

DEVON & CORNWALL POLICE AUTHORITY

AND

DEVON & CORNWALL CONSTABULARY

LOCAL POLICING PLAN

2008/11

(DRAFT document)

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

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INTRODUCTION FROM THE CHAIR OF THE POLICE AUTHORITY AND CHIEF CONSTABLE

[to be agreed]

Devon & Cornwall Police Authority and Constabulary are pleased to publish the Local Policing Plan 2008/11, which sets out our priorities and objectives for the forthcoming year and beyond.

In developing these plans we have taken care to ensure that the objectives of the Constabulary balance the needs and priorities of the communities we serve in line with national policing priorities set by the Government, which are published within the National Community Safety Plan 2008/11.

Throughout Devon, Cornwall and the Isles of Scilly, crime is going down and **detection** rates are going up, whilst ever greater efficiency targets are being met but we recognise that there is much more we have to do to improve the service we give to you. We have listened to people who have received a service from us and as a result are looking at what we can do to improve how we keep you informed of the actions we take. We are also looking at the way our organisation works in order to simplify processes, cutting down on bureaucracy and paperwork to reduce the time our police officers spend inside stations and offices. We have already started to move the first 50 officers back to the front line and are putting in place mechanisms to civilianise the posts they leave behind.

We are committed to providing the best possible service that represents value for money for our communities. Despite a challenging financial grant for 2008/09, we have development plans in place to achieve further efficiencies in what we already do, which will allow us to deliver our mission and 5-year development strategy. The strategy will underpin everything we do and provide a context with which to take the organisation forward, supporting our commitment to deliver an effective and efficient service whilst meeting national standards placed upon us.

Our aim is to improve our performance and deliver a professional citizen-focused police service driven by the communities we serve. This policing plan sets out how we intend to do this and the actions we will take to make people feel safer, continue to reduce crime and tackle issues that matter to local communities. We are committed to listening to your views and appreciate any comments you may have on the information provided in this plan. Ways in which you can make your views known are outlined later in this document.

We all have a part to play in the fight against crime, and by working together, with our partners and communities, we can make sure Devon, Cornwall and the Isles of Scilly remain one of the safest areas to live and visit in the country.

[insert photo]

John Smith
Chair of the Police Authority

Stephen Otter
Chief Constable

DEVON & CORNWALL POLICE AUTHORITY

[Information to follow – Richard Martin]

DEVON & CORNWALL CONSTABULARY 5-YEAR DEVELOPMENT STRATEGY

Our Mission, Vision, Values and Standards

Our Mission

Building Safer Communities Together

Our Vision

To be a top performing force [*do we need to expand this here?*]

Our Values

- Honesty
- Integrity
- Fairness and Respect
- Trust
- Courage

Our Strategic Themes

- Providing services to meet the needs of our citizens [*link*]
- Embracing equality and diversity throughout the organisation [*link*]
- Empowering and valuing our staff [*link*]
- Transforming our business to more effective and efficient [*link*]
- Delivering our services to national policing standards [*link*]

Our Standards

We Will:

1. Put people first in the policing service we provide
2. Always endeavour to deliver a high quality policing service
3. Listen to you carefully, try to understand your needs and what matters to you most
4. Tell you what we can do and be honest about what we are unable to do
5. Be clear about what actions we are going to take and discuss those with you
6. Maintain an agreed level of regular contact with you
7. Treat you politely, professionally, and with dignity and respect at all times
8. Welcome feedback from you about the policing service we provide
9. Effectively communicate and consult with you
10. Conform to national policing and other relevant standards

These standards will apply to the policing service we deliver to the public and the customer service we provide to our own staff.

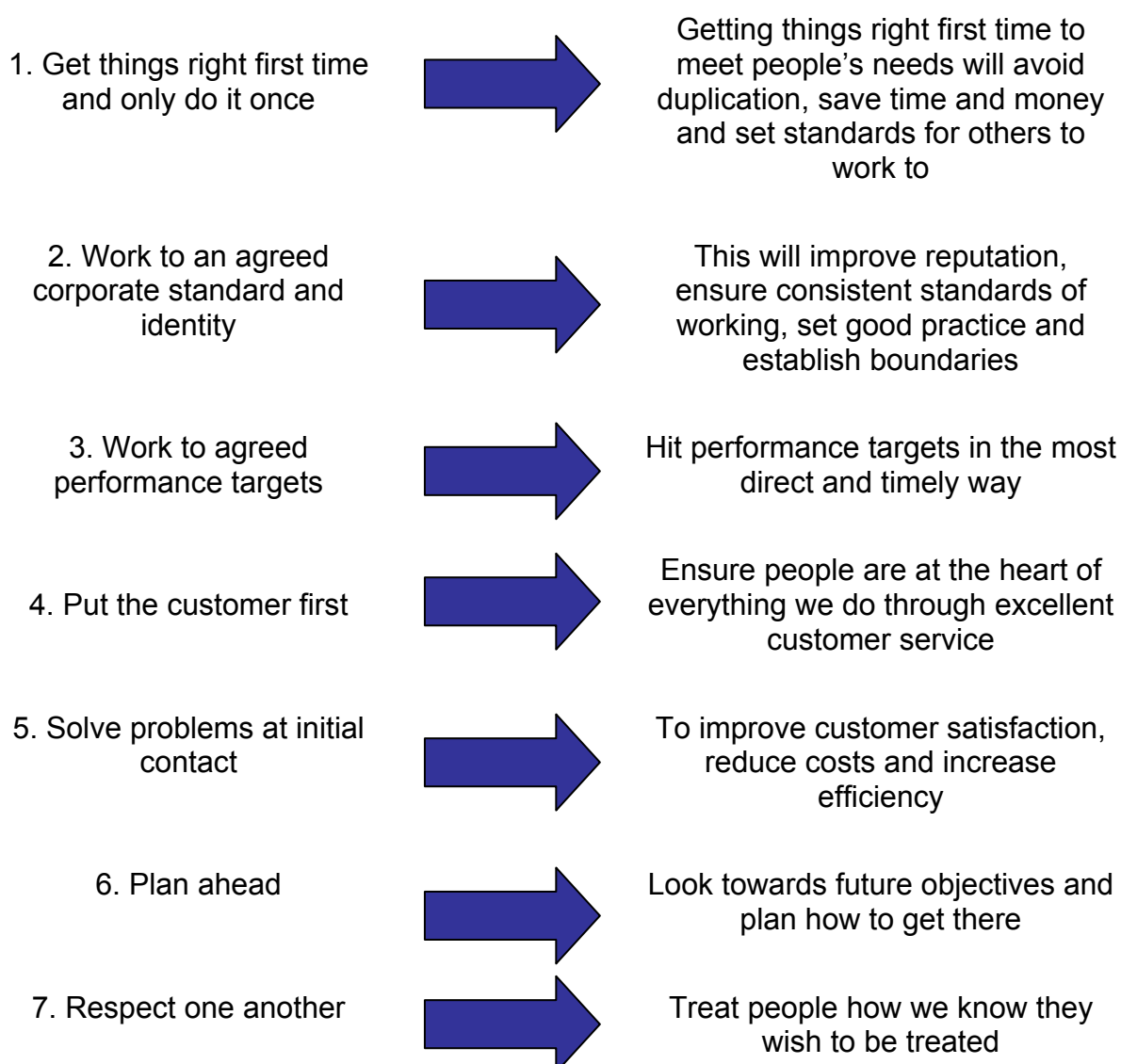
Our People

Will:

- Work together as one team and all contribute to the vision
- Be valued, supported and empowered to deliver an excellent service
- Be trained and resourced to deliver a more people focussed service

- Be more representative of the communities that live, work in or visit Devon, Cornwall and the Isles of Scilly
- Demonstrate high standards of integrity, personal and professional behaviour
- Be part of a learning organisation
- Be given every opportunity to maximise their potential and individual contribution to the organisation
- Work in a safe and healthy environment where they feel comfortable, confident and cared for, enabling them to be at their best
- Have a clear idea of the organisation's expectations of them
- Have clarity about their role, responsibilities, accountability and delegated authority

The Devon & Cornwall Way – Principles for the way we do things:



Force Development Programme

[editorial to reduce techno-speak!]

The Force Development Programme is a managed portfolio of projects designed to deliver change and achieve benefits in line with the Force's strategic themes.

Each project within the Programme needs to contribute significantly to the delivery of the overall Constabulary vision to become a top performing force.

The Programme focuses on the following areas:

- Releasing capacity from within the Force via process change and organisational design change to deliver the financial savings required and to move resources within the Force to ensure minimum standards and performance targets can be met, specifically to improve the level and effectiveness of officers and staff 'on the beat'.
- Defining and achieving specified standards of service provision and compliance in citizen focus, neighbourhood policing, protective services, National Intelligence Model, crime management and management information.

This will be done through:

- Increasing frontline visibility – moving as many uniformed officers as possible to be out and about in your community
- Organisational design – devising and implementing revised organisational structures
- Process management – ensuring key business processes are fit for purpose and ensuring things are done right first time
- Flexibility – exploring ways in which the workforce can operate and contribute whilst achieving an appropriate work life balance and be rewarded appropriately for their contribution
- Shared services – internal/external standardisation and provision

Projects range from replacing the old Command and Control **crime and intelligence** systems, to implementing a new forensic management system and examining options for shared services.

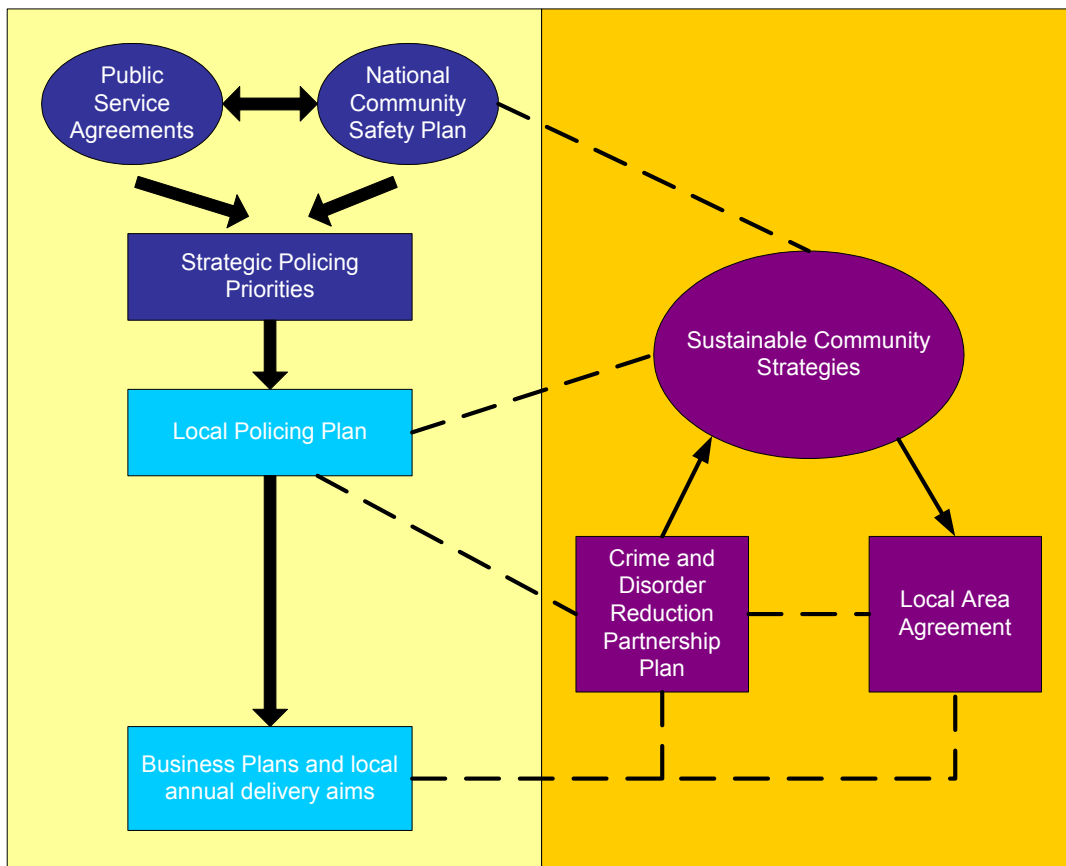
The Programme provides a framework for implementing change and links strategy to project delivery. The method of managing projects and activities within a Programme and using in-force experienced practitioners is effective because changes can be planned and implemented in a holistic and integrated fashion rather than in isolation, meaning more efficient organisational change.

The appointment of a new Force Development Programme Director supported by the creation of a single structure to deliver the Programme will be a key feature of our work across 2008/11. This will enable us to deliver the Programme in a more efficient and effective manner in order to achieve our medium-term financial requirements, as detailed in section [x], page [x]

THE NATIONAL PICTURE

Introduction to National Landscape

There is an assortment of local and national documents and guidance that we must take into account when developing and driving forward performance and delivery against our aims. These are highlighted and explained below:



National Community Safety Plan

The National Community Safety Plan [[link](#)] provides a clear overview of the government's priorities towards community safety from 2008 to 2011, with a key outcome to increase community confidence. First published in November 2005, the plan has so far reinforced the message that a wide variety of organisations and agencies must contribute towards improving community safety, and has shown that real gains in tackling crime can be achieved through working in partnership.

This year the National Community Safety Plan has been refreshed to reflect new objectives as set out in a new crime strategy, 'Cutting Crime: A New Partnership 2008-11' [[link](#)] and following publication of a new set of Public Service Agreements [[link](#)]. The new plan has a stronger focus on more serious violence, and emphasises

the greater flexibility for local partners to deliver local priorities and the need to reflect the increased threat of violent extremism.

Public Service Agreements

Public Service Agreements (PSAs) outline what you can expect from all public services and have been developed to drive forward improvements in key priority areas for the government over the next three years. Thirty new PSAs have been developed, commencing April 2008, along with many priority actions and indicators where public services need to work together in order to achieve the goals set and drive forward improvements. Those that relate most closely to the police service are outlined below.

<u>Public Service Agreements</u>	
PSA23	Make Communities Safer
Priority 1:	Reduce the most serious violence, including tackling serious sexual offences and domestic violence
Priority 2:	Continue to make progress on serious acquisitive crime through a focus on the issues of greatest priority in each locality and the most harmful offenders – particularly drug-misusing offenders
Priority 3:	Tackle the crime, disorder and anti-social behaviour issues of greatest importance in each locality, increasing public confidence in local agencies involved in dealing with these issues
Priority 4:	Reduce re-offending through the improved management of offenders
PSA24	Deliver a more effective, transparent and responsive Criminal Justice Service for victims and the public
Measure:	Effectiveness and efficiency of the Criminal Justice System in bringing offences to justice
Measure:	Public confidence in the fairness and effectiveness of the Criminal Justice System
Measure:	Victim Satisfaction with the Police; and victim and witness satisfaction with the Criminal Justice Service
Measure:	Consistent collection, analysis and use of good quality ethnicity data to identify and address race disproportionality in the Criminal Justice Service
Measure:	Recovery of criminal assets
PSA25	Reduce the harm caused by alcohol and drugs

Measure:	The rate of drug-related offending
Measure:	The percentage of the public who perceive drug use or dealing to be a problem in their area
Measure:	The percentage of the public who perceive drunk and rowdy behaviour to be a problem in their area
PSA26	Reduce the risk to the UK and its interests overseas from international terrorism
Objective:	Stop terrorist attacks
Objective:	Where we cannot stop an attack, to mitigate its impact
Objective:	Strengthen our overall protection against terrorist attack
Objective:	Stop people becoming terrorists or supporting violent extremism

Full details of each PSA can be found at: http://www.hm-treasury.gov.uk/pbr_csr/pbr_csr07_index.cfm

Strategic Policing Priorities

Although the PSAs set out the overarching priorities for community safety, strategic priorities that are specific to policing are also created. These priorities are aligned with the PSAs and the new police performance regime, APACS (assessment of policing and community safety) [[link](#)].

Strategic Policing Priorities for the Police Service in 2008/09

Reduce crime in line with the national PSAs (23 and 25), including focussing on more serious violence (particularly involving the use of firearms and other weapons), serious acquisitive crime (particularly prolific and other priority offenders and drug-misusing offenders), alcohol-related crime and disorder, and anti-social behaviour

Increase public confidence in and satisfaction with the police through an emphasis on the quality of service provided to the public

In line with PSA 24, work in partnership to deliver a more effective, transparent and responsive Criminal Justice Service for victims and the public

Work jointly to ensure that adequate capability and capacity exists across England and Wales to deliver effective policing to tackle serious and organised crime and to provide other protective services

In respect of counter-terrorism and violent extremism in line with CONTEST and the counter-terrorism PSA, work with and through local communities as appropriate to disrupt terrorists and their operations; protect key sites and people going about their

daily lives; deter those who facilitate terrorism; stop people from becoming or supporting terrorists or violent extremists; and be prepared to respond to a terrorist attack and its consequences

The tougher financial settlement for the Comprehensive Spending Review period requires both police authorities and forces to make the best use of resources, with a continuing commitment to achieving significant cashable improvements in efficiency and productivity. The Police Service should see resource management as a core responsibility of delivering sustainable improvement

Local Policing Plan

The Local Policing Plan is prepared to illustrate how individual Constabularies plan to meet national requirements, and are used to detail their own aims and objectives in support of local areas of concern.

Business Plans and local annual delivery aims

In support of this Local Policing Plan, each business area within the Constabulary prepare their own business plan detailing how they will individually contribute to meeting our strategic themes. Action plans are also provided about how work will be progressed ensuring that risks to delivery and resources required are considered.

Sustainable Community Strategies

All local authorities have a duty to work with partners organisations to produce a Community strategy. The strategy shows how local organisations will work together to improve the economic, social and environmental well-being of the people in their area. Each strategy will identify the key priorities for change and planned actions to deliver them, which will have been decided through engagement with local people and businesses.

Crime and Disorder Reduction Partnerships

The role of Local Strategic Partnerships (LSPs) and Crime and Disorder Reduction Partnerships (CDRPs) is fundamental in ensuring local safety strategies and resourcing is aligned with themes and priorities that are recurring across a number of neighbourhoods.

Under the Crime and Disorder Regulations 2007, CDRPs are required to produce partnership plans and strategic assessments that are compliant with the National Intelligence Model [explain] in order to display the priorities for community safety in their respective area. These partnership strategic assessments will form part of the CDRP statutory community safety agreements (CSAs) and our own Constabulary-wide strategic assessment will have to reflect all CSAs within our boundary area.

Local Area Agreements

Within the area covered by Devon & Cornwall Constabulary there are 5 different LAAs: Cornwall, Plymouth, Torbay, Devon and Isles of Scilly.

Priorities for improvement in a local area are established within Local Area Agreements (LAAs), which involve various partners and agencies coming together to agree shared targets.

Previously there were between 800 and 1,200 performance indicators being reported to the Government by local authorities. Under a new regime commencing June 2008, there features a national indicator set of just 198, common across England. Out of these 198, each LSP has to choose up to 35 indicators for the LAA, against which to set improvement targets.

In support of the new approach will be the publication of monthly crime data at a local level, a replacement police assessment process, and a new Comprehensive Area Assessment covering performance across local areas (to be introduced from April 2009).

Protective Services Improvement Plan

[further detail to follow]

Within the Association of Chief Police Officers (ACPO) protective service standards, 'protective services' are defined as counter-terrorism and extremism, serious, organised and cross-border crime, civil contingencies and emergency planning, critical incident management, major crime (homicide), public order, and strategic roads policing.

The Constabulary has already undertaken reviews of our current abilities in these areas in order to identify our current position and identify which areas require further development. In line with national guidelines we are now working towards developing improvement plans to ensure that the activity delivered is fit for purpose.

Our improvement plans will outline the steps we need to take in order to provide appropriate protective service provision in high need areas by 2009 and all areas by 2011. This will include working with other forces and partners within the region in a collaborative arrangement.

HMIC recs to be implemented by January 2009.

YOUR LOCAL POLICE

In May 2005 the government pledged to introduce Neighbourhood Teams to 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.

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

Working with you to tackle your priorities

The aim of the national Neighbourhood Policing Programme was to put communities – their needs, their issues and their priorities – at the heart of local policing.

Since police community support officers (PCSOs) were first introduced to the Constabulary in 2006, we have seen a direct correlation between the increased visibility they provide and rising satisfaction and confidence levels. To increase this we will ensure that each of our 355 PCSOs are trained to use the full suite of powers available to them, allowing 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.

Engagement with our communities is crucial to successful policing. Through the Partners and Community Together (PACT) process, our neighbourhood teams work to establish the top 3 priorities of each neighbourhood, through a mixture of surgeries, meetings, door-to-door enquiries and questionnaires. After listening to the issues you may have with your locality we can then work with partners and residents to resolve and improve these areas of concern.

This year our neighbourhood teams will be building engagement strategies for each of our neighbourhoods, based on how the respective residents have told us they wish to be contacted and how much they want to be involved in the policing and improvement of their local area.

To find out more about neighbourhood policing you can visit the dedicated website at <http://www.neighbourhoodpolicing.co.uk/>

A visible, accessible service

In support of our aim of 'providing services to meet the needs of our citizens', the Constabulary is committed to making our services as accessible as possible to the communities we serve.

We are continuing our efforts to increase the methods available by which people can contact us. This coming year we are confident we will be able to provide a mobile texting facility into our Communications Rooms which will improve accessibility for minority groups and engagement with youth groups. We are also looking to increase our email service to provide another avenue for people to provide us with information or make non-urgent enquiries.

A new Constabulary website will shortly be launched [*check*] that will be fully accessible to all sectors of the community. [*to be expanded, incl NHP website*]

In addition to the main Constabulary website we have a neighbourhood policing website specific to Devon, Cornwall and the Isles of Scilly, which displays information about how neighbourhood policing is conveyed in your area. Key features include:

- A post code search allowing you to view the information relevant to your own area
- Information on the structure of local policing and the nature of individual neighbourhoods
- Information on the individuals working within neighbourhood teams
- A list of current community priorities for each neighbourhood along with actions being taken to address them
- News articles and information on forthcoming public meetings, events and surgeries
- Contact details for the neighbourhood teams including an e-mail mechanism so you can send messages to your respective team

We are continually thinking of new and innovative ways of improving how accessible we are to our customers. Some initiatives that will be planned in more detail in the coming months include:

- Reviewing the opening hours of our front offices at police stations
- Moving 200 officers out of support roles and back into regular operational policing
- Increasing the use of our voicemail facility
- Gathering information from the commercial sector regarding how to improve the service people experience when they contact us.

Consultation

Devon & Cornwall Police Authority has a statutory responsibility to decide what local objectives the Constabulary should pursue and where we should concentrate our efforts. In order to do this, effective consultation with local people is key and a wide variety of consultative methods are employed throughout the year to actively engage with people from all sections of our communities and determine their views.

Our consultation unit continually develops the range of consultation activities we undertake in view of changing demand and priorities of the Constabulary and its communities. Some of the consultation methods we plan to use over the next year include:

- Attending externally organised events to obtain the views of those who do not always get their voices heard through traditional consulting methods, including youth events, LGBT (Lesbian, Gay, Bisexual, and Transgender) Pride events, events for people with disabilities and minority ethnic community events.
- Customer satisfaction surveys to measure our customers' experience at various stages of dealing with the Police (from first contact through response, follow up and treatment and throughout the whole experience). The results of these surveys will be used to measure public satisfaction, and allow the Police Authority and Constabulary to continually review standards of service and take swift action when necessary.
- We are currently developing [[check](#)] an approach to surveying victims of crime who are under 16. This is likely to consist of a mixture of postal surveying and focus groups.
- Surveys to randomly selected households asking people about various issues including satisfaction with the way their area is policed, fear of crime and police visibility. These surveys will be carefully timed to take advantage of views on specific topics such as consultation on how our budget should be spent.
- We have recently agreed an approach to youth consultation that aims to provide a more robust approach to obtaining the views of young people about the Police, their concerns and their priorities.
- Consultation with our staff, both through electronic surveys and through our comprehensive meeting structure and resources such as the Constabulary newspaper, helping our staff remain well-informed.

