

Policing Accountability Board outcome report



Date of meeting:	
Author:	Emma Northcote
Outcome (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?

We continue on an upward trajectory in relation those who feel 'police do a good or excellent job' according to the Crime Survey of England & Wales (73.9%). This is the highest rating nationally and at our highest point since recording began.

We have supplemented the CSE&W with a pilot community consultation programme (OpCynefin), which has now been undertaken in three wards across Carmarthenshire, Pembrokeshire and Ceredigion. OpCynefin has enabled us to get a more distilled understanding of how our communities feel about issues local to them, factors impacting on whether people choose to report incidents and crime to police, how they prefer to be engaged with and how they prefer to contact us. A report is being prepared on the initial findings now and these will be commented upon here next quarter.

Analysis of news cuttings continue to 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. Corporate Communications Senior Manager has now set individual challenges to the team to convert neutral coverage to useful, valuable stories demonstrating innovation, use of tech, positive attitudes in preventing and tackling crime.

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. Over the next six to eight months, we will look at an effective model to bring more of this content over from Facebook to Twitter.

A recent survey run by Corporate Communications on Facebook asking why people follow us and how they rate our content, suggested they were happy overall with the content posted and wanted to see more of the operational activity. The majority of those who follow us on Twitter don't follow us on Facebook too – but given the volume of accounts we have on Twitter, or presence is larger with more area specific content. This can be used differently and we think to better effect on Facebook.

Total number of Facebook followers mid-April is 44,443 – an increase of approx.5,000 in last quarter.
Total number of Twitter followers mid-April is 42,502 – an increase of approx. 1,850 in last quarter.

In January, we launched our first Facebook Group, in response to a request from the rural community in north Pembrokeshire/south Ceredigion. This group now has 1,229 members, 1,031 of whom are active (84%). Corporate Communications presented the Group to the Rural Crime Board in February and it was received positively. Discussions are now ongoing in relation to how we develop the group concept, whilst maintaining quality and control. Evaluation of this group is underway (internally and externally).

The CSE&W figures at June 17 showed that 68.5% of people felt 'police or council deal with crime' – a drop of 2.6% compared to the previous year. The most recent CSE&W figures show an improvement on the last position, with 72.2% feeling that 'police or council deal with crime'. Nationally, this is the highest percentage by force area.

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

When CSE&W asks residents if they feel 'police deal with community priorities', 68.5% of people agreed. This is the highest approval rating nationally when communities were asked this question, but has dropped by 3.9% on the previous year's figure (72.4%). Nationally there has been movement with many forces seeing a drop in this area. We know that community issues that matter most to communities are those which aren't necessarily matters for police to resolve.

We have completed the first OpCynefin stage of our community consultation exercise in Tycroes, Tregaron and Milford Haven. We are confident that activity to develop our understanding of community priorities will help us drive improvement in this measure and will inform the roll out of a wider consultation programme forcewide.

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.

What are our opportunities? How will we exploit them?

Recent consultation activity has enabled us to gain an insight into the preferred means of engagement for those over 55. This has been a gap we have been keen to understand better, given the vulnerability profile.

In undertaking internal and external consultation to provide evidence behind our decision to cease using our community messaging system, we inadvertently learnt that DPCM (community messaging system) is a system is a preferred means of contact for this age group (along with the other means we are already aware of). DPCM has not been high on our development agenda given challenges internally with navigating the system.

We see opportunities to increase targeted take-up of this system and adapt our messaging to 'calls for action', now we understand the user profile better. We will also be returning to the system provider to ask for work to be done to make it more user friendly.

What are our threats? How will we manage them?

We continue to mitigate the risk of fewer people seeing our posts on Facebook, following FBs change to the algorithm and prioritising profile content over page content. We are 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.

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.

The individual in our Communications & Engagement Co-ordinator post submitted her resignation last week. We feel we have learnt a significant amount from this post in the last 12 months and are much better informed as a result of the work undertaken. The decision has been taken to swap this post for that of a Digital Media Officer now, so that we can push ahead with our learning in this area and put a suitable work plan in place to keep ahead of development online and on social media.

The introduction of GDPR (General Data Protection Regulation) at the end of May is a threat to us having visually attractive content, as we work to update our image library and gain all necessary permissions for use of image. This piece of work has been prioritised.

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 June 2018 (moved from April 2018 because of availability of those invited).

Resource implications

Finance – revenue funding, capital investment, external funding, commissioning, collaboration opportunities etc.	Corporate Communications is currently operating beyond capacity (carrying high numbers of hours) and are looking at what we can stop doing to further support NPTs and meet Chief Officer priorities.
Assets – estates, facilities, IT etc.	None.
Staff - knowledge & skills, capacity, capability, training etc.	Corporate Communications is prioritising a piece of work to explore further any opportunities for the Force Contact Centre to play a role in a customer service aspect of response as Corporate Communications does not have the resources to staff the customer contact element of our social media channels.
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.

Impact considerations

Risk	Historic reports (HMIC, IPCC), not of now. PSD issues relating to individuals.
Legal	Welsh Language Standards. GDPR.

Police and Crime Plan	None.
Demand	The demand of reactive incidents upon scheduled work.
Governance	None.
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 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.
Reputation – confidence and satisfaction	Historic reports (HMIC, IPCC), not of now; Large scale incidents not of our control (response is within our control).
Environmental and sustainability	None.
Media, communication and engagement	The demand of reactive incidents upon scheduled work.

Senior officer approval

Name:

Signature:

Date: