Appendix B

DEVON & CORNWALL POLICE AUTHORITY

AND

DEVON & CORNWALL CONSTABULARY

ANNUAL REPORT

For the period April 2007 to March 2008

(Includes abridged Best Value Performance Plan)

(DRAFT document – editing yet to be applied)

Please note that this document provides content only and does not represent the final design

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DEVON AND CORNWALL POLICE AUTHORITY

Introduction from the Chair of the Police Authority

Welcome to the Devon and Cornwall Police Authority's Annual Report for the year April 2007 to March 2008. This year we have chosen to combine this report with that of the Annual Report of the Chief Constable. We hope you will find that this provides a balanced view of the Force's achievements in the past year and gives a further insight into the challenges faced during the year.

The Police Authority were determined that 2007/08 would be a year in which the Force saw a step change in the public's perception of the Constabulary, the morale of its staff and an improvement in policing performance. This also came at a time when the Police Authority wished the Force to push ahead in attaining increased standards in local policing and protective services.

I am proud to report that 2007/08 was a successful year for the Authority and the Force. Hard work and commitment saw improved public confidence in the police, good levels of financial stewardship and performance improvement across a range of services including in driving crime down even further and increasing detection rates. This was accomplished whilst achieving significant financial savings and making real commitments to reduce our carbon footprint.

The Police Authority will continue to work with the Force for further improvement and public satisfaction whilst supporting the shared vision to be one of the best police forces in the country.

On behalf of the Police Authority, I would like to thank the Chief Constable, all his officers, staff and volunteers for the improvements that have been made over the last year.

John Smith
Chair of Devon & Cornwall Police Authority

About the Police Authority

Devon and Cornwall Police Authority is an independent statutory body of local people and is one of the 43 police authorities in England and Wales established under the Police Act 1996. We have a responsibility to ensure the people of Devon, Cornwall and the Isles of Scilly receive an efficient and effective policing service.
In practice we do this by:

- Listening to communities to gauge local opinion and responding appropriately by influencing policing priorities.
- Setting demanding targets for the Constabulary to reduce crime and antisocial behaviour, increase detection rates and improve on satisfaction with the police and feelings of safety.
- Scrutinising the performance of the Force and holding the Chief Constable to account.
- Funding the police by agreeing the budget and spending plans for the year ahead and setting the police element of the Council Tax.

Responsibility for day-to-day operational policing rests with the Chief Constable.

Membership of the Police Authority
The Police Authority has 19 Members. Ten are Councillors appointed to the Police Authority by their respective council (Devon County Council, Cornwall County Council, Torbay Council, Plymouth City Council and the Council for the Isles of Scilly). Three are magistrates and six are independent members. The latter are representatives of the local community selected to sit of the Authority following a publicly advertised appointment process.

A Chair and Vice Chair are elected each year.

The current membership of the Police Authority is:

Councillors	Magistrates	Independent members
John Smith (Chairman) Sir Simon Day Brian Greenslade Graeme Hicks Mike Hicks Martyn Hodge Jill Owen Vivien Pengelly Bryan Preston Jeremy Rowe	Carl Wallin Mike Nevitt (one vacancy)	Mike Bull (Vice Chairman) Craig Bulley Lynne Dunn Alison Malcolm David Money Jo Norton

To contact a Member of the Police Authority, please refer to the Contact Details section of this report

Police Authority Committee structure

The **full Police Authority** (all 19 members) meets six times a year. This is the forum at which the Chief Constable is held to account for the performance of the Force in line with the priorities and targets set out in the Annual Policing Plan. This is also where the Authority's governance arrangements are agreed and key decisions on its finances are reached. It sets out the direction of key Police Authority strategy and policy, and approves the Policing Plan for the year ahead and agrees the annual budget and police element of the council tax.

These meetings are open to the public, although some issues are required to be considered in private. Please call the Police Authority (see Contact Details [*link*] section) to confirm arrangements before attending.

The Authority also has a number of specialist committees who undertake more detailed work on policy and strategic issues.

The **Corporate Governance Committee** has responsibility to develop and monitor the Authority's Code of Corporate Governance, advise the Police Authority on the annual Statement on Internal Control and consider and advise on arrangements for risk management policies and processes.

The **Human Resources Committee** receives reports on any personnel matters in respect of both police officers and police staff. It also monitors recruitment and retention of police officers and staff.

The **Performance Management Committee** examines overall Force performance and specifically the effectiveness of the Constabulary in meeting the targets set by the Authority each year. This includes calling senior officers and staff to account and demanding improvement where performance is not acceptable.

The **Community Engagement Committee** agrees themes for the Authority to consult on during the year. It also plays a key role in developing the Annual Policing Plan.

The **Resources Committee** considers the draft budget for the year and monitors spending against it. It also considers capital funding projects as well as issues concerning information systems, property strategy and acquisitions and disposals.

The **Standards Committee** comprises of Members of the Authority and people independently appointed as a result of public advertisement. This committee is responsible for the promotion and maintenance of high standards of conduct by all Members of the Authority. It also makes recommendations to the Authority on its Code of Conduct.

The agendas and minutes for meetings of the full Authority and its committees can be found in the Meetings and Minutes section of the Police Authority website: www.dcpa.police.uk

In the community
In August, the Police Authority were invited to take part in an assessment exercise with college students studying for a national diploma in Public Services. The Police Authority provided guidance to the students and gave feedback and advice on their presentations.

In partnership with the Force, the Police Authority is establishing better links with Muslim communities across the area. The Police Authority recognises the need to engage closer and better understand the needs of all residents to raise confidence and increase trust in policing.

During the summer of 2007, members and officers of the Police Authority attended Festivals celebrating diverse communities in Exeter, Fraddon, Plymouth and Newton Abbot. These events also provide us with the opportunity to raise awareness of the role the Police Authority has and hear the views of those who sometimes feel uncomfortable engaging with the police service in other ways.

In June we produced a promotional DVD and webcast highlighting the roles and responsibilities of the Police Authority. The DVD was launched at public roadshows in shopping centres in Exeter and Plymouth. The short film can be viewed on our website by following the following You Tube link www.youtube.com/watch?v=YBoSS9DEAac

Listening to you
During 2007/08 Devon and Cornwall Police Authority trialled a new method of reaching out to local people with a People's Panel. We held the inaugural Police Authority Panel in Launceston. The Panel consisted of a demographically selected group of people who had indicated an interest in policing issues. The Panel were asked to give their opinions and feelings towards an area of policing activity and the role the Police Authority has in its scrutiny.

This new concept, which we aim to repeat at regular intervals throughout 2008, was seen as a good way of enhancing our links with the public with the opportunity to better understand shared concerns and interests.

The Police Authority has continued to run a series of Public Liaison Meetings across all areas of Devon, Cornwall and the Isles of Scilly during 2007/08.

These meetings are open to all and offer the opportunity to raise questions on any police-related topic. The meetings often have guest speakers from partner organisations and presentations from community safety colleagues.

This year presentations were made on subjects ranging from counter-terrorism, to the use of head cameras in policing.

Acting on your concerns
Police Authority Liaison Meetings are all minuted with actions assigned, followed up and reported back to the next meeting. A log of issues raised is reported to the

subsequent meeting of the Police Authority where appropriate action can be taken if necessary.