Results of previous such processes have been used to assist us in setting current and future priorities for the Constabulary, and to ensure that we are in the best possible position to meet the needs of our local communities as well as our own staff.

The results of historic public consultation can be found on our website [[link](#)] along with information on how your views have influenced policing in your area and what initiatives are helping to reduce the crimes you tell us you are most concerned about.

The consultation unit can be contacted by telephone on 01392 452676 or by writing to:

**The Consultation Unit, Professional Standards and Performance Department,
Police Headquarters, Middlemoor, Exeter, EX2 7HQ.**

OUR LOCAL TARGETS AND PERFORMANCE

Policing Targets and Objectives

The Police Authority and Constabulary have a shared vision for the Constabulary to be a Top Performing Force. This is defined as a Force that is within the Top ten of the 43 Forces in England and Wales by April 2011 for a range crime reduction, detection and satisfaction measures, whilst meeting and maintaining nationally mandated standards for Neighbourhood Policing and Protective Services. In addition we aim to at least maintain our independently assessed high standards in financial management and value for money.

The challenging targets agreed by the Police Authority clearly endorse the shared pledge by the Authority and Constabulary for Devon and Cornwall Constabulary to become a Top Performing Force. A limited range of three and one year targets have been built around the needs of our local communities whilst recognising the need to address national priorities, and standards. They aim to provide an efficient, effective service, responsive to local demand.

We look at the strategic policing priorities [\[link\]](#) and PSAs [\[link\]](#) as well as our own vision [\[link\]](#) to prepare local targets, specific to Devon & Cornwall Constabulary. We also look at responses to our public surveys and Partners and Communities Together (PACT) meetings to determine the areas that you want us to focus on. Our long-term targets will assist in our aim to improve police performance in all areas of our service and will be supported by annual milestone targets.

3-Year Target	1-Year Target
1. To be one of the 10 Forces nationally with the lowest levels of serious acquisitive crime	1. To achieve a reduction of at least 2% in serious acquisitive crime
2. To be one of the 10 Forces nationally with the lowest levels of serious violent crime	2. To achieve a reduction of at least 6% in serious violent crime
3. To be one of the 10 Forces nationally with the highest total crime sanction detection rate	3. a) To exceed a 30% sanction detection rate for total crime b) To exceed a 50% sanction detection rate for domestic abuse c) To exceed a 30% sanction detection rate for sexual offences
4. To be one of the 10 Forces nationally with the highest percentage of victims who are satisfied with the overall	4. To exceed an 86% level of victims who are satisfied with the overall service provided by the police

service provided by the police	
5. To be one of the 10 Forces nationally with the highest percentage of victims of racist incidents satisfied with the overall service provided by the police	5. To exceed an 86% level of victims of racist incidents satisfied with the overall service provided by the police
6. To be one of the 10 Forces nationally with the highest percentage of people who 'agree that the local police are dealing with anti-social behaviour and crime that matter in this area'	6. To exceed a 3% level in the percentage of people who 'agree that the local police are dealing with anti-social behaviour and crime that matter in this area'
7. To be one of the 10 Forces nationally with the highest satisfaction for ease of contacting someone who could assist	7. To exceed a 93% level of victims who are satisfied with the ease of contacting someone who could assist
8. To release police officers back to frontline duties	8. a) To release 200 police officers back to frontline duties AND b) To exceed 65% of uniformed officers' time spent on visible policing activity

We recognise that for some of our three year targets we are already in a healthy position and ranked amongst the top ten police forces nationally, such as reducing serious acquisitive crime, serious violent crime, and the level of satisfaction of victims of racist incidents. In these instances we wish to focus on maintaining this high level of performance in light of improving performance trends in these areas from across the country. We have reviewed recent performance from other Forces to estimate a level we will need to achieve in order to remain amongst the top ten Forces nationally.

We also have to demonstrate that in being a top performing Force we are delivering value for money. This is measured by the Audit Commission through the annual Police Use of Resources Evaluation (or PURE). In 2006/07 the Force was assessed as "performing well" by the Audit Commission. We will be assessed again in April 2008 for the 2007/08 year when we hope to maintain this grading.

Under previous guidance, Police Authorities and Constabularies were required to prepare best value performance plans and set long-term targets against which to deliver. Results against our best value performance indicators agreed as part of our 2005/08 strategic plan are included within Appendix A [[link](#)]. Please note, Appendix A will be included once full 12-month performance data is available.

Performance Assessment

In order to provide the most effective service possible, it is essential that the performance of the Constabulary is carefully monitored and managed, in line with national policy and local requirements. Having a structured performance management regime is vital to our aim of improving our service delivery to you, and become a top performing Force. Only by examining performance can we understand efficient methods of policing and translate these into continuous performance improvement.

Our performance is measured in several ways both internally and externally:

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 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. The latest results of recent assessments can be found within our Annual Report. [[link to website](#)]

Our plans to ensure that we meet the agreed standards for protective services can be found within section [[x](#)], or by clicking [[here](#)].

APACS – Assessment of Policing and Community Safety [[link](#)]

APACS is the new performance and assessment framework for policing and community safety, and has been developed in close partnership with key stakeholders ready for the 2008/09 financial year.

The framework will offer an improved quality and range of performance indicators against which we must measure ourselves. Value for money will be taken into account against level of delivery achieved, providing a more effective result when comparing Forces against each other.

The indicators have been aligned with other related frameworks and some indicators will cross over with those within Local Area Agreements [[link](#)]. The areas that the police service will be assessed against cover:

- Confidence and satisfaction
- Promoting safety
- Tackling crime
- Serious crime and protection
- Organisational management

Best Value

The Police and Justice Act 2006 removed the requirement for Police Authorities to undertake best value reviews and produce best value performance plans, in an effort to streamline the planning landscape and allow police authorities to plan and report in an efficient and effective manner. However, we are still required to report on several remaining best value performance indicators that were first introduced within our 2005/08 strategic plan. Latest information can be found within our Annual Report [*where to find*] or attached at Appendix A to this plan [*link*]. Please note, Appendix A will be included once full 12-month performance data is available.

Comprehensive Area Assessment (CAA)

The introduction of Comprehensive Area Assessments (CAA) in April 2009 will introduce a new level of scrutiny to our work and a need to build closer links with the Audit Commission while maintaining our existing relationship with HMIC.

The CAA will monitor a range of our activities that we deliver in partnership with other local bodies, including local authorities, commercial partners and the voluntary sector. They will identify if we are delivering those services that local people have told us are important to them and which directly effect their quality of life. By 2011 this method of assessment will become the main standard of assessment for local services and will be led by the Audit Commission in partnership with a range of other inspectorates, including HMIC.

Continuous Improvement

Some parts of the Local Government Act 1999 that refer to best value authorities still apply, including the duty to secure continuous improvement in the way in which policing functions are exercised, having regard to economy, efficiency and effectiveness.

The role of our Compliance, Review and Inspections section is to provide independent review to all areas of the Constabulary ensuring continuous improvement and promotion of good practice, in order to optimise operational performance within our basic command units (BCUs) and service delivery provided by our departments.

In support of this, the Review and Inspections Team conduct an annual programme of performance management reviews (PMRs) within our BCUs as well as addressing areas for improvement that may be identified by way of thematic reviews. The main aim of these reviews continues to be organisational problem solving with the goal of removing inhibitors and improving operational performance in respect of our targets and service delivery.

A number of thematic reviews have already been completed in 2008. These include the following:

- Absence management review
- Review of the special constabulary within neighbourhood policing teams
- Review of rape sanction detection rates
- Review of priority areas of neighbourhood policing in Plymouth and Devon

The Review and Inspections Team are also looking to undertake a long term piece of work in the next six months as part of a large scale organisational review within the Constabulary designed to make our service more streamlined, professional and ultimately more efficient and cost effective. This is in addition to the PMR process, which is planned for the last quarter of the year.

The Constabulary Chief Officer Group plays a significant role in the PMR process, through the Performance Improvement and Tasking Group, which is chaired by the Deputy Chief Constable. Police Authority members also attend the meetings and are involved in the process.

All external review recommendations and internal recommendations from the PMR and thematic review processes are held on a central database. Recommendations within the continuous improvement database are closely monitored to ensure progress is driven until conclusion.

