

# **DEVON & CORNWALL POLICE AUTHORITY**

## ***‘Making A Difference’***

**We will make a difference to your community by:**

- Upholding the law, protecting life and property
- Reducing disorder, crime and the fear of crime
- Treating everyone fairly and increasing public confidence and trust in the police
  - Improving customer satisfaction
- Engaging in partnerships and building safer communities

**ANNUAL POLICING PLAN 2006-07  
ANNUAL REPORT 2005-06  
&  
STRATEGIC PLAN 06-09**

## **FORCE VISION**

To serve the communities of Devon, Cornwall and the Isles of Scilly and inspire greater confidence in the police.

We promise we will work with you to achieve our Force Vision, working together to make a difference and demonstrate our commitment to you, to provide a service that is:

### **Straightforward**

Honest, clear, trustworthy and respectful

### **Helpful**

Seeing things from a customer perspective

### **Citizen Focus**

Awareness of customer needs and social issues

### **Engaging**

Listening and working in partnership

### **Excellence**

Changing to improve

These values underpin everything we do

## FOREWORD

### ***‘Serving Our Local Communities: Inspiring Greater Confidence’***

We are pleased to present the Devon & Cornwall Policing Plan 2006/07. This Plan has been prepared jointly by Devon & Cornwall Constabulary and Devon & Cornwall Police Authority, and sets out our policing priorities and targets for the coming year and beyond.

We are committed to ensuring our communities receive a quality policing service and this Plan outlines how we intend to achieve this both in the short and longer term. Our Force Vision, Mission and Values provide the direction and focus for continuous improvement to service delivery and our priorities reflect our aim to provide an effective balance between working with local communities for a better quality of life, and the need to forcefully target serious criminal activity.

The targets and objectives we seek to achieve are highlighted within this Plan. In setting these targets, we have taken account of your local needs as well as national priorities – those set out within the National Community Safety Plan 06/07, and additional government changes in police reform. In line with these national and local demands, our main aim is to not only to prevent and reduce crime and anti-social behaviour but to also reduce the fear of crime and to increase feelings of public safety within Devon, Cornwall and the Isles of Scilly.

We have published how well the Constabulary has performed against last year’s targets, our an explanation for any improvement or decline and how our performance compares with that of other similar sized police forces. We have also provided an indication of the demands faced by the Constabulary and the resources available to meet those demands.

Chief Constable, Maria Wallis celebrates a third year in charge of the Constabulary and alongside the Police Authority, remains committed to the recruitment of further police officers to patrol your streets. With an additional 100 officers recruited this year, we now have more than 3,400 officers – the largest number in our history – and following their success, we now also have 73 police community support officers supporting our frontline staff.

We have ensured a continuous investment in neighbourhood policing with over 350 beat managers across the Constabulary and we are pleased to reveal the Home Office has recently used our neighbourhood policing style as an example of national good practice.

#### **National Community Safety Plan Key Policing Priorities for 2006/07:**

- reduce overall crime by 15% by 2007-08. and more in high crime areas;
- bring more offences to justice in line with the Government’s PSA;
- provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams;
- tackle serious and organised crime, including improved intelligence and information sharing between partners; and
- protect the country from both terrorism and domestic extremism.

Within Devon and Cornwall, offences of domestic burglary, robbery, drug offences and vehicle crime continue to fall, but we will not be complacent. The success seen has been achieved by targeting prolific and high-risk offenders and by working closely with our partners and the local communities to focus policing resources.

Other major successes in the past year have included the implementation of Airwave – the new police communications system. Airwave is enabling us to respond more to the needs of the community and further ensure the safety of our frontline staff.

Investment in our call handling service has reduced waiting times for emergency and non-emergency calls. A new language-interpreting service is also enabling us to better communicate with the public in 150 different languages.

We have also had positive results for many of the major incidents occurring over the last year. Successful convictions for several high profile murders have taken place and we have ensured Britain's most prolific paedophile has been placed behind bars.

Last year saw visits from the Deputy Prime Minister John Prescott to Boscastle, while Minister for Policing, Hazel Blears and the then, Home Secretary David Blunkett visited Plymouth to look at the positive way in which we deal with anti-social behaviour in the city.

Building on these achievements, the Constabulary can look forward to another year of challenges and successes. Our target is to continue to reduce crime and increase community safety across our communities and we will work together, continuing to seek your views on how we can improve our services continuing to deliver a responsive, effective and engaging citizen-focused police service.

David Money  
Chair of the Police Authority

**[ Picture ]**

Maria Wallis QPM  
Chief Constable

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## ***'Setting the Standard'***

### **OUR QUALITY OF SERVICE COMMITMENT TO YOU**

Devon & Cornwall Constabulary is committed to delivering high quality services for its customers. We set ourselves demanding targets around call handling in particular and we have seen significant improvements in this service from our investment in staff, training and improved processes.

We deal with a wide range of enquires from you, the public and we seek to develop our customer commitment further over the coming year and by November 2006, we will have in place a 'Quality of Service Commitment'.

This will detail our commitments to you, when you make contact with us to report a crime, incident, or you have an enquiry, and will tell you how to get in touch if you wish to provide feedback about our service or are not satisfied with our response to you.

Devon & Cornwall Constabulary will aim to meet service commitments in the following areas:

- **Making it easy to contact us**
- **Providing a professional and high quality service**
- **Dealing with your initial enquiry**
- **Keeping you informed**
- **Ensuring your voice counts**
- **Victims of Crime**

The purpose of having these core standards is to ensure that you know what level of service you can expect from us:

- We will make our services accessible to the public and responsive to individual, community and business needs.
- Our staff will aim to provide a thorough and professional service, whatever the reason for your contact.
- We will always give priority to emergencies, however, we recognise that you may wish to contact us for many different reasons.
- We recognise the importance of being kept up to date on the progress of your enquiry.
- We are committed to listening to what you have to say; in order to help us improve the service we provide we want to know your views
- And, if you contact us because you have been a victim of crime, we will comply with the specific commitments under the victims' Code of Practice.

Information from a variety of sources including user satisfaction surveys, public complaints regarding service delivery and community consultation will be used to help continuously improve the quality of our service to you. For more information on our consultation processes please click on the following [link](#).

## CONTACTING US

What number to call:

### **In an emergency      Dial 999**

**An emergency is an incident which requires an IMMEDIATE police response.**

### **Non emergencies**

If you see anyone acting suspiciously, or have any information relating to a crime, you can contact your local police station or police headquarters on: **08452 777 444**

### **Crimestoppers 0800 555 111**

Call anonymously with information about crime. Your call is free.

### **Minicom 01392 452 935**

To assist those who are hard of hearing or speech-impaired, we have installed 'minicom' through the above number.

### **Other online police services:**

- Online [non-emergency] crime reporting
- Latest news and appeals for information
- Online information centre with frequently asked questions
- How you can help us – including:
  - Community messaging service
  - Neighbourhood Watch
  - Crimestoppers
- Traffic watch – local reports updated every eight minutes
- UK police property auction
- Latest job vacancies

**All this and more at:**

**[www.devon-cornwall.police.uk](http://www.devon-cornwall.police.uk)**

## ACTING ON YOUR AUTHORITY



## ***'Providing A Citizen-Focused Service'***

### **LOCAL POLICING IN ACTION**

**Bringing policing closer to the community:**

**Disability Discrimination Act**

**Increasing visibility and reassurance:**

**Special constables:**

**Police volunteers**

**Police community support officers**

**Watch schemes**

**Community Safety Accreditation Scheme [CSAS]**

## WHAT YOU HAVE TOLD US

## ***'Making Our Communities Safer'***

### **[Outline of potential National Policing Plan key priorities]**

- Reducing Overall Crime
- Bringing More Offences to Justice
- Challenging Anti-Social Behaviour [NP]
- Tackling Serious & Organised Crime
- Protecting Against Terrorism

*'How We Are Performing'*

**WORKING TOWARDS BEST VALUE**

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## **PERFORMANCE AGAINST TARGETS FOR 2004/05**

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## **OBJECTIVES AND TARGETS FOR 2005/06**

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***'Funding, Staffing and Diversity'***

**THE BUDGET**

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## **THE COST OF POLICING**

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# EFFICIENCY PLAN

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## **STAFFING AND DIVERSITY**

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## DEVELOPMENT AND TRAINING

- PIP – See Billboard

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*'Measuring Our Performance'*

## PERFORMANCE INDICATORS

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# **STRATEGIC PLANNING FOR 2006 AND BEYOND...**

## THE NATIONAL LANDSCAPE

In just a few years crime has fallen significantly and the strength of the police service increased dramatically. A continuing reform programme will provide the service with the tools and community links needed to meet the diverse crime-fighting challenges of the 21st century.

The aim is to provide a citizen-focused police service that responds to the needs of communities and individuals, and contributes to greater public confidence in the justice system.

The Government sets the national priorities for the public services around this overarching aim and it is our challenge to balance these with a need to meet your local priorities for community safety and address targeted criminality.

In recognition of this challenge, there are an assortment of national and local planning objectives and guidance used throughout the public services which must be taken into account when developing policing strategies and driving forward performance and local service delivery. These are highlighted in the diagram below.



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### **National Community Safety Plan 2006-09 :**

The National Community Safety Plan [NCSP] provides a clear overview of the Governments community safety priorities for the next three years and incorporates the National Policing Plan 2006-09 [NPP].

The five key themes proposed within the NCSP not only underpin the [public service agreements](#) set out by the Government to improve public services, but also provide the basis for targeted national policing as shown below.