It was clear during 2007/08 that some of the public have concerns with the way telephone calls to the police are handled. Whilst the Force answers well over a million 999 and non-emergency calls per year, some people feel the service they receive is not good enough. The Police Authority takes these concerns seriously. It decided that for the year ahead it would be better to focus on the overall level of service provided when making contact with the police rather than solely focusing on the speed with which calls are answered. Timely call answering still remains important of course, and will continue to be managed by the Force and monitored by the Authority but the focus will be on the quality of service received by those who contact the police.

We know that the public want to see a greater police presence in the community. The Police Authority is committed to citizen-focused neighbourhood policing supplemented with those specialist services designed to protect the public and keep them safe. To meet this challenge, in February 2007 the Police Authority decided to set a budget that allowed it to maintain the record number of 3,500 police officers and provide for 356 police community support officers.

Providing value for money

The Police Authority has a critical role in ensuring the Force makes the very best use of the substantial amount of public money that it is given. The Authority has comprehensive checks and balances in place to ensure the integrity of the Force's financial management arrangements. This is reinforced with a thorough programme of audits conducted to ensure the controls are adequate and regulations being adhered to.

During 2007, the Audit Commission carried out an independent assessment of the Authority's financial management, governance arrangements and overall value for money. The Authority was graded as performing well in each of these areas. The Audit Commission commented that the Authority had sustained its good position of financial standing from previous assessments and that it had made significant progress in some areas.

Despite the recognition of good performance of the Police Authority, we are continuously looking for ways to further strengthen our corporate governance and financial stewardship arrangements. During 2006/07 the Authority initiated reviews of the Constabulary and Authority's Anti Fraud and Corruption Arrangements and key financial systems. These audits provide the Authority with the assurance that systems are operating effectively and risks are controlled appropriately.

Open and accountable

Since October 2007, the Police Authority has been broadcasting its full Authority meetings live on the Web. The public are able to view the meetings as they happen or up to six months after they have taken place by clicking on the 'Watch our Webcasts' link on our website at www.dcpa.police.uk. To date this site has been viewed over 850 times.

The Police Authority publishes its Statement of Accounts annually. This sets out the overall financial position of the Police Authority for the previous year and are prepared in accordance with relevant accounting recommended practice.

The Statement of Accounts for the period 1 April 2007 to 31 March 2008 will be available on our website in July 2008.

Committed to reducing our environmental impact

The Police Authority accepts its responsibilities for the environment. A number of initiatives are being progressed by the Authority to demonstrate this commitment and reduce our use of resources.

The Police Authority is adopting its own environmental management system which will embrace the principles of the internationally accepted ISO14001 standard.

The Police Authority has provided money for a brand new police station and operational base in Bodmin, Cornwall. In agreeing the funds, the Authority has insisted that it meets sustainability standards including being rated as 'very good' by BREEAM[1].

Appointment of new senior officers

In March 2008, the Police Authority in consultation with the Chief Constable appointed two new Assistant Chief Constables to serve the Constabulary. This follows the retirement of one officer and the promotion of a second.

Assistant Chief Constable [add name] and Assistant Chief Constable [add name] have been appointed following successful spells at [add Force] and [add Force] constabularies respectively.

Independent Custody Visiting Scheme

In September 2007, the Police Authority marked the 20th anniversary of the Independent Custody Visiting Scheme by holding a celebratory event for its volunteers. Awards of recognition were handed to those volunteers who contribute their time so willingly.

The Independent Custody Visiting Scheme is a function administered by the Police Authority where volunteers visit people held in police custody to check on their welfare and ensure they are being held according to Government guidelines.

The Police Authority produces an Independent Custody Visiting Annual Report which is available on our website or by contacting us.

[1] The Building Research Establishment Environment Assessment Method.

Financial information
The Police Authority has a responsibility to ensure the provision of an effective and efficient policing service. It has to consider the policing needs of local, regional and national communities, the requirements of central government, and the resources the Chief Constable needs to provide a balanced service.

About 70% of the funding comes as grants from central government and the rest is paid by local council taxpayers.

For 2007/08, the Police Authority approved a day-to-day (revenue) spending budget of £256.804 million. This is equivalent to spending around £157 per head of population.

This represents an increase of 4.94% over the 2006/07 figures. For an average (Band C) householder in Devon and Cornwall, this is equivalent to around 11 pence per week extra.

Overall, the police element of the council tax is still the lowest in the south west and well below the national average.

The budget set for 2007/08 was set to sustain the maximum number of front-line officers ever.

Balance of funding	**2007/08(£m)**
Government funding	177.528
Council tax	79.276
Approved budget	256.804
Why we needed to spend more in 2007/08	**£m**
Budget 2006/07	246.274
Inflation	7.435
Continuity (unavoidable) commitments	8.873
Changes in specific grants	(3.443)
Other service changes and improvements	2.765
Efficiency plan and savings	(5.100)
Budget 2007/08	256.804

Capital spending
Capital spending covers replacing and improving long-term assets such as buildings, and shorter-term assets such as vehicles and technology related equipment and systems. In 2007/08 the Police Authority approved a capital programme of £15.3 million funded by a combination of government grant, set aside reserves and borrowing. The increase allowed for investment in new buildings, vehicles and ICT. Debt repayments on borrowing are paid from the revenue budget and the estimated level of outstanding debt as at March 2008 will be around £26 million, well within the national guidelines for prudent capital financing.

For full details of the Police Authority budget during 2007/08, please see the Annual Statement of Accounts published on our website from July 2008.

DEVON AND CORNWALL CONSTABULARY

Introduction from the Chief Constable

[to be agreed]

On behalf of the Devon & Cornwall Constabulary it is my pleasure to introduce our Annual Report, which has been produced in conjunction with the Police Authority. I hope this report provides you with an opportunity to find out more about the police service we provide and what we have delivered over the last 12 months.

Over the last year we have seen an improving trend with regard to our performance, having achieved increases in satisfaction rates and reduced the number of crimes, and meeting a tough annual savings target of £5.1 million. These results are testament to the hardwork and dedication shown by all staff within the Constabulary.

Only through listening to people's concerns and liaising with other front-line professionals have we been able to achieve workable solutions to tackle local issues. The introduction of Partners and Communities Together (PACT) – where we hold a network of local community meetings – has aided an increased quality of life for residents whilst bringing down the crime rate.

This year has seen the Constabulary face some challenging operations, not least the tragic fire that raged through the Penhallow Hotel in Newquay in August, receiving widespread media coverage. The response and action of our own officers and other agencies, demonstrate how good planning and working together can achieve positive results.

Despite the encouraging performance results, we recognise there is still much to do to improve the service we provide to our customers and will continue to listen to you for ways in which we can improve how we deal with your concerns. We are currently preparing our Local Policing Plan which lays out how we will work to become one of the top ten Forces in the country. I am confident that my colleagues and I will continue to work hard to build on our recent successes and ensure that Devon, Cornwall and the Isles of Scilly remain one of the safest places to live, work and visit.

[insert image]

Stephen Otter
Chief Constable.

Delivery of the Annual Policing Plan 2007/08

In our Annual Policing Plan for 2007/08 we identified the ways in which we would deliver against our own local key priorities, and also strategic priorities and targets set out in the National Community Safety Plan. [*link, footnote*]

We work hard to ensure a balance is achieved between national priorities and the needs of our local communities, and we seek to ensure an integrated approach to targets, performance and service delivery. We aim to provide an efficient, effective service, responsive to local demand and which performs to a high standard at national level.