Ultimately, the aim of the section is to provide a more professional service to the public by improving our processes, structures and quality of service across the Force. To support this work we aim to introduce a defined Organisational Learning Unit which will act as a co-ordinating hub for all manner of improvement activity. This will ensure that good practice is properly recognised, evaluated and promulgated around the Constabulary, while also being shared with HMIC and

others. The unit will seek to ensure that continuous improvement activity/ organisational learning is clearly targeted and that outcomes are clear, yet also beneficial, thereby being able to reassure the Audit Commission that we are providing value for money while continuously seeking to improve our efficiency and effectiveness.

WORKING IN PARTNERSHIP

Improving community safety is best achieved when a wide variety of organisations and agencies work together to contribute to multi-agency agreements. The Government's objectives for community safety are outlined within the Public Service Agreements [\[link\]](#), which make it clear that local partners have the flexibility to balance their own local community safety priorities with these national objectives, in order to reflect the issues that communities care about.

Devon & Cornwall Constabulary is committed to strengthening existing inter-agency working with public, private, community and voluntary groups, to work in partnership allowing an effective response to local community needs and reduce crime and disorder.

Below are some of the ways in which Devon & Cornwall Constabulary are involved in multi-agency arrangements, to deliver a service that represents the priorities of local communities:

Crime and Disorder Reduction Partnerships (CDRPs) [\[link\]](#)

By researching the level of criminal activity and community concerns through wide consultation, Crime and Disorder Reduction Partnerships (CDRPs) can develop strategies and plan measures to address the priority areas within specific local areas.

The Police work with all agencies involved in the 16 [\[? Check\]](#) CDRPs within the Force area, to not only ensure our own policing priorities are coherent with local objectives, but to assist with working towards the aims within the strategies.

Local Area Agreements [\[link\]](#)

Under the Local Government and Public Involvement in Health Act 2007, which commences in April 2008, police authorities will be under a legal duty to co-operate in determining LAA targets and to have regard to the targets.

In support of this new regime, we have been working with local authority representatives and other partners in Local Strategic Partnerships (LSPs) to agree which improvement targets will be put forward as part of the LAAs that commence in June 2008.

The current Constabulary targets [\[link\]](#) have been prepared in conjunction with the draft LAA improvement targets bourn in mind, in order to represent the priorities of local areas where possible. It should be noted that as the LAAs will not be agreed until June 2008, we are unable to publish details of their individual targets at this stage [\[update\]](#).

Local Criminal Justice Board

Local Criminal Justice Boards were formed in April 2003 in response to a need to locally manage the criminal justice system (CJS) and ensure that all criminal justice agencies work together to tackle crime. There are 42 LCJBs within England and Wales who report to the National Criminal Justice Board (NCJB), which brings together ministers and senior officials across Government. The NCJB provides support to allow LCJBs to meet their targets and to:

- Improve the delivery of justice
 - Improve the service provided to victims and witnesses
 - Improve public confidence
- Chief Officer level representatives from the Police, CPS, Probation Area, Her Majesty's Courts Service (HMCS), Prison Service and Youth Offending Teams (YOTs) form the membership of the LCJB and work in partnership to address key targets and business change. The targets which the Devon and Cornwall LCJB are required to achieve in 2008/09 are [*Lucy C for update*]:

VISION	TARGETS
Confidence	
Offences brought to justice	
Compliance and Enforcement	

For further information regarding LCJBs and the CJS please [click here](#) or visit www.dclcjib.org

Strategic Priorities for the LCJB 2008/11

In line with the national vision for a modern, efficient and joined up criminal justice system (CJS), the LCJB's vision for 2011 is:

Our vision is for a CJS that puts victims at its heart and in which the public are confident and engaged. It will be effective in bringing offences to justice through simple and efficient processes. Five key principles will guide the delivery of criminal justice services and business change to deliver the mission:

- Effective in bringing offences to justice – a system that is effective in bringing crime and in particular the most serious offences, to justice so that it plays its part in reducing crime and re-offending.
- The Public confident and engaged – people in local communities informed about the performance of the system, consulted and engaged about their priorities so that they can be confident that it is fair, effective and meets local

needs.

- The needs of victims at its heart – high standards of service for victims and witnesses.
- Simple efficient processes – speedy, streamlined and efficient processes supported by modern technology that enable the CJS agencies to focus on tackling crime and
- The LCJB will improve joint working by ensuring that the LCJB recognises that mutual respect between all staff throughout each agency represented at the LCJB is key to internal and public confidence. The LCJB is committed to promoting effective and supportive working between all criminal justice agencies, and to addressing any issues that could damage inter-agency relationships.

The central purpose and role of the LCJB is defined as:

‘Bringing about business change and performance improvement to support the efficient and effective delivery of justice.’

Collaboration and Shared Services

The report ‘Closing the Gap: A Review of the ‘Fitness for Purpose’ of the Current Structure of Policing in England & Wales’ recommended the restructure and regionalisation of police forces in order to increase resilience and availability of **protective services**. In July 2006, the Home Secretary announced that there will be no enforced mergers of police forces due to concerns around a number of issues that had arisen from amalgamation. However, the Government believes that an improved and more efficient service to the public can be achieved when provided and implemented by more than one police force, and requires attention to be given to multi-force options including a greater use of shared services.

Devon & Cornwall Constabulary is involved in a pilot scheme with other police forces in the South West, assessing joint operational and back office support. A number of initiatives are currently underway to improve the quality and value of Protective Services, that part of policing that focuses on major and organised crime. In addition, collaboration benefits are being explored in other areas of business such as, Air Support, Procurement, Training, Transport, Forensic Services and IT.

In addition the Constabulary has expressed an interest in leading on, and being involved in many other areas of collaboration and the sharing of services with other police forces and organisations. A selection of these is outlined below:

Helicopter provision

We are currently progressing joint working arrangements with the Devon Air Ambulance including the sharing of engineering provision and availability of pilots. We are also actively supporting the work being lead by Dorset Constabulary regarding looking at demand profiles to ensure shared provision of helicopters throughout the south west region.

Regional forensic services tender

Prior to the Regional Forensic Services Tender, various Forces around the country had gone out to tender for these services independently.

In 2005 the South West Regional Forces made a decision to commence a joint tendering exercise with a view to attract lower prices, which was later joined by the North West Regional Forces. These Forces identified a number of aims and objectives for the project these being principally:

- to establish the police service as an informed and influential customer with standard product service descriptions and quality standards
- to achieve better value for money and seek to increase the number of suppliers.

Due to the work of this collaboration, all Police Forces now have a set of specifications for every common type of forensic service used on a day to day basis.

The project has been truly collaborative in every sense of the word with regular input and decisions being made by scientific support managers, crime scene managers and procurement managers from every Force taking part in the collaboration. This means that there is complete buy-in from all the Forces that will use the contract.

Along with the clarity obtained from the new specifications, the collaboration has stimulated the market and resulted in savings of over £225,000 in the first year for Devon and Cornwall Constabulary.

Airwave Key Management Facility

Airwave, our radio communications system has a key management facility that provides extra security through additional cryptographic layers, allowing users to talk securely and only amongst themselves. Following our own installation of the facility in 2006 we are currently looking at offering it as a service to Dorset Constabulary, allowing them to save on capital investment and us to receive a reasonable annual fee.

Collaboration with local authorities

D&CC collaborating with local authorities – awaiting update

PLANNING FOR DELIVERY

[re-name]

Our annual milestone targets support our aim to improve police performance in all areas of our service delivery and assist delivery of our long-term vision as outlined in our 5-year strategy [link].

Local examples of what we are doing within the Constabulary and with our partners to achieve our vision and where possible, better our targets, are outlined below.

Providing services to meet the needs of our citizens

Improving your satisfaction of our service

Policing is not just about making people safer, but about making people feel safer and more reassured. We believe it is important to understand what you want and expect from your police service, in order for us to be able to meet your needs. Although the Constabulary has exceeded its targets against customer satisfaction over the last 12 months, we recognise that much more needs to be done in order to improve your satisfaction further. We have therefore embarked upon a number of initiatives to establish what service you expect from us and how we can meet your expectations [expand].