Local priorities for forces will be identified within this national framework and based on community consultation and engagement.

**National Community Safety Plan - key themes for the next three years:**

- Making communities stronger and more effective
- Further reducing crime and anti-social behaviour
- Creating safer environments
- Protecting the public and building confidence
- Improving people's lives so they are less likely to commit offences or re-offend.



**National Key Policing Priorities for 2006-07**

- reduce overall crime by 15% by 2007-08. and more in high crime areas;
- bring more offences to justice in line with the Government's PSA;
- provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams;
- tackle serious and organised crime, including improved intelligence and information sharing between partners; and
- protect the country from both terrorism and domestic extremism.

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## **Home Office Strategic Objectives and Public Service Agreements [PSAs]**

The Home Office is committed to building a safe, just and tolerant society. Their vision is to work with partners, and with communities themselves, to secure a country in which crime is lower, anti-social behaviour is tackled, which is better protected against international terrorism and organised crime, and in which all communities have confidence in the police and the CJS.

The Home Office five strategic objectives support these clear and achievable commitments.

In support of these objectives, public service agreements have been developed to drive forward improvements in key priority areas for the Government. The PSAs give a clear outline of what you can expect from all public services including the police and also highlight areas where public services need to work together to achieve the goals set. Each PSA has been aligned to support the Home Office Strategic Objectives – this is shown below.

### **Home Office Strategic Objectives & Public Service Agreements**

#### **Objective One: People are and feel more secure in their homes and daily lives**

PSA 1. Reduce crime by 15% and further in high crime areas by 2007-08.

PSA 2. Reassure the public, reducing the fear of crime and anti-social behaviour and building confidence in the Criminal Justice System without compromising fairness.

#### **Objective Two: More offenders are caught, punished and stop offending, and victims are better supported**

PSA 3. Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007-08.

#### **Objective Three: Fewer people's lives are ruined by drugs and alcohol**

PSA 4. Reduce the harm caused by illegal drugs (as measured by the Drug Harm Index encompassing measures of the availability of Class A drugs and drug -related crime) including substantially increasing the number of drug misusing offenders entering treatment through the Criminal Justice System.

#### **Objective Four: Migration is managed to benefit the UK, while preventing abuse of immigration laws and of the asylum**

PSA 5. Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration.

#### **Objective Five: Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions**

PSA 6. Increase voluntary and community engagement, especially amongst those at risk of social exclusion.

PSA 7. Reduce race inequalities and build community cohesion.

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## Local Area Agreements [LAAs]

### Local Priorities & Delivery

- Working with CDRPs & LCJB - target alignment etc

## OTHER KEY DEVELOPMENTS FOR POLICING

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.

### **HMIC Closing the Gap: A Review of the 'Fitness for Purpose' of the Current Structure of Policing in England & Wales**

The overall effectiveness of the police service is dependent on its ability to tackle crime at all levels – from responsive, localised neighbourhood policing, to protecting us from the harm caused by serious organised crime and terrorism at the national and increasingly international level.

A report by HMIC 'Closing the Gap', has reviewed forces' capacity and capability to tackle serious organised crime and provide a range of protective services including, counter-terrorism and domestic extremism; civil contingencies and emergency planning; critical incident management, major crime (homicide), public order and strategic roads policing.

A number of options for ensuring that the public has the necessary level of protection have been explored, with a final recommendation to create strategic police forces of sufficient size to provide both effective neighbourhood policing and protective services.

As a result of this recommendation, the Home Secretary has invited the police service, in consultation with criminal justice and local government partners to develop firm proposals for possible force restructuring – this work is on-going.

### **National Policing Improvement Agency**

The [National Policing Improvement Agency](#) [NPIA] is being created to support self-improvement across the police service and to drive forward the Home Secretary's national critical programmes outlined within the National Community Safety Plan 2006-07.

NPIA will combine the strengths of existing organisations and national bodies and will enable the development of improved policing standards and operational capability. Having a single organisation responsible for co-ordinating this work will ensure that lines of accountability are clear and that duplication of effort is avoided.

The agency's core functions will include:

- predicting problems before they arise and detecting future trends in policing
- improving professional practice
- assisting the implementation of critical national programmes

Initially these programmes will comprise the implementation of the Richard Inquiry recommendations, the introduction of neighbourhood policing across all police force areas and tackling cross border [level two] crime. The agency will also be working to deliver performance improvement at a time of structural change.

The new agency will be operational, subject to legislation, by 1 April 2007.

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### **Bichard Inquiry**

The [Bichard Inquiry](#) was set up to examine the effectiveness of police forces' relevant intelligence-based record keeping, vetting practices and information sharing with other agencies. The inquiry drew conclusions on these matters and made recommendations relevant for the police, social services, education establishments, vetting departments and the Government to protect children and the vulnerable nationally.