The following section highlights the local measures undertaken by us to contribute to the overall agenda of community safety and crime reduction as outlined in the National Community Safety Plan.

To reduce overall crime

The Government set a Public Service Agreement (PSA) target to reduce overall crime by 15% by 2008, including by focusing on more serious violent crime, drug-related crime and alcohol-related crime and disorder. The Constabulary recognises the effect these crimes can have on communities and makes use of powers to deal with these issues by working with partners, businesses, local people and targeting our own resources into preventative initiatives and strategies.

In support of the national domestic violence delivery plan the Constabulary has been involved in regular multi agency risk assessment conferences (MARAC), which aim to protect high risk victims of domestic abuse from further harm and injury. Training has been provided to all agencies involved in order to provide a corporate structure throughout Devon, Cornwall and the Isles of Scilly.

It is recognised that much harm and damage is caused to communities through drug-related crime. The Constabulary acts as a key partner in local drugs intervention programmes, which aim to divert drug-misusing offenders away from crime and into treatment. We have introduced conditional cautioning for some drug offences to increase intervention with offenders and lead to improved results for affected communities. By ordering offenders to pay compensation to victims and referring them to drug treatment schemes, the punishment focuses on reparation for victims and rehabilitation of offenders.

Moreover, we are also aware that alcohol is key factor in night-time violence and that the public are often concerned about groups of intoxicated people who emerge from licensed premises or congregate in groups. To combat this we work with partners and businesses using legislated powers to co-ordinate a proactive response to aid crime prevention and educate those at risk of offending.

We have adopted a number of initiatives and tactics throughout the year such as increasing patrols at peak times and consulting with local authorities to designate areas where the drinking of alcohol is banned. More recently we have used new

powers under the Violent Crime Reduction Act 2006 to instruct a person under the influence of alcohol to leave an area if there is a belief that disorder could occur.

The police have powers under the Confiscation of Alcohol (Young Persons) Act 1997 to seize and dispose of alcohol found in the possession of people who are under 18. By using intelligence from persons challenged we are able to determine which premises should be targeted in a test purchase operation, whereby in conjunction with Trading Standards departments we test premises such as off licences, supermarkets and pubs to see if they sell alcohol to underage customers.

In order to tackle under-age drinking proactively, our police licensing officer in Carrick has delivered 'Blitz', a theatre-based participative programme that targets 13 and 14 year old school pupils, highlighting the dangers of experimenting with alcohol in a realistic and approachable way.

To enable people to feel safer in their communities by reducing the public perception of anti-social behaviour

The Government is committed to ensuring people feel safe in their communities and set a national priority to introduce neighbourhood policing teams in every area by April 2008. The Constabulary has worked hard to embed a dedicated, visible, responsive and accountable neighbourhood policing team in every one of our 210 neighbourhoods over the last year, aided by the introduction of an additional 279 police community support officers (PCSOs). The teams work in close collaboration with local government and other community safety partners in order to increase the feeling of safety in communities across Devon, Cornwall and the Isles of Scilly.

Our dedicated neighbourhood policing teams are led by police officers but comprise of special constables, PCSOs, volunteers, neighbourhood wardens and other partners, and work closely with the public to identify the problems that are most important to them.

Through the Partners and Communities Together (PACT) process, our neighbourhood teams have established the top three priorities of each neighbourhood, through a mixture of surgeries, meetings, door-to-door enquiries and questionnaires, and have worked with partners and residents to resolve and improve these areas of concern.

We recognise that anti-social behaviour (ASB) is one of the main causes of concern amongst our communities, and that unchecked ASB can lead to increased fear and intimidation. The Constabulary uses a number of methods to tackle ASB, and has an escalation process in place to deal with individuals who persistently commit such acts. The escalation process ensures that warnings, support and joint interventions with our partner agencies are used prior to court action where appropriate.

Voluntary acceptable behaviour contracts (ABCs) are widely used in all areas of the Constabulary, to identify the ASB that an individual should change and sets out the consequences should the individual fail to address their behaviour. We also use dispersal orders alongside other legislation to move-on groups of people from an area if suspected of being a nuisance.

By using the national standards for incident recording review process to correctly classify and record incidents, we have been able to make best use of our data and exchange it with other agencies, ensuring the right mix of resources arein place to deal with anti-social behaviour appropriately.

To continue to bring offences to justice, especially in relation to more serious crime

The Constabulary works in partnership with other Criminal Justice agencies in line with the Government PSA target[2] to improve performance on sanction detections and bring more offences to justice. Our target for 2007/08 was to increase the number of offences brought to justice to 31,992, and we have used many techniques to achieve our current performance of 25,967 [*Dec 07 figure – check with Lucy C*].

Our ability to manage the risk posed by dangerous offenders is increased by the use of multi-agency public protection arrangements (MAPPA). By working with the probation service and other agencies such as social landlords and the prison service, we can exchange information about specific offenders through the use of the ViSOR (violent and sex offenders register) database. This is a national electronic database which allows dynamic sharing of information across agencies to manage offenders' whereabouts and movements.

The Constabulary has worked with the National Police Improvement Agency (NPIA) to increase our application use of the Professionalising Investigation Programme (PIP). Five of the Constabulary's ten senior investigating officers have received accreditation to level 3, allowing them to assess and verify investigators against level 1 and 2 accreditation, based on the minimum standards of investigation.

In order to provide simple responses to business and community concerns, and deal with offenders swiftly, we adopt several methods of pre-court disposal. We use Penalty Notices for Disorder (PNDs), cautions and warnings, leading to improved performance against the overall target of increasing offences that are brought to justice.

Conditional cautioning has now been fully introduced within Devon and Cornwall, which allows offenders over the age of 18 to be cautioned as opposed to convicted of certain offences. Once agreed by the Crown Prosecution Service Prosecutor, the conditions of the caution are used to either help rehabilitation of offenders, or ensure that they make reparation for their offence. Should an offender not meet the conditions attached to their caution, they will be prosecuted for the original offence.

We have recognised that the issuing of PNDs is not always the best action as some offenders do not pay the fine, leading to further problems in the justice system and registration of court fines. Consequently we no longer issue PNDs to repeat offenders as they may have already shown their inability to pay, rendering a PND inappropriate in their case. Any further offences would be dealt with by way of

[2] The PSA target was to 'improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007/08'

summons or charge, dependant upon the type and seriousness of the further offence(s).

To strengthen public protection by increasing capacity and capability for dealing with widespread threats, and in particular by tackling serious and organised crime

In response to the need to minimise the impact of serious and organised crime to our local communities, the Constabulary last year established a Serious, Organised and Specialist Crime Branch (SOSCB), delivering numerous investigations against serious and organised criminals operating within Devon, Cornwall, the Isles of Scilly and further afield.

Over the last 12 months the SOSCB, which consists of the Economic Crime Unit, Protected Persons Unit, Specialist Operations Unit, Serious and Organised Crime Investigation Teams, Hi-Tech Crime Unit, Technical Support Unit and the Surveillance and Operations Unit, has developed its skills and practices with respect to all aspects of crime. The Branch has dealt with over 30 significant operations including drugs supply, money laundering, human trafficking, contract killings, threats to kill and fraud. We have also developed the Constabulary-wide tasking process to improve independent tasking of the SOSCB and moved to a new location allowing the majority of units to work within the same building, improving working practices and internal communication.