Encouraging responsible drinking

The 'Think Safe Drink Safe' campaign was launched in response to British Crime Survey findings that 40% of violent crime in Britain is committed whilst the offender is under the influence of alcohol. A website containing information and advice on safe drinking, how to avoid incidents of alcohol-related violence, and how you can get home safely at the end of the night is available in order to help you enjoy a night out. Visit www.thinksafedrinksafe.co.uk for further details.

Tackling anti-social behaviour

In addition to enforcement action using police powers, the Constabulary is committed to a multi agency approach. In the coming year this will ensure that where appropriate, the resources and powers of our partner agencies will be utilised to address local concerns around ASB. These include both civil and Housing injunctions and Local Authority noise abatement notices. In addition to this the Constabulary will seek to ensure that referrals are made to appropriate agencies where required in an effort to reduce repeat instances of crime fuelled by alcohol or drugs.

Working towards an efficient criminal justice system

Criminal Justice: Simple, Speedy, Summery (CJSSS), was rolled out across the Constabulary between July and December 2007 to make the criminal cases in the Magistrates Court progress more efficiently and more effectively, resulting in reduced crime and enhanced confidence in the criminal justice system. There was a high level of involvement and commitment from all agencies in the force area to implement it including Police, Witness Care, CPS, Courts, Judiciary, Defence, Probation and Victim Support.

During 2008/09 the Constabulary will work to continue to improve and then maintain quality and timeliness of files, both on initial submission and when upgrade work is required. CJSSS ensures that the criminal justice system can deal speedily and effectively with low-level crime whilst managing more complex and serious criminal cases and aims to achieve:

- 60% of guilty pleas disposed of at first hearing (already being achieved)
- 70% of contested cases, or those where there is no plea, are disposed of in two hearings
- The average time from charge to disposal to be six weeks for all adult CPS and Police charge cases that are dealt with summarily.
- 80% of trials are to be commenced within 6 weeks of first hearing.

In support of Force targets:

- To be one of the 10 Forces nationally with the highest percentage of victims who are satisfied with the overall service provided by the police.
- To be one of the 10 Forces nationally with the highest percentage of victims of racist incidents satisfied with the overall service provided by the police.
- To be one of the 10 Forces nationally with the highest percentage of people who 'agree that the local police are dealing with anti-social behaviour and crime that matter in this area'
- To be one of the 10 Forces nationally with the highest satisfaction for ease of contacting someone who could assist.
- To be one of the 10 Forces nationally with the highest total crime sanction detection rate

In support of Public Service Agreements:

- PSA23, priority 3: Tackle the crime, disorder and anti-social behaviour issues of greatest importance in each locality, increasing public confidence in the local agencies involved in dealing with these issues
- PSA24, indicator 2: Public confidence in the fairness and effectiveness of the Criminal Justice System
- PSA24, indicator 3: Experience of the Criminal Justice System for victims and witnesses
- PSA25, indicator 4: The percentage of the public who perceive drug use or dealing to be a problem in their area
- PSA25, indicator 5: The percentage of the public who perceive drunk and rowdy behaviour to be a problem in their area

In support of Strategic Policing Priorities:

- SPP1: Reduce overall crime
- SPP2: Increase public confidence and satisfaction
- SPP3: Deliver a more effective, transparent and responsive Criminal Justice System

In support of APACS domains:

- Confidence and Satisfaction
- Promoting Safety
- Tackling Crime
- Serious Crime and Protection

Embracing Diversity throughout the organisation

There is much to be done if we are to fulfil our vision and earn the respect and confidence of all of our communities. Over the next year our key priorities to deliver against this strategic theme will include:

Integrated Equality Scheme

As part of the organisational change programme work is under way to develop an integrated equality scheme which sets out the constabulary's vision and priorities for equality and diversity. The new scheme will integrate our existing race, disability and gender equality schemes and other diversity action plans into a single framework for equality across all of the strands¹.

Neighbourhood Policing

Work will continue to embed equality and diversity within the neighbourhood-policing framework. BCU Diverse Communities teams will continue to work to establish a range of effective mechanisms for community engagement with diverse communities as 'Partners & Communities Together'. A key priority will be the development of Independent Advisory groups within each BCU.

Force equality scheme

[Detail, link](#)

Availability of interpreters

We recognise that there are many nationalities residing and working throughout Devon, Cornwall and the Isles of Scilly and we work hard to ensure that we are accessible to anyone who requires a service from us. Although we have interpreters available we sometimes still experience problems with some dialects. To counter this we work with local groups such as the Devon & Cornwall Chinese Association and direct with migrant worker communities to gain an understanding and awareness of the issues that affect particular black and minority ethnic communities, and how our service to them can be improved.

In support of Force targets:

- To be one of the 10 Forces nationally with the highest percentage of victims of racist incidents satisfied with the overall service provided by the police

In support of Public Service Agreements:

- PSA24, indicator 4: Understanding and addressing race disproportionality at key stages in the Criminal Justice Service

¹ Age; disability; faith; gender; lesbian gay and bisexual; race; and transgender.

In support of Strategic Policing Priorities:

- SPP3: Deliver a more effective, transparent and responsive Criminal Justice System

Empowering and valuing our staff

Police staff handbook

[Detail.](#)

Leadership and development training

Following the establishment of a core leadership programme within the Constabulary, work is ongoing to link it to a pilot for acting Sergeants. A third strand of leadership development is also being created, which will meet the needs of Inspectors, Chief Inspectors and their police staff manager equivalents. In addition a number of continuous professional development (CPD) options will be developed for all managers, to meet their leadership development needs.

In support of APACS domains:

- Organisation management

Transforming our business to be more effective and efficient

Automatic Person Locating System (APLS)

We have recently gone live with our Automatic Person Locating System (APLS) across the whole of our Force area, fully integrated with our incident recording and mapping systems. This enables our communications rooms to visible see each and every police resource, from police officers, PCSO's, Special Constables and other resources on our mapping system in 'live time' so we can direct the most appropriate close resource to an incident [[impact on safety of officers too](#)]. This will improve response times and effective use of our resources. It will also improve public and police safety, minimising the amount of time that police resources have to attend an incidents 'in emergency mode' with sirens and lights flashing.

Plymouth After Dark

Overall, violent crime is steadily decreasing throughout Devon, Cornwall and the Isles of Scilly but remains a concern at a national level as highlighted in PSA23 [[link](#)]. The Plymouth After Dark project aims to reduce levels of violent crime in the city associated with the night time economy. Activities include marshalled taxi ranks, unarmed defensive training for door supervisors and alcohol interventions and referral programmes for those brought into our custody after an offence.

Project Mercury

Our systems that allow us to store crime and operation information are currently at least 15 years old and are no longer flexible enough to meet current and future

demands. The current support contract is due for renewal in 2011 and we have taken the opportunity to identify how the IT can be improved to meet the needs of the Constabulary in the 21st century.

The systems currently deal with around two million crimes and 1.25 million phone calls each year – and these figures are ever increasing. We have set up Project Mercury to review the need of these support systems and find suitable replacements that allow more efficient working.

In support of Force targets:

- To be one of the 10 Forces nationally with the lowest levels of serious acquisitive crime
- To be one of the 10 Forces nationally with the lowest levels of serious violent crime
- To release police officers back to frontline duties

In support of Public Service Agreements:

- PSA23, priority 1: Reduce the most serious violence, including tackling serious sexual offences and domestic violence
- PSA23, priority 2: Continue to make progress on serious acquisitive crime through a focus on the issues of greatest priority in each locality and the most harmful offenders – particularly drug-misusing offenders
- PSA23, priority 4: Reduce re-offending through the improved management of offenders
- PSA24, indicator 1: Effectiveness and efficiency of the Criminal Justice System in bringing offences to justice
- PSA24, indicator 5: Recovery of criminal assets
- PSA25, indicator 3: The rate of drug-related offending

In support of Strategic Policing Priorities:

- SPP1: Reduce overall crime
- SPP3: Deliver a more effective, transparent and responsive Criminal Justice System
- SPP6: Making best use of resources, improving efficiency and productivity

In support of APACS domains:

- Organisation Management

Delivering our services to national policing standards

Protective Services

International Terrorism remains the key threat to National Security and is ever present, as the attacks in London and Glasgow in the summer of 2007 clearly show. The efforts of our joint Special Branch/Counter Terrorism teams are focused on

international terrorism with an ever expanding connection to the rest of the force and our partners force-wide.