There is a need for clear, consistent working practices, integrated within and across organisations and supported by the best possible technical systems. Both the Government and the police service have committed to the development of a national IT infrastructure to support the handling of intelligence and other information.

Between now and 2007, an evolving programme based around a new statutory Code of Practice on Police Information Management, will progressively reduce the risk that information held on one system or in one police force will fail to be associated with information held elsewhere to help in preventing or detecting crime or protecting the vulnerable.

### **Serious and Organised Crime Agency**

The White paper- '*One Step Ahead: A 21<sup>st</sup> Century Strategy to Defeat Organised Criminals*' published in March 2004 set out the Government's strategy to deter and disrupt organised criminal gangs. As part of this strategy, a new agency - the Serious Organised Crime Agency [SOCA] is being created to drive efforts to tackle organised crime.

SOCA will bring together the National Criminal Intelligence Service, the National Crime Squad, the investigative and intelligence work of Her Majesty's Customs and Excise on serious drug trafficking and the recovery of related criminal assets, and our responsibilities for organised immigration crime.

SOCA will begin operation in April 2006.

### **Workforce Modernisation**

The police service continually aims to recruit and train a workforce capable of meeting the ever-increasing challenges it faces. It remains a fundamental challenge for the police service to ensure that the composition of its workforce is truly representative of the community it serves.

The Home Office is committed to building a truly modern policing workforce by:

- allowing entry for those with valuable skills at levels above constable
- reviewing graduate recruitment and the High Potential Development Scheme
- improving training across the police service
- strengthening leadership at all levels
- progressing issues on diversity
- reforming pay systems

Improving race equality and diversity in the police service lies at the heart of police reform and underpins the workforce modernisation programme. Measures are proposed to create a supportive environment where everyone is valued and to ensure that systems for learning, development and promotion are transparent, fair and accessible to all.

### **National Intelligence Model [NIM]**

The police service remains committed to the concept of intelligence-led, community-based problem solving. The National Intelligence Model [NIM] supports this ideal, enabling us to improve and develop existing intelligence systems through more effective information management.

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The NIM system integrates information on national/regional threats and trends with local intelligence on crime levels. This allows a more pro-active approach to problem solving in our communities, provides a more effective use of resources, more quality, directed patrol time, increased visibility of officers and improved crime detection rates.

NIM ensures that information is fully researched, developed and analysed to provide intelligence that senior managers can use to focus strategic direction, make tactical resourcing decisions about operational policing, and manage risk.

NIM provides:

- Provides greater consistency of policing across the UK
- Allows operational strategies to focus on key priorities
- Allows officers to focus on priority problems and target the most active offenders
- Informs the management of risk
- Provides more informed business planning and greater links to operational policing issues
- Improves direction and briefing of patrols
- Reduces rates of persistent offenders through targeting the most prolific
- Improves integration with partner agencies

### **Integrated Risk Management**

Risk Management is fundamental to every aspect of the corporate business and to every individual. As a public organisation, the police service is required to deliver a range of essential services, all of which involve risk. As risk cannot be avoided, it must be managed and as such risks must be identified, assessed and controlled; activities must only be undertaken where risk levels are acceptable.

Devon & Cornwall Constabulary have established an Integrated Risk Management Framework to identify risks across the organisation, at all levels, in all areas of our business. Whilst the vast majority of these are dealt with by our existing policies and procedures, where this is not so – through a process of internal consultation – the framework enables the Constabulary to decide what measures or activities must be undertaken to mitigate such risks.

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## Strategic Planning for the Future

### *'THE WAY FORWARD'*

Long term targets

## PERFORMANCE MANAGEMENT

- Providing the mechanisms that ensure we achieve our strategic objectives – a sound performance management regime will assist the organisation in developing and improving our strategic planning
- Annual assessment of performance [HMIC Baseline published in October]
- Continuous improvement
- Performance and development

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## **MANAGING STRATEGIC DEVELOPMENT WITHIN THE ORGANISATION**

How do these projects and programmes within the context of performance management contribute to the achievement of our Strategic Objectives and our commitment to the Force Vision, Mission and Values?

- **Confirmed Programmes/Projects**
- **Organisational Benefits**

## RESOURCES FOR STRATEGIC PLANNING

The following information illustrates our financial medium term forecast.

	<b>Medium Term</b>	
	<b>2007/08 £000</b>	<b>2008/09 £000</b>
Increase in grant [assumed]		
Inflation		
Continuity commitments		
External funding changes		
2005-06 policy decisions		
Police officers		
Service delivery programme		
Airwave		
Net changes in appropriations to funds and reserves		
Direct revenue financing		
Forecast cost movement to be funded from savings and council tax		
Forecast minimum level of savings required		

1. Based on a revenue budget of
2. Inflation estimate based on 3% pay uplift w.e.f. 1st September