During the course of SOSCB investigations, new links have been established with the Serious and Organised Crime Agency (SOCA), Immigration, Inland Revenue, and a myriad of other partners to help the SOSCB achieve its objectives in the most efficient manner.

The Constabulary operates a Roads Policing Strategy to address criminality on the roads of the peninsula. In support of this we use automatic number plate recognition (ANPR) software to identify vehicles that may be of interest of the police, and this year have upgraded the back office facility to enable access to the national ANPR data centre, allowing for cross-border intelligence gathering. More ANPR cameras have been installed at a number of fixed locations throughout the road network of Devon and Cornwall and we have mobile ANPR capability available in each BCU through the installation of ANPR equipment in existing patrol and traffic cars.

The Constabulary has progressed plans to achieve compliance with the Statutory Code of Practice on the Management of Police Information (MOPI) by 2010 and has played a strong role in the development of the Police National Database by having officers situated in the central business change team and co-ordination office. Both systems will allow enhanced information sharing between forces, improving the protection of children and vulnerable people, and improved performance in public, officer and staff safety.

To protect the country from both terrorism and extremism

The events in London and Glasgow in June 2007 highlight the continuing threat from international terrorism. Protecting the public against terrorism and extremism remains a high-level priority for the police service. In recent years to combat this threat Devon & Cornwall Constabulary has developed considerable expertise in line with the UK long-term strategy for countering international terrorism.

The aim of this strategy is to reduce the risk from terrorism, so that people can go about their daily lives freely and with confidence. By working closely with local communities, we can take positive action against extremists and those individuals motivated by prejudice or hate, by improving the flow of information to and from communities, researching and responding to community intelligence, and developing a flexible response.

We have undertaken considerable work to make Devon, Cornwall and the Isles of Scilly a hostile environment for terrorists and their supporters. The Constabulary's Counter-terrorism Co-ordinating Office (CTCO) works alongside the Force Special Branch, to engage both at a national and regional level, to facilitate a focused, proportionate approach to policing this challenging area of work. To achieve this we work closely with numerous other agencies and have developed new partnerships aimed at focusing resources from a wide range of specialisms. Such partnerships ensure an effective response to threats against national security, with regular reviews, briefing and training undertaken to maintain an effective capability. Project Argus, an initiative to develop awareness, preparedness and resilience in the business community, is an example of continued work in this area.

The Constabulary will continue to police our transport infrastructure and offer enhanced protective security advice in relation to crowded places. The Constabulary continues to work at the seaports and airports to strengthen border security, ensuring that terrorists and their supporters can be prevented from entering the UK, and to better develop our intelligence about suspects who travel. Our coastal ports and airports have undergone significant risk assessments placing Devon, Cornwall and the Isles of Scilly at a high level of awareness and preparedness.

Although extremism is fortunately at a relatively low level with few areas of concern locally, the Constabulary is in a strong position of readiness with sufficient staff trained at all levels to deal with any incidents. We have engaged in a number of multi-agency exercises to test our preparedness including Chemical, Biological Radiological and Nuclear (CBRN) response both locally and in support of the national requirement.

Whilst much of the policing activity is undertaken by specialist resource, we continue to strive to ensure terrorism is woven into core business, providing regular updates to neighbourhood teams in particular. In addition, a counter-terrorism reserve has been developed, enabling us to quickly mobilise staff who have received enhanced training to undertake specific roles.

Performance/target results

Overall, inspection is a key process driven by the Home Office aimed at ensuring minimum standards are achieved across all forces and best practice is highlighted. The Constabulary works hard to ensure we meet national performance expectancies, and ensures that our internal performance target processes are in support of these requirements.

Police performance assessments

Each year since 2004 every police force has been subject to assessment as part of a national programme devised by Her Majesty's Inspectorate of Constabulary (HMIC). These national assessments look at two sets of police performance data: Statutory Performance Indicators (SPIs) and the HMIC Baseline Assessment. SPIs measure quantitative performance and are attached to the end of this document (or by clicking here [*link*]). The assessments by HMIC look at policing activities and provide a delivery score of excellent, good, fair or poor.

The inspection during 2007/08 was the final inspection under the existing police performance assessment framework. A new regime is being implemented in April 2008 which will draw attention to how police forces provide their services, both singularly and working in partnership.

Results from the Phase 1 inspection during 2007 are shown below:

Performance area	Delivery result
Neighbourhood Policing	Fair
Performance management	Good
Protecting vulnerable people:	
Child abuse	Fair
Domestic violent	Fair
Public protection	Fair
Missing persons	Fair

Recommendations resulting from the inspection process will continue to be subject to HMIC inspection work and informs future assessments of performance. This inevitably provides a useful tool to enable the Constabulary to prioritise areas for improvement and to direct resources towards those areas most in need.

Local targets achieved

In order to decide what local objectives should be pursued by the Constabulary and where we should concentrate our efforts, a wide variety of consultation methods are

employed throughout the year to actively engage with people from all sections of our communities and determine their views.

Results from previous consultation processes have been used to assist the Police Authority in setting current and future priorities for the Constabulary, and to ensure that we achieve a balance between national priorities and the needs of our local communities.

The annual targets set by the Police Authority for the Constabulary in 2007/08, focused on achieving improved performance. Results of performance between April and December 2007 are shown within the below tables:

Objective – to increase public confidence

Target	Performance achieved	On target ?
To exceed an 82% level of service users who are satisfied overall with the service provided by the police	83.5%	Yes
To exceed an 82% level of victims of racist incidents who are satisfied with the overall service provided by the police	83.0%	Yes

The experience of our customers when they contact us or require one of our services is a high priority for the Constabulary, and in support of this we set ourselves demanding targets around customer satisfaction. We regularly carry out service reviews that we use to understand how our overall service can be improved. Over the last 12 months we have invested in customer service training for our call handers to ensure that callers receive the best possible service when they need to contact us. We have also introduced a ring-back and follow-up procedure to ensure that callers are updated about their reported incident, ensuring they know what action has been taken.

We have also introduced a Quality of Service Commitment which lays out the level of service the public can expect whenever they require contact with the police. The core standards within this commitment include:

- Making it easy to contact the police – providing accessible and responsive services
- Providing a professional and high-quality service – providing appropriate help and advice
- Dealing with initial enquiries from the public – taking appropriate steps to deal with enquiries
- Keeping people informed – providing contact details and updates
- Ensuring the public voice counts – the public can have a say in how their area is policed
- Dealing effectively with victims of crime – providing support for victims
- Listening and responding to the concerns and complaints of the public – working to improve police services

- Dealing with freedom of information requests – responding appropriately to requests for information

Objective – to reduce crime

Target	Performance achieved	On target ?
To achieve a reduction of at least 5% in BCS comparable recorded crime	- 11%	Yes

In response to the government target to reduce overall crime by 15% by 2008, we have undertaken many initiatives over the last 12 months to reduce the incidents of crime.