The Government's International Terrorism Strategy 'CONTEST' is being updated with greater importance being placed on the 'Prevent' strand. £45 Million is being made available nationally for the period 2008 – 2011 to strengthen communities in a bid to stop people becoming violent extremists. This is going to take a new way of working across the police, communities and Local Strategic Partnerships and new relationships are being established to set us on the right way to achieve this. The efforts will focus on supporting vulnerable people, promoting positive alternatives, further empowering local communities and engaging with young people.

Further connections between Special Branch/Counter Terrorism and Neighbourhood Policing Teams will allow for an increased intelligence network and ensure that counter terrorism remains foremost in the minds of all our front-line staff.

We are reviewing how the Constabulary conducts its Counter Terrorism efforts within ports to ensure our staff are in the right places, at the right time and can be used to the best effect.

Charter Mark

Devon and Cornwall Constabulary recognises that the Charter Mark Standard is an effective framework for customer service and continuous improvement and that the process of application is helpful in itself. Working towards annual re-accreditation provides an opportunity to examine our policing services and develop the way in which we engage with the public. As such, through our commitment to achieving the highest standards of service delivery, we have successfully reapplied and retained accreditation of this award since 1995.

In support of Public Service Agreements:

- PSA26: Stop terrorist attacks
- PSA26: Where we cannot stop an attack, to mitigate its impact
- PSA26: Strengthen our overall protection against terrorist attack
- PSA26: Stop people becoming terrorists or supporting violent extremism

In support of Strategic Policing Priorities:

- SPP5: Work jointly to tackle serious and organised crime and provide other protective services
- SPP6: Counter terrorism and violent extremism

OTHER POLICING DEVELOPMENTS

[To be updated]

Strategically, we are entering a period of change both structurally and culturally. From the service we offer to the way in which we police and engage with our communities; we are moving forward.

This change is influenced by numerous key national drivers which we must take account of when planning at a local level. In line with the national objectives already outlined, the following will continue to affect planning, change and development within the Constabulary and the Service as a whole, over the period of this plan and beyond.

Cutting Crime – A New Partnership 2008-11

This report was published by the Home Office in July 2007 and sets out a three year strategy for dealing with crime. Although crime has fallen steadily over the last ten years the strategy recognises that there is still work to be done to maintain this trend, in light of new crimes through changing technology, global travel and the affect anti-social behaviour can have on people's fear of crime. The document identifies the following key areas that the police service should focus on over the period 2008/11:

- Serious violence
- Anti-social behaviour, with a particular focus on drug and alcohol misuse
- A renewed focus on young people
- Designing crime out of new products and services
- Continuing to reducing re-offending
- A greater sense of national partnership
- Freeing up local partners and building public confidence

To view the strategy please visit:

Violent Crime Strategy

[Detail](#)

Ronnie Flannagan's review of Policing

During 2007 Sir Ronnie Flanagan undertook a review of the police service to examine changes over the last decade, highlighting successes achieved and the challenges facing modern policing. Results of the review were published in two parts with each making recommendations for improvements in four areas:

- Reducing bureaucracy
- Neighbourhood policing
- Improving local involvement and accountability
- Effective management of resources

The interim report can be found at: http://police.homeoffice.gov.uk/news-and-publications/publication/police-reform/Review_of_Policing_Interim_1.pdf?view=Standard&pubID=518388

The final report can be found at: http://police.homeoffice.gov.uk/news-and-publications/publication/police-reform/Review_of_policing_final_report/?view=Standard&pubID=526485

Police Reform Green Paper

Publication of the paper is expected in Spring 2008, and will follow Sir Ronnie Flanagan's review of policing, building on his recommendations. The paper will outline a strategic vision for delivering genuine improvements in police performance and have four key themes:

- Getting the best use from our resources and capacity
- Effective leadership and governance
- Clear, effective performance machinery
- Clarity and co-operation over competing demands

Serious Crime Act

The Serious Crime Act 2007 received Royal Assent on 30 October 2007, and firms up a package of measures that were first suggested in the Green Paper 'New Powers Against Organised and Financial Crime' in July 2006.

The full Act can be viewed at:

http://www.opsi.gov.uk/acts/acts2007/ukpga_20070027_en_1

Youth Crime Strategy

[Detail](#)

Efficiency and Productivity Strategy for the Police Service 2008-11

The strategy sets out a framework for the police service to make improvements in efficiency and productivity and gives assistance to Police Authorities and Forces to enable them to identify local opportunities. It comes in response to the financial grant settlement and recognises that significant savings are required at a local level in order for Forces to be able to deliver the government's community safety aims.

Details on how Devon & Cornwall Constabulary plan to meet the recommendations of the strategy can be found in section [x] or by clicking [here](#).

A copy of the strategy can be found at: <http://police.homeoffice.gov.uk/news-and-publications/publication/human-resources/efficiency-productivity-strategy?view=Binary>

Local Government and Public Involvement in Health Act

The act outlines the Government's proposals for reform of the local government system and how patients and the public are involved in the provision of health and social care services. Specific impacts to the police service surround the recommendations around Local Area Agreements [[link](#)] and its duties as a statutory partner regarding the setting of local improvement targets.

View the act at: http://www.opsi.gov.uk/acts/acts2007/ukpga_20070028_en_1

Counter Terrorism Bill (Feb ESR)

[Detail](#)

Local Government White Paper

Offers: a stronger role for local authorities to lead their communities, shape their areas, and innovate in response to local needs.

In exchange for: more bottom-up accountability, better and more efficient services and tougher intervention when things go wrong.

White paper positions LAAs at the heart of the new performance framework – applying to all outcomes delivered by local government working alone or in partnership

RESOURCES

Guidance – ‘the resources expected to be available’

In order to deliver Constabulary objectives and achieve our targets we have to decide what level of financial and human resources are needed, and what skills our staff require.

We have prepared comprehensive financial, efficiency, human resource and learning and development plans in order to ensure we can be in a position to support our five-year strategy/vision [[link](#)].

Financial Plan

[awaiting info from Angela Daveney]

Efficiency Plan

The Efficiency and Productivity Strategy for the Police Service 2008/11 issued by the Home Office in February 2008 requires police authorities to achieve efficiency gains worth at least 9.3% of revenue costs over three years. This equates to a 3% saving in 2008/09 and each of the two subsequent years.

For Devon & Cornwall Police Authority this produces a target of approximately £26.1m, the target will be agreed with the Home Office later in 2008/09 [*update*]. The Police Authority has approved the three-year financial strategy for 2008/11, which includes cash savings of £17m. Additional efficiency gains will also be made through the re-deployment of police officers to front line duties and in broad terms the existing plan will deliver the target. The phasing of savings over the three-year period is seen as achievable with the largest increase in efficiency occurring in 2009/10 when the benefit of the additional front line resources will be achieved.

The objective of the Force is to provide the best possible service to the public within the resources available. This translates into a vision for policing in Devon, Cornwall and the Isles of Scilly and a supporting business transformation programme that will deliver increased productivity and effectiveness. The most important part of the vision is the plan to release 200 police officers from support functions to the front line within the overall establishment. Additional policing services will be provided within existing resources providing a significant efficiency gain. In addition significant savings will be achieved from a programme of service reviews. These reviews will have the following objectives:

- improving productive time in both policing and support services by streamlining processes and improving working practices;
- giving officers and staff the tools and skills to analyse their work and streamline processes;
- seeking opportunities to work collaboratively with other forces or organisations to improve service arrangements and reduce costs; and
- seeking savings from better procurement

This work will be quantified later in 2008/09 [*update*] to produce a detailed costed plan. Monitoring processes are in place to measure changes in performance and these will be linked to costing information to provide assurance that efficiency and productivity gains have been achieved.

Activity Based Costing

Activity Based Costing (ABC) measures what the Constabulary does and how much it costs. Put another way, ABC is a way of working out how we use our resources and spend our money.

All Forces are mandated to use ABC to provide specific information on their expenditure and is one of the factors used by the Home Office to determine police funding levels. We use ABC to identify and monitor efficiency improvements, measure performance against some of our targets including Frontline Policing and visibility, justify business change and assess comparative performance.

