

DEVON AND CORNWALL POLICE AUTHORITY

09 July 2004

(Open for the purposes of FOI)

Report by Chief Constable

HMIC BASELINE ASSESSMENT REPORT

APRIL 2004

INTRODUCTION

1. This report is the outcome of HMIC's assessment of Devon and Cornwall's performance up to 31 December 2003, and represents a baseline against which improvement will be monitored.

BACKGROUND

2. This is a new methodology reflecting the changing environment in which police forces and authorities are operating, particularly in respect of the Police Reform Act, the National Policing Plan and the emerging Policing Performance Assessment Framework (PPAF). The main features of the new approach are:

- it is not an in-depth inspection of the force but provides a rational platform for future inspection activity, focusing on areas with the greatest potential for improvement;
- four-band gradings (excellent, good, fair and poor) are used to judge performance of 16 police functions and activities;
- assessment is structured around frameworks of issues/core questions, with descriptions of good performance;
- significantly more use is made of self-assessment and the views of other regulators and partners; this will help to guide decisions around 'earned autonomy' for high performing forces;
- a tailored programme of inspection activity for each force results, driven by the assessment but integrated with each force's strategic development plan.

FINDINGS OF HMIC BASELINE ASSESSMENT REPORT

3. The report was published on 14 June 2004. The Force has been credited with two areas of excellent performance (professional standards and crime and disorder partnerships), 9 were marked good and the remaining five fair. There are no poor gradings.

4. Within each of the performance areas issues were identified as strengths or as areas for improvement. Altogether there were 143 strengths highlighted and 98 areas for improvement suggested (see the following summary). All of the areas for improvement have been reviewed and following release of the draft report in April, work commenced to address these issues. A total of 29 have now been completed. Action continues to be taken in respect to the remainder, with progress being monitored through the continuous improvement database within the Strategic Development Department.

5. The report is presented in three sections, with 23 performance areas only 16 of which were graded due to the lack of comparable national data (the issues in italics were not graded through the national moderation system but reflect a subjective assessment):

OPERATIONAL PERFORMANCE

Performance area	Grading	Strengths	Areas for Improvement
Tackling level 2 criminality	Fair	6	1
Volume Crime	Good	10	5
Hate Crime	Good	3	4
Reassurance	Good	11	5
Call Handling	Fair	8	8
Roads Policing	Fair	4	8
Critical Incidents	Good	3	4
Forensic Management	Fair	3	8
<i>NCRS</i>	<i>Excellent</i>	3	1
<i>Prisoner Handling</i>	<i>Good</i>	3	3
<i>Science and Technology</i>	<i>Good</i>	6	4
Totals		60	51

LEADERSHIP & CORPORATE GOVERNANCE

Performance area	Grading	Strengths	Areas for Improvement
Leadership and Direction	Good	8	5
Strategic Management	Good	4	1
Performance Management	Good	8	3
Human Resource Management	Good	9	7
Professional Standards	Excellent	15	1
Race and Diversity	Fair	6	6
<i>Health and Safety Strategy</i>	<i>Excellent</i>	5	6
<i>Best Value</i>	<i>Good</i>	3	4
<i>Resource Management</i>	<i>Excellent</i>	6	5
Totals		64	38

PARTNERSHIP & COMMUNITY ENGAGEMENT

Performance area	Grading	Strengths	Areas for Improvement
Crime & Disorder Partnerships	Excellent	6	1
Criminal Justice	Good	6	4
<i>Consultation and Community Cohesion</i>	<i>Excellent</i>	7	4
Totals		19	9

6. The report reflects a generally strong performance by the Constabulary across all performance areas, with further progress being made to address issues where improvement is possible.

THE NATIONAL CONTEXT

7. The attached paper illustrates results achieved by other police forces across the country. HMIC has stated the purpose of the Baseline Assessment process is not to compile a national performance table. However, all results are available through the HMIC web-site and several news publications have presented tables created on a 'points' basis per grading, similar to the table presented.

FUTURE DEVELOPMENTS

8. HMIC has invited the submission of further evidence to produce a limited update of the report based on data for the complete performance year 2003/04. This has been forwarded and a revised report will be published in October 2004.
9. Details of a revised Baseline Assessment framework has been published in draft. This change will present the Baseline Assessment performance areas in line with the Police Performance Assessment Framework domains and is a welcome development.
10. The revised framework (attached in Appendix A) has seven sections (the six PPAF domains plus Leadership and Direction), with 26 performance areas, containing 96 sub headings in total. Some of the sub headings were previously performance areas in their own right e.g. NCRS, Best Value and Health and Safety.
11. The main changes are:
 - Race and Diversity split into separate domains – internal and external
 - Consultation and community cohesion split into separate performance areas within Citizen Focus
 - Creation of a new performance area – Community Engagement
 - Creation of a new performance area – Investigating Major and Serious Crime
 - Volume Crime split into separate domains – Reduction and Investigation
 - Hate Crime split into separate domains – Reduction and Investigation
 - Creation of a new performance area – Reducing Anti-Social Behaviour and Promoting Public Safety
 - Creation of a new performance area – Providing Specialist Operational Support
 - Training and Development separated from Human Resource Management
 - Creation of a new performance area – National Intelligence Model
12. Potentially there will be an additional ten graded performance areas in the 2004 baseline assessment report.
13. HMIC Staff Officers will commence evidence gathering for the next baseline assessment in the autumn, although the final report will not be published until the autumn of 2005, after release of the first national PPAF results.