British Crime Survey findings suggest that 40% of violent crime in Britain is committed whilst the offender is under the influence of alcohol. In response to this we have undertaken many test purchase operations throughout the year both alone and working with Trading Standards departments, whereby we test whether off licence premises and pubs sell alcohol to underage people. We have also made use of powers that allow us to seize and dispose of alcohol found to be in the possession of people aged under 18. Intelligence from such seizures is then used to determine which premises should be subject to a test purchase operation in the future. As a result of such operations, many premises have initiated a policy of 'challenge 21', meaning that anyone who looks under 21 will not be served alcohol unless they can supply proof of their age.

The Constabulary undertakes various marketing campaigns at peak periods in order to help prevent members of the public being a victim of crime. Specific success stories include a Christmas campaign warning shoppers against leaving valuables and presents on display within their vehicles, and summer campaigns asking visitors to ensure their valuables are not left unattended whilst at the beach.

Objective – to investigate and detect crime

Target	Performance achieved	On target ?
To exceed a 34% increase in the number of offences brought to justice	31%	No
To exceed a 27% sanction detection rate for total crime	28.0%	Yes
To exceed £2.3 million in the amount of assets recovered as part of the proceeds of crime act	£712,087.37	No
To exceed a 5% increase in the total detection rate for domestic violence crimes (45.4%)	4.8% (43.6% detection rate)	No

Criminal Justice Simple, Speedy, Summary
The implementation of the national project Criminal Justice, simple, speedy, summary (CJSSS), across Devon and Cornwall has been underway since July 2007. The project aims to improve the criminal justice system for the public, by reducing the number of hearings per case and subsequently the time taken from charge to disposal.

National Domestic Violence Enforcement Campaign
Experience shows that enhanced prevention and enforcement in relation to domestic abuse incidents over the Christmas period can make all the difference to those at risk in our communities. In support of this the Constabulary takes part in the National Domestic Violence Enforcement campaign, which this year ran between 14 December 2007 and 6 January 2008. Additional funding was available from the Home Office to extend the campaign into Cornwall, allowing officers to focus on evidence gathering, risk assessment and prevention throughout the two counties. By having resources in place to focus on this particular area, we are able to increase the probability of achieving a successful detection outcome and subsequent conviction.

Proceeds of Crime Act
Police Officers have power to seize cash values of more than £1,000 when thought to be linked to unlawful conduct. In order to assist delivery against a stretching target, our Officers are asked to consider seizing values of less than £1,000 from someone who is stop checked, when the money is suspected of being linked to a crime such as shoplifting, burglary and drug dealing. Our Counter-Terrorism unit also carry out monthly operations at ports throughout Devon and Cornwall using cash detection dogs in an effort to stop people travelling with cash that may not have been lawfully received. This target is difficult to plan progress against as each case is individual, can take a long time and the percentage of assets able to be recovered will vary.

Objective – to promote increased levels of safety and security

Target	Performance achieved	On target ?
To exceed a 10% increase in the sanction detection rate for 'major crime' (46.6%)	2.5% (36.2% detection rate)	No
To reduce the number of people killed or seriously injured in RTCs, by a minimum of 20 people	+25	No

Automatic number plate recognition (ANPR) software is utilised throughout the two counties in an attempt to clamp down on road tax, MOT and insurance evaders, and detect criminals on the move. During an operation in November 2007, the use of ANPR resulted in the apprehension of four people wanted in Warwickshire in relation to a murder enquiry, highlighting the importance of cross-border intelligence gathering now available within the system.

Driving at excessively high speed is not only a nuisance but puts other drivers, passengers and property at risk. Driving whilst using a handheld mobile phone has more recently been publicised as a known factor increasing the probability of causing an accident. However, more is needed to be done to ensure that drivers and riders think responsibly about their conduct and we work hard to tackle the problem using alternative methods to fines.

Operation Vortex took place in November 2007 targeting motorists who flouted road traffic laws, with the Roads Policing Unit patrolling almost all the major routes across Devon and Cornwall. Using video-recording equipment to detect people who broke the law, police officers dealt with almost 1,000 motorists for offences of driving without insurance, careless driving, failing to wear a seat belt, speeding, and driving whilst using a handheld mobile phone – all of which contribute to injury collisions on the road.

The operation saw a large reduction in the number of road collisions and casualties in Devon and Cornwall in the month of November 2007 when compared with figures for November 2006.

Our officers are also able to use legislation under the Police Reform Act to warn a driver about their conduct. Covert operations have been carried out throughout the last year, using unmarked vehicles and speed detection equipment. Notices were sent to people after making an offence, and not stopped immediately as many traditional methods entail. Drivers were then warned about their conduct and put under and 12-month notice period, allowing their vehicle to be seized should they be stopped or found to be committing an offence again.

Objective – to respond efficiently to public demand and provide assistance to the public

Target	Performance achieved	On target ?
To answer a minimum of 90% of 999 calls in 10 seconds	90.6%	Yes
To answer a minimum of 90% of non-emergency calls in 30 seconds	92.2%	Yes

This year (to date) [check] we have exceeded our targets set against answering emergency and non-urgent calls. This has not been achieved since 2004/05.

Our Call Management and Communications Department has been actively engaged in seeking ways to reduce waiting times within our non-emergency service. The result has been that this year we have reduced our demand by over 74,000 calls [check with Sandie]. This has been achieved by effective marketing to reduce non-police calls, resolving more calls at the first point of contact and better use of technology for the public to contact police officers direct. A review of our internal messaging system has seen improvements in officers use of the voicemail facility leading to better communication with the public.

Objective – to improve resource usage and efficiency

Target	Performance achieved	On target ?
To achieve a minimum of £7.704 million of efficiency savings for reinvestment and in overall terms of a minimum of £3.852 million in cashable gains.	£9.876m identified	Yes

The Constabulary has a good track record of delivering savings but in times of development and low government grant increases we have to look to other ways of improving the efficiency of our services, and reallocate resources as necessary to allow focus on core policing activities.

The introduction of a 'power off policy' has made significant electricity savings and has already contributed to reducing the Constabulary's carbon footprint. By installing specialist software we are able to remotely shutdown computers that are not being used overnight and at weekends whilst still being able to apply upgrades to machines overnight.

The Constabulary supports the decriminalisation of parking enforcement by local authorities and our Basic Command Units (BCUs) have worked with the Local Authorities to ensure a smooth migration and minimise disruption. By permitting local authorities to utilise civilian street wardens and/or parking attendants, decriminalisation allows income from fines to be used to improve facilities relevant to road safety and congestion. This allows the Constabulary to concentrate on police matters and many of our existing Traffic Wardens have been re-deployed as police community support officers (PCSOs), providing a multi-skilled and resilient local resource to address the needs of communities.

Local domain

The police performance framework for 2007/08 included a local domain, which provides an opportunity for Police Authorities and Constabularies to set challenging but realistic improvement in local areas of concern. The targets set for 2007/08 and our performance against them is explained below:

Target	Performance achieved	On target ?
To exceed 62% of uniformed operational officers time spent on visible policing activity	63.5%	Yes
To reduce anti-social behaviour through achieving a reduction of at least 3% for violent crime in a public place	- 5.7%	Yes
To reduce anti-social behaviour through achieving a	- 11.1%	Yes

reduction of at least 2% in criminal damage		
To increase the percentage of the population who agree that 'the Police in this area are tackling the things that matter in this community' by at least 3%	+ 4.8% pt (36.6%)	Yes

Police officers and staff within our neighbourhood teams regularly engage with the communities they support through the Partners and Communities Together (PACT) process. By working closely with residents our staff are able to identify the issues that are of greatest concern to each neighbourhood within the Constabulary area. Our neighbourhood policing teams are made up of dedicated officers and police staff, including police community support officers who are intentionally given minimal powers to allow them to concentrate on localised issues and resolve community problems by working with partner agencies. This means they cannot be taken off the streets leading to increased policing visibility in your communities.

