontaneity in communication (particularly on social media), but is one we are managing on the corporate channels to date (2.5 FTE fluent Welsh speaking staff with varying confidence in writing in Welsh accurately). However, a recent rebuked challenge made to the Welsh Language Commissioner on the production of English only videos could make our ability to work to the timescales currently required of us very difficult and mean our senior officers lose their voice in video. We

	<p>appealed the response to our challenge but this was rejected. We are now in the process of scoping acquiring professional subtitling software to try to make the process as efficient and professional as possible whilst helping us maintain some degree of spontaneity if possible.</p>
<p>Reputation – confidence and satisfaction</p>	<p>Historic reports (HMIC, IPCC), not of now; Large scale incidents not of our control (response is within our control).</p>
<p>Environmental and sustainability</p>	<p>None.</p>
<p>Media, communication and engagement</p>	<p>The demand of reactive incidents upon scheduled work.</p>

**Senior officer approval**

**Name: Darren Davies**

**Signature:**

**Date:05/02/2018**