RECOMMENDATION

14. It is recommended the Authority note the contents of this report.

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Chief Constable

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25 June 2004

1. Citizen Focus (PPAF domain A)		
<p>1A. Race and Diversity - External</p> <ul style="list-style-type: none"> Equality/disproportionality of service delivery Community cohesion Engaging with minority groups 	<p>1B. Community Engagement</p> <ul style="list-style-type: none"> Main elements of Citizen Focus Consultation Quality of service to victims, witnesses, etc 	<p>1C. Professional Standards</p> <ul style="list-style-type: none"> Investigation of public complaints Improving professional standards Combating corruption
2. Reducing Crime (PPAF domain 1)		
<p>2A. Reducing Hate Crime and Crimes against Vulnerable Victims</p> <ul style="list-style-type: none"> Partnerships on child protection, reducing race crime, DV, homophobic crime, etc Performance in reducing these crimes MAPPA, etc 	<p>2B. Volume Crime Reduction</p> <ul style="list-style-type: none"> Crime reduction strategies Performance in reducing volume crime Problem solving 	<p>2C. Working with CDRPs to Reduce Crime</p> <ul style="list-style-type: none"> BCU/CDRP integration Joint crime analysis and reduction activity BCU support for CDRPs Drugs prevention CDRP crime reduction performance
3. Investigating Crime (PPAF domain 2)		
<p>3A. Investigating Major and Serious Crime</p> <ul style="list-style-type: none"> Investigating murder, rape, etc. Integration with overall crime strategy ACPO murder manual Early identification of critical incidents that may escalate into major enquiries 	<p>3B. Tackling Level 2 Criminality</p> <ul style="list-style-type: none"> Crime across BCU/force boundaries Support for regional intelligence and operations Asset confiscation Combating level 2 drugs crime Surveillance, technical support and other proactive capability 	<p>3C. Investigating Hate Crime and Crime against Vulnerable Victims</p> <ul style="list-style-type: none"> Investigation of child abuse, race, Domestic Violence, homophobic crime, etc Integration within overall crime strategy Joint training and investigation
<p>3D. Volume Crime Investigation</p> <ul style="list-style-type: none"> Crime management strategies Crime recording Investigative skills ANPR Detection performance Surveillance, technical support and other proactive capability for volume crime 	<p>3E. Forensic Management</p> <ul style="list-style-type: none"> Specialist scientific support Use of national systems - NAFIS, DNA, etc Integrated management of all scientific support processes Performance in forensic identification and detection 	<p>3F. Criminal Justice Processes</p> <ul style="list-style-type: none"> Quality and timeliness of case files Custody Youth Justice/persistent young offenders Prevention of reoffending/prolific offender units PNC
4. Promoting Safety (PPAF domain 3)		
<p>4A. Reassurance</p> <ul style="list-style-type: none"> Operational activity to reassure communities Uniform patrol and visibility Extended police family Special constabulary Use of media in reassuring communities Performance in reducing fear of crime 	<p>4B. Reducing Anti-social Behaviour and Promoting Public Safety</p> <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships and casualty reduction Emergency planning Performance in reducing public disorder and RTC casualties 	
5. Providing Assistance (PPAF domain 4)		
<p>5A. Call Management and Accessibility</p> <ul style="list-style-type: none"> All aspects of call-handling and accessibility Initial incident response Early identification of critical incidents Performance in answering and responding to public calls 	<p>5B. Providing Specialist Operational Support</p> <ul style="list-style-type: none"> Focus on non-crime support Management of central operational support Police use of firearms Capability for dealing with other major events/ incidents 	<p>5C. Roads Policing</p> <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/ support for other operational activity
6. Resource Use (PPAF domain B)		
<p>6A. Human Resource Management</p> <ul style="list-style-type: none"> HR strategy and costed plan All HR issues not covered in 6B, 6C Includes Health and Safety Performance in key HR indicators 	<p>6B. Training and Development</p> <ul style="list-style-type: none"> Costed training strategy and delivery plan All training and development issues PDR processes 	<p>6C. Race and Diversity - Internal</p> <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation or disability Performance on meeting key internal race and diversity targets
<p>6D. Finance and Resource Management</p> <ul style="list-style-type: none"> The finance, estates, procurement and fleet management functions 	<p>6E. Science and Technology Management</p> <ul style="list-style-type: none"> IS/IT strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity and disaster recovery 	<p>6F. National Intelligence Model</p> <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards
7. Leadership and Direction		
<p>7A. Leadership</p> <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds vision, values and standards, promotes a learning organisation, and creates a happy, well motivated workforce. 	<p>7B. Strategic Management</p> <ul style="list-style-type: none"> Integrated strategic planning framework External communication/ consultation Relationship with Police Authority Police Reform implementation Internal communication/ consultation Programme and project management 	<p>7C. Performance Management</p> <ul style="list-style-type: none"> Effectiveness of performance management structures and processes at all levels Quality, timeliness, etc of performance/ management information Internal inspection/ audit/ QA systems Effectiveness of joint force/ police authority use of best value reviews PDR use in performance management