We have found that many of our communities raise criminal damage as one of their neighbourhood priorities. Nationally, criminal damage makes up about a third of all reported crime and can affect the way our community looks and impacts how we feel and behave. We recognise that when an environment appears neglected and damaged it undermines local pride and can encourage anti-social behaviour and other crime. In order to target criminal damage caused by youths, a comic-style leaflet was produced called 'Smasher', to educate readers about the law around graffiti and damaging personal property, and provide information about the punishments perpetrators can expect.

Learning and Development

Devon & Cornwall Constabulary clearly advocates the development of its staff and recognises the link between training as an enabler and the potential for improved service delivery and performance.

The department has worked with the Constabulary to ensure that all training is prioritised according to its business criticality. This year has seen the roll out of two key IT based projects, which demanded co-operation between the learning and development function and its project partners.

A range of programmes have been developed and piloted by our diversity training unit including age, sexual orientation, race, religion and belief, and disability.

The revised programme for PCSOs has now become embedded into our core business and is being reviewed in line with an organisational review, which may lead to some additional programme requirements.

The refurbishment of the main learning and development facility has provided us with a state-of-the-art complex to meet all the learning and development requirements now and into the future.

The Constabulary has in place a protected learning policy and e-learning has been given priority project status. We have invested in our IT infrastructure and this modernisation further supports the roll out of e-learning to contribute to flexible and local training delivery.

The Constabulary and Police Authority are always working to ensure that the training carried out meets Constabulary and individual requirements in a way that allows us to enhance our quality of service delivery. The use of the prioritisation model for all training is now a key part of our training commissioning process.

Diversity

[awaiting info from Juliet Simmons]

BPA Launch?

Awards and Commendations

[Permission to be sought from names in red before publication]

Long Service and Good Conduct Medals

Long service awards are presented to police officers and support staff with more than 22 years of service, in recognition of their support to the Police Service. Members of the Special Constabulary with more than 9 years service are also entitled to an award, with further awards after 19 and 29 years.

Names to be added

Iraq Reconstruction Service Medals

The Iraq Reconstruction Service Medal is in essence an 'operational medal' and in the context of the police service is a relatively rare distinction. It reflects great credit on both the recipients and their entire Force.

The medal is a fitting recognition of their contribution to the reconstruction of Iraq. The conditions under which these officers worked was demanding and it took a very special type of officer to volunteer for prolonged deployment in Iraq. The following officers received the award in 2007:

Sgt Peter Cox	Barnstaple
DC Roger Smith	Plymouth
Sgt Danny Turnbull	Tiverton
13785 Nigel Pinkstone	
14103 Jonathan Watts	

Lifetime Achievement in Policing Award 2007

This award recognises a standard of excellence and quality of work in all areas of policing throughout an officer's career. Recipients have a reputation for excellence and a high professional standing in the community. The sheild was awarded to the following officer in 2007:

Police Constable Jenny Herniman	Torrington

Chief Constable's Commendation

Police officers, special constables and police staff may all be nominated for the Chief Constable's Commendation which is awarded for acts of outstanding bravery or highly exceptional behaviour in the face of danger or difficulty.

Constable 2589 Ieuan COOPER of Plymouth

Ada Murrin Cup

A lifelong friend of the police, Ada Murrin donated the Ada Murrin Cup to the then Chief Constable in 1976 as a demonstration of her admiration for the Police Service. The cup is awarded annually to an officer of any rank who has performed outstanding work for police/community relations. The 2007 recipient of the cup is listed below:

Police Constable Brian Perry, Devonport

Waddell Prize

Donated by Mr Jack Waddell, a former Assistant Chief Constable of Devon & Cornwall Constabulary, the Waddell prize is awarded to the officer who, over the past 12 months, has demonstrated the greatest all round ability as a probationer or student constable. The award, in the form of a book token, was awarded to the following officer in 2007:

Police Constable Thomas Canning, Exeter

Police Community Support Officer of the Year Award 2007

The 'Jane's Police Review' Community Support Officer of the Year Award 2007 was established this year as a national event in order to highlight the important and evolving contribution that police community support officers are making to neighbourhood policing. In 2007 this was awarded to:

Police Community Support Officer Jonathan Borrett, Paignton

Diversity Team in Action Award 2007

The Diversity Team in Action Award was established as an important mechanism to highlight, recognise and reward work in delivering police services to our diverse community. The following officers received the sheild in 2007:

Sergeant Simon Hardwick, Plymouth
Police Constable Graeme Kirkup, Plymouth
Police Constable Keith Donohue, Plymouth
Police Constable Sue Watson, Plymouth

South West Regional Bravery Award

The award is presented annually as part of the National Bravery Awards organised by the Police Federation & sponsored by the *Sun* newspaper. A national winner is chosen and then a further eight regional awards are presented to officers who have demonstrated outstanding bravery.

Two officers from Devon & Cornwall Constabulary jointly received the regional award for the South West in 2007:

Police Constable Mike Ellis
Police Constable Paul Jeffery

Royal Humane Society Awards

Awarded to those who, at personal risk, save or endeavour to save life by rescue from certain life-threatening situations and includes successful resuscitations. The following officers and staff received an award during 2007:

Police Constable Richard Smith
Mr John Cooper ?
Mr Adrian Evans

Ian Warne Memorial Trophy

This award is presented to any officer stationed in Cornwall who shows a high level of dedication and commitment within the community.

Police Constable David Buckland

The Bolitho Staff Award

The Bolitho Staff Award is each year given to Cornwall's police officer of the Year.

Sergeant Richard Hockin

HOW TO CONTACT US

Devon & Cornwall Police Authority

Telephone: 01392 268333 Please do not ring to report a crime

Address: PO Box 229, Exeter, EX2 5YT

Fax: 01392 268330

Website: www.dcpa.police.uk

Devon & Cornwall Constabulary

Enquiries other than emergencies: 08452 777444
to report a crime and for information and advice

- Why don't you programme this into your mobile phone in case you need it?
- Some numbers can be dialled direct. Please refer to your local phone directory

in an EMERGENCY: Dial 999
An emergency is an incident that requires an immediate police response if:

- Life is threatened
- People are injured
- Offenders are nearby

If English is not your first language and you contact us, we have immediate access to interpreters who can speak 150 languages.

General enquiry and emergency calls are recorded for public safety and monitoring purposes. Any information you provide may be used for police research purposes.

Minicom: 01392 452935
To assist those who are hard of hearing or speech-impaired, we have a textphone available through the above number.

Website: www.devon-cornwall.police.uk
Visit our website for more information on Devon & Cornwall Constabulary
[Check address of new version]
Features:

Crimestoppers: 0800 555111
Call anonymously with information about crime. Your call is free.