Following a recent review of the processes used for the activity analysis process (which contributes to the ABC process), from April 2008 the Constabulary will use stratified sampling. This will enable a lower proportion of staff to be surveyed whilst maintaining data accuracy and reducing officer participation time.

The Finance Department then gathers details of the costs of the organisation, and using the activity analysis data, works out how the money is spent by each unit, and then allocates it across the Force dependent on how each unit supports the operational officers. The result provides a model of how each unit within the Force is dependent on others, and how much it costs to provide support to operational staff. Ultimately this allows us to work out how much it costs in total to work on an individual incident type.

Following the Review of Policing [[link](#)] by Sir Ronnie Flanagan it is likely that the requirement for Activity Based Costing will be replaced in the near future, with a model that costs less, is easier to use and has a greater impact on productivity.

Learning and Development

The 2008 - 2013 five-year vision [[link](#)] for Devon & Cornwall Constabulary recognises that learning and development champions standards and plays a crucial role in the delivery of operational and organisational business. The investment in resources – including the newly refurbished Learning and Development Centre – underlines the Constabulary's continued investment in its staff.

Many challenges await us in the year ahead – some a continuation of core business and others a new area of development. A summary is provided below:

Citizen Focus

Citizen Focus is at the heart of Devon & Cornwall Constabulary's approach to the communities it serves and we will be ensuring that it is mainstreamed through all of our key programmes. This will enable us to provide services to meet the need of our citizens.

Diversity

The suite of diversity programmes covering all aspects of legislation continues to be piloted and will soon see the inclusion of an e-learning module. The importance of contextualising diversity for relevance and application has led to the development of some bespoke programmes to meet specific needs. Two assessment pilots have already commenced, their aim being to strengthen understanding about the national occupational standards for diversity and how to assess staff against them.

E-learning

The long awaited e-learning project has begun and will be used to deliver three health and safety and three diversity training products. This represents a departure from more traditional form of training and we are developing a communications strategy to ensure that the benefits of e-learning are recognised. **The products are set to be piloted early in the new year and the project will deliver the IT infrastructure required to adopt e-learning as a core part of training delivery.**

Springboard

Springboard is a highly acclaimed personal development programme for women in non-managerial positions. Following a pilot for the programme in 2007 and the equivalent programme for men, Navigator, we aim to run three further programmes during 2008.

Mentoring

Devon & Cornwall Constabulary has recognised the potential of mentoring as a professional development tool and has fully supported the set up of a mentoring framework. The mentoring policy has been revised, a database set up to record mentors in Force and a training programme for would be mentors is being piloted early in 2008. Mentoring will sit alongside other programmes such as leadership, as part of a suite of training and development opportunities intended to meet the Constabulary's needs as a top performing, modern police service. We will also be

seeking to develop external mentoring partnerships with organisations from other sectors.

Learning and Development Review

The learning and development function is undertaking a comprehensive review of its standards of service and its processes, which may lead to a change in structure. This review will encompass feedback from customers (internal and external to the force) and staff within the learning and development function. This will be completed by **March 2008** and will ensure that we continue to respond effectively to the customer requirement.

Partnership Working

The Force has been building on existing links to extend the scope of its collaborative working in learning and development, which is at the heart of its current and future plans. We have developed with City College Plymouth a set of three stand alone neighbourhood policing modules that form part of a foundation degree in public services and are piloting this with a group of Police Community Support Officers in force. If successful, there is an option to develop a full foundation degree, which is sector specific.

Regional collaboration continues with other forces in the South West and the focus for the coming year is on areas of trainer development, quality assurance and assessment.

We are working with partners within the criminal justice sector to develop a joint training initiative, starting with a joint induction programme. This represents an exciting opportunity to strengthen links with our partners in the sector, increase our shared understanding of one another's key areas of business and exchange best practice in learning and development.

Exeter University has an excellent leadership centre and through the Learning and Development function, the Force is exploring links to develop its own leadership skills. This may include mentoring partnerships and professional accreditation.

Race, Equality and Diversity

[awaiting further info from Juliet Simmons]

Guidance: 'Authorities and forces should draw attention to their Race Equality Schemes, compliance with Human Rights Act 1998 and other diversity initiatives and how local people can obtain them'

The constabulary's new five-year vision recognises that equality and diversity is central to the delivery of high quality policing services that meet the needs of all our communities. Equality and diversity is a central theme in our organisational change programme and a strategic priority for the organisation.

Diversity is...

The recognition that we are not all the same and that each of us have equally valuable knowledge, skills and experience to offer the communities we live in and serve. Our differences all contribute to the diversity of our communities and diversity considerations apply to us all. Diversity is about the way in which we treat each other, not treating every one the same, but recognising individual needs and treating everyone fairly and with respect. The constabulary is working to ensure that fairness and respect is at the heart of how we work for and with our communities and the way in which we work with colleagues.

Why is this important?

We police with the consent and co-operation of all members of the community and so it is vital that we earn and keep the respect of all the people we serve. Public confidence and co-operation is essential: without it we will not be given the information and help that we need to maintain order, solve crime and keep communities safe. This will only happen if all communities believe that they will be treated fairly and with respect, and have confidence in the police and the service that we provide.

A police service that listens to and reflects the communities it serves and embraces equality and diversity throughout the organisation will benefit from:

- Better relationships with communities
- Greater community co-operation
- A reduction in crime
- Increased community confidence

A diverse workforce provides us with a broad range of skills, knowledge, experience abilities and cultures and increases our ability to deliver the right solutions, in the right way and to meet the different needs of all of our communities.

Procurement

Devon & Cornwall Constabulary has a central, dedicated Procurement Department made up of professionally qualified staff with a wealth of public and private sector experience. The individual members are responsible for the preparation of tenders, terms and conditions negotiation, contract drafting and the management of the final contract once it has been awarded and implemented.

We have strict policies in place to ensure effective processes are followed by our staff when purchasing goods or services. Based on the total cost of the item(s) required, our procurement department can advise on the appropriate procurement route to pursue in accordance with EU Procurement rules. This ensures that a fair and transparent process is followed, ensuring that all possible suppliers have equal chance to apply and subsequently awarded contract.

Balance between cost and quality, how award contracts.

The procurement department has experience of successfully implementing contracts with significant TUPE (transfer of undertaking (protection of employment) regulations 2006) implications and ensure that all unions, effected staff and suppliers are fully informed at the earliest opportunity.

The following large procurements are planned to occur during the period of this plan. This will involve the procurement department working in close conjunction with users and suppliers to ensure that the awarded contracts result in the provision of quality goods and services.

Goods / Service	Date of renewal
Replacement Command & Control, and Crime & Intelligence System	during 2008/09
Building Contractors framework	during 2008/09
Uniform	during 2009/10
Forcewide and Specialist Cleaning Services	during 2009/10
Replacement Helicopter	due to be delivered in early 2010
Force Courier service	during 2010/2011
ICT Managed Services Contract	during 2011/2012

Devon and Cornwall Constabulary also enter collaborative procurements with other Police Forces, Emergency Services and other local authorities, whenever in the best interests of the Authority. As such we actively participate in local procurement partnerships and also regional and national police procurements. One such collaboration currently being progressed is the western region tender for forensics

services. More information can be found within the section on Collaboration and Shared services [[link](#)].

Further information on the Procurement Department, the procurement process and associated policy documents can be found on our website at: <http://www.devon-cornwall.police.uk/v3/about/departm/tenders/index.htm>

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.

DRAFT - Local Policing Plan v2 for approval

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

APPENDIX A – OUT-TURN PERFORMANCE INFORMATION (INCLUDING ABRIDGED BEST VALUE PERFORMANCE PLAN)

Tables providing out-turn performance information with regard to progress against Strategic Performance Indicators and long-term targets will be included once full 12-month results are available [June 2008].

BACK PAGE

This report is available on request in large print, Braille or audio dictation.

If English is not your first language we can also arrange for it to be produced in another language.

[translated statements to be added – check process with John Jackson re phone number]

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Cantonese: If you would like this document in your language, please contact telephone number

If you have any comments or suggestions relating to this plan please contact the Corporate Planning Office on 01392 452539 or

lucy.barczok@devonandcornwall.pnn.police.uk