Keyholder Scheme: 0901 470 0440
Allows you to register a nominated keyholder, for police to contact should any situation bring your home or business property to their notice - 24 hours a day, 365 days per year. Further information available on the Force website, from police stations or your neighbourhood officers.

For general police related enquiries and frequently asked questions:
www.askthepolice.uk/default.mth

RECENT ACHIEVEMENTS [TEMP]

List here but to be scattered throughout document – INCLUDING GREEN

Between December 2006 and December 2007, crime has fallen by 9.2% throughout Devon, Cornwall and the Isles of Scilly

We helped the Woodland Trust towards their Christmas card appeal by collecting 30,000 cards for recycling – enabling the Trust to plant and care for eight trees

We make sure suppliers for our Headquarters restaurant consider food miles

Devon & Cornwall Constabulary is a 'May Day Organisation' – a group of organisations who are committed to reducing their carbon dioxide emissions

In an effort to reduce the 25.5 million sheets of paper we use each year, we have set our printers and multi-function devices to print double-sided

Recycling bins have been introduced in kitchens, offices and carparks throughout the Constabulary to reduce the amount of general waste we produce

The Constabulary has negotiated discounts on annual bus travel tickets for our staff who live and/or work within the Torbay and Exeter areas, to encourage staff to leave cars at home

The design of a new police station at Bodmin includes light timers and rainwater harvesting, in support of our green credentials

Constabulary owned vehicles travel 15 million miles per year – we are working hard to adopt cleaner fuels for our vehicle fleet

ANECDOTAL EVIDENCE AND COMMENTS [TEMP]

Please note, this list to be scattered throughout the document

'The police presence has been so noticeable and has made a vast difference. Our faith in the police force has been restored.' Teignmouth resident, November 2007

'Their response time was excellent as was their kindness and courtesy at all times.' Sidmouth resident, November 2007

'This being my first experience of police intervention I came away content with the justice of the outcome and satisfaction at how it had been administered.' Wiltshire resident, November 2007

'The improvement in our quality of life over the last few weeks, due to the efforts of members of the force, is almost beyond belief. For all their efforts we are more than grateful.' Penzance resident, November 2007

'I would like to compliment the officer on the professional and calm way in which he dealt with all involved in the accident. All of the police personnel that we dealt with were excellent, they were helpful and courteous, and they certainly went beyond their call of duty.' Visitor from South Africa, July 2007

'One hears a lot of negative press about the police in the newspapers and general media, my experience was entirely positive and your officers in St Ives must add greatly to the local community.' Visitor from Macclesfield, October 2007

'What was a very distressing time for our daughter was made much easier to bear because of the supportive manner and wise counsel of the officer.' St Austell resident, October 2007

'The support and contribution of the officers was greatly appreciated and without their help such a successful outcome would have been in doubt.' Environment Agency representative, October 2007

APPENDIX A – STATISTICAL TABLES

Please note that the information provided refers to information between April and December 2007 only. A further update providing full year information will be available in due course.

Our staff

A breakdown of the deployment of officers and staff on 31 December 2007 is outlined below:

Business area	Police officers	Police staff	PCSOs	Specials
Cornwall & Isles of Scilly BCU	753.8 (22%)	200.7 (9%)	109.2 (31%)	176
Plymouth BCU	542.4 (16%)	116.1 (5%)	78.1 (22%)	68
South & West Devon BCU	598 (17%)	128.9 (6%)	76.1 (21%)	114
North & East Devon BCU	666.6 (19%)	185.1 (8%)	91.5 (26%)	178
Call Management and Communications	26.7 (<1%)	339.6 (15%)	-	-
Commercial Services	-	26.6 (1%)	-	-
Corporate Communications	5 (<1%)	50.3 (2%)	-	-
Crime	349.3 (10%)	239.2 (11%)	-	-
Criminal Justice	105.2 (3%)	430 (19%)	-	-
Diversity	1 (<1%)	4 (<1%)	-	-
Estates	-	17.3 (<1%)	-	-
Finance	-	54.6 (2%)	-	-
HQ Command / Support	7 (<1%)	1 (<1%)	-	-
Human Resources	38 (1%)	102.2 (4%)	-	-

Information Communication Technology	-	57.1 (2%)	-	-
Legal	-	7 (<1%)	-	-
Operations	330.3 (9%)	56.9 (2%)	-	-
Professional Standards and Performance	27 (<1%)	79.8 (3%)	-	-
Territorial Policing and Partnerships	6 (<1%)	9 (<1%)	-	2
Transport Services	-	50.4 (2%)	-	-
Projects	10.8 (<1%)	19.8 (<1%)	-	-
Police Federation	3 (<1%)	-	-	-
TOTALS	**3470.1 (100%)**	**2175.6 (100%)**	**354.9 (100%)**	**538**

NOTE: Numbers relate to full time equivalents

Representation of female and minority ethnic staff

We are committed to providing a service that reflects the diversity of our local communities. The recruitment and retention of female and minority ethnic officers and police staff is a significant part of this commitment.

The following tables outline staff numbers as at 31 December 2007:

Rank	Male	Female	Minority ethnic male	Minority ethnic female
Constable	1966.6	672.9 (25%)	20	4.9
Sergeant	500.5	86.8 (15%)	2	1
Inspector	146	20.3 (12%)	0	0
Chief Inspector	37	5 (12%)	0	0
Superintendent	18	3 (14%)	0	0

Chief Superintendent	9	1 (10%)	0	0
ACPO	4	0 (0%)	0	0
TOTALS	**2681.1**	**789 (23%)**	**22**	**5.9**

NOTE: Police Officers full time equivalents (FTE)

Female officers have remained static in real terms when compared to the number of female FTE in the same period last year.

The number of officers who class themselves as belonging to a minority ethnic group currently has increased from 0.7% of all officers in 2006/07, to 0.8% in 2007/08.

	Male	Female	Minority ethnic	
			male	female
Police Staff	974.5	1201.1	3	6.8
Police Community Support Officers	197.4	157.5	3	2.7
Special Constabulary	351	187	3	0
TOTALS	**1522.9**	**1545.6**	**9**	**9.5**

NOTE: Police staff and police community support officers full time equivalents (FTE). Special Constabulary is shown as headcount.

Female representation within police staff has increased slightly from 54% to 55%. The proportion of female PCSOs and special constables has remained constant at 44% and 35% respectively.

Police staff who class themselves as belonging to a minority ethnic group has remained at 0.4%. The ethnic minority representation in the PCSOs, has decreased from 2.2% to 1.6% of their strength. Whilst the number of minority ethnic PCSOs increased slightly in real terms on the same period in 2006, the percentage has dropped due to a rise in the overall strength of PCSOs during 2007. Ethnic minority groups within the special constabulary has increased from 0.4% to 0.6%.

Complaints

Complaint area/category	06/07	07/08	Trend / direction
Direction and control/organisational	97	164	+ 69%
Complaint or allegation: Serious non-sexual	1,075	958	- 10.9%

assault			
Finalisation: Local resolution	418	317	- 33.7%
Finalisation: Substantiated	28	26	- 7.1%
Finalisation: Unsubstantiated	256	280	+ 9.4%
Finalisation: Withdrawn	87	110	+ 26.4%
Finalisation: Dispensation	93	106	+13.9%
Finalisation: Discontinued	0	18	+ 1700%
Finalisation: No value	0	17	+ 1600%

Long-term targets

The following table outlines the Force's current performance between 1 April and 31 December 2007, against our long-term targets. Included are those established by the Government as part of the Best Value Review programme and those set at a local level within this Force.

Current long-term targets	Performance to date	On target ?
To reassure the public, reduce fear of crime and anti-social behaviour and build confidence in the CJS by 2008	National PSA Target	
To reduce inequalities and build community cohesion	National PSA Target	
To reduce crime by 15% by 2008 in line with Home Office guidance	- 6.0%	
To achieve a 10% reduction in arsons by 2009	- 11.9%	
To reduce the harm caused by illegal drugs in line with PSA 4[3]	National PSA Target	
To improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice by 2008	+ 32% (33,170)	
To achieve a sanction detection rate of 25% by 2008	25.6%	
To achieve a 15% reduction in road casualties by 2008	- 35%	
To achieve 3% efficiency gains in line with set levels each year	3.5%	

[3] Reduce the harm caused by illegal drugs (as measured by the Drug Harm Index encompassing measures of the availability of Class A drugs and drug-related crime) including substantially increasing the number of drug misusing offenders entering treatment through the Criminal Justice System.

To achieve a 1% representation of minority ethnic police officers by 2008	0.7%	
To achieve a 1% representation of minority ethnic police staff by 2008	0.5%	
To achieve a 1% representation of minority ethnic special constables by 2008	0.4%	
To achieve a 72.5% proportion of time spent on front-line policing by 2008	63.1%	
To have an overall victim satisfaction rate above the most similar force family average by 2010/11		
To have an overall British Crime Survey crime level per 1,000 population within the top quartile of the most similar Force family by 2010/11	MSG 3	
To have a total crime sanction detection rate in the top quartile of the most similar force by 2010/11	MSG6	
To achieve a percentage of the population who agree that 'the police in this area are tackling the things that matter in this community' in the top quartile of the most similar force by 2010/11		

Strategic performance indicators

The following table outlines the Force strategic objectives and the supporting indicators, against which we measure our performance.

Information in the '07/08' column relates to recorded performance between April and December 2007, performance up to March 2008 will be included in due course. Where information is available we have also shown our performance for 2006/07.

User satisfaction measures

Supporting performance indicator	06/07	07/08	Trend / direction
Satisfaction with making contact (percentage completely satisfied)	70.8	77.7	
Satisfaction with making contact (percentage satisfied)	85.5	92.6	
Satisfaction with action taken (percentage completely satisfied)	62.7	63.7	
Satisfaction with action taken (percentage satisfied)	74.5	79.7	
Satisfaction with being kept informed	54.5	55.2	

(percentage completely satisfied)			
Satisfaction with being kept informed (percentage satisfied)	67.1	71.7	
Satisfaction with treatment by staff (completely satisfied)	75.5	82.6	
Satisfaction with treatment by staff (percentage satisfied)	86.2	93.2	
Satisfaction with overall service (percentage completely satisfied)	64.5	69.5	
Satisfaction with overall service (percentage satisfied)	77.4	83.6	

Confidence measure

Supporting performance indicator	06/07	07/08	Trend / direction
Percentage of British Crime Survey (BCS) respondents who think local police do a good or excellent job	52.0	55.6 (June 2007)	

Fairness, equality and diversity measures

Supporting performance indicator	06/07	07/08	Trend / direction
Satisfaction victims of racist incidents (percentage completely satisfied)	61.8	68.0	
Satisfaction victims of racist incidents (percentage satisfied)	76.4	83.0	
Comparative satisfaction of minority ethnic group service users (percentage completely satisfied)	54.9	61.1	
Comparative satisfaction of minority ethnic group service users (percentage satisfied)	74.6	83.5	
Comparative satisfaction of white service users (percentage completely satisfied)	64.6	70.3	
Comparative satisfaction of white service users (percentage satisfied)	77.3	83.8	
Percentage of PACE searches on white persons leading to arrest	9.1	10.7%	↓
Percentage of PACE searches on visible	10.3	12.6%	↓

minority ethnic groups leading to arrest			
Percentage of violence against the person offences detected from visible minority ethnic victims	35.1	31.9%	↓
Percentage of violence against the person offences detected from white victims	38.6	41.4%	↓
Percentage of new police recruits from minority ethnic groups	Recruits 2.35	2.8%	↑
Percentage of force strength female officers	22.6	22.7%	↔

Crime level measures

Supporting performance indicator	06/07	07/08	Trend / direction
BCS estimated percentage risk of an adult being a victim of a personal crime (excluding sexual offences) one or more times in the previous 12 months	N/A	5.0% (June 2007)	↑
BCS estimated percentage risk of a household being a victim of a household crime one or more times in the previous 12 months	N/A	16.8% (June 2007)	↑
Number of violent crime offences per 1,000 population	16.7	11.8	↑
Number of life threatening and gun crime offences per 1,000 population	0.33	0.22	↑
Number of acquisitive crime offences per 1,000 population	14.3	9.3	↑

Offences brought to justice measure

Supporting performance indicator	06/07	07/08	Trend / direction
Percentage of crimes/recorded offences brought to justice	26.6	30.5%	↑

Sanction detection measure

Supporting performance indicator	06/07	07/08	Trend / direction

Percentage of crimes/recorded resulting in a sanction detection	25.6	28.0%	↑

Enforcement measures

Supporting performance indicator	06/07	07/08	Trend / direction
Percentage of domestic abuse incidents where an arrest was made relating to the incident		18.0%	↑
Value of cash forfeiture orders and confiscation orders per 1,000 population		£404.22	↑

Traffic measure

Supporting performance indicator	06/07	07/08	Trend / direction
Number of people killed or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled	5.2	4.4	↑

Quality of life measures

Supporting performance indicator	06/07	07/08	Trend / direction
Percentage of BCS respondents very worried about burglary		7.7% (June 2007)	↔
Percentage of BCS respondents living in a household owning, or with regular use of, a car, with high levels of worry about car crime		8.3% (June 2007)	↑
Percentage of BCS respondents with high levels of worry about violent crime		8.3% (June 2007)	↑
Percentage of BCS respondents perceiving a high level of anti-social behaviour		11.9% June 2007)	↑
Percentage of BCS respondents who perceive that people using or dealing drugs are a problem in their local area		20.7% (June 2007)	↑

Frontline policing measure

Supporting performance indicator	06/07	07/08	Trend / direction
Percentage of police officer time spent on frontline duties	63.2	60.8%	↑

Resource use measures

Supporting performance indicator	06/07	07/08	Trend / direction
Percentage of cashable efficiency gains achieved	3.0	£6.271m	↔
Percentage of non-cashable efficiency gains achieved	1,7	£3.605m	↔
Percentage of available hours lost due to police officer sickness	11.6	4.3	
Percentage of available hours lost due to police staff sickness	12.9	5.1	

↑	*Target achieved and improving*	↑	*Target not achieved and improving*
↔	*Target achieved and stable*	↔	*Target not achieved and stable*
↓	*Target achieved and deteriorating*	↓	*Target not achieved and deteriorating*

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If you have any comments or suggestions relating to this report please contact the Police Authority at: polauth@devonandcornwall.pnn.police.uk or on 01392 268333