

Priority

## Accessibility and Accountability

Year: 2018/19

Activities	Baseline and Measurement	By When	Resources	Risks	Outcomes	Suggested owner	Suggested contributor	Status
<b>1. Provide sufficient funding to increase Police Officer numbers subject to Government Grants</b>								
1.1 The establishment level has now been agreed at 1064 (Governance Board 21/11/2016). Work is now ongoing through the NHP working group to establish the NHP/Safety model. PORT meeting will now review resource allocations for all police officer	Resourcing numbers being tracked and reviewed at the Recruitment working group. Any changes in the establishment numbers will be tracked through this meeting.	2021	HR/Finance All members of PORT	Resource numbers don't meet established numbers and therefore service delivery is impacted.	To be measured through the operational and organisational performance frameworks.	FINANCE Peter Skelton		Police numbers are tracked and managed through WEB/ME B and PCC Governance Board. Not to actively managed here

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posts to ensure departmental allocation is in line with current Force objectives.								
<b>2. Double the size of the Special Constabulary</b>								
2.1 Set up a Project Team (PT) to deliver the increase in number of Special Constables.	Baseline – Currently no Project Team Measure – PT Established	August 2016	Project Manager Project Inspector Project Sergeant (all in place) Project Admin (6 <sup>th</sup> December 2016)	Increased recruitment of regular Constables could affect recruitment rates	Fully staffed PT established to deliver all programme intended outcomes	Jo Smallwood		Structure and processes in place to continue to support and develop Citizens in Policing Board and this will form a new action (see below)
2.2 Establish a Project Board	Baseline – Currently no Project Board Measure – Project Board established	August 2016	Established SRO Chief Supt Gary Thompson		Project Board set and agree strategy and work streams and ensure activity completed against agreed timescales	Jo Smallwood		As above

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2.3 Devise a recruitment plan that will deliver the intended increases in SC numbers.	Baseline – Plan not in place Measure – 4 year plan devised and agreed through Project Board	August 2016	Project Team	As per 1 above	A recruitment plan set against available resources to deliver the plan will be most effective in delivering the increase in numbers necessary to attain the numbers required.	David Pedrick Friend		As above
2.4 Assess the standard of the current group of Special Constables and remove those SC's who are not committing sufficient hours to contribute to Force Aims and Objectives.	Baseline – A percentage of the current group of SC's are disengaged and not completing sufficient hours to contribute to force aims and objectives. Measure – Individuals identified and provided with improvement plan or removed from service	May 2016	Project Team SC Senior Team	Removal of a number of SC's from current group means increase in recruitment	Establish a baseline off SC's delivering the requisite number of hours to deliver the required service and identify the number of SC's that will need to be recruited to meet service delivery needs.	David Pedrick Friend		
2.5 Review current procedures for recruitment, retention and progression of Special Constables	Baseline – No recent review Measure – Review completed and plan designed and implemented	July 2016 - ongoing	Project Team SC Senior Team		Establish recruitment, retention and progression that are future proofed and that attract and retain high quality individuals from all of our communities	David Pedrick Friend	Bridget Woodhall Emma Davis	
2.6 Devise a recruitment plan to deliver the	Baseline – No plan. Measure – 4 year plan agreed through PB	July 2016 - ongoing	Project Team Staff Development Unit	Requisite number of SC's not recruited	Requisite number of SC's recruited and trained.	David Pedrick Friend	Bridget Woodhall Emma Davis	

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required increase in SC's		g						
2.7 Design and implement pre-join mandatory "Information Evenings"	Baseline – No current information evenings Measure – Evenings designed and established	July 2016 - ongoing	Project Team Staff Development Unit		The information given at the evenings will encourage more individuals to join due to greater awareness of role.	David Pedrick Friend	Bridget Woodhall Emma Davis	
2.8 Design and implement a blended learning training package.	2.8 Design and implement a blended learning training package.	Baseline – Current provision Measure – successful implementation of BL programme and impact on service delivery	August 2016 - ongoing	Project Team Staff Development Unit	Blended learning will allow more flexible engagement in learning and CPD	David Pedrick Friend	Bridget Woodhall Emma Davis	
2.9 Establish an effective team of regular	Baseline – Current number and effectiveness of	Ongoing	Project Team Staff Development Unit	Unable to recruit sufficient numbers of mentors	Effective mentoring will progress the competence and	David Pedrick Friend	Bridget Woodhall Emma Davis	

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Constable mentors to support ongoing development of SC's.	mentors Measure – Effectiveness of new tranche of Constable mentors measured through SC performance and feedback		Local Policing		commitment of SC's through increased motivation and confidence			
2.10 Implement an electronic duty hour's system.	Baseline – Current inability to effectively track SC hours Measure – Effective duty system implemented	May 2016 - ongoing	Project Team SC Senior Team		Electronic system implemented that will allow local managers will be able to effectively monitor and manage SC attendance	David Pedrick Friend	Bridget Woodhall Emma Davis	
2.11 Design and complete a recruitment campaign	Baseline – Current provision Measure – Designed and completed an effective campaign	January 2017	Project Team Communications & Engagement SC Senior Team		Measurable increase in successful applications	David Pedrick Friend	Bridget Woodhall Emma Davis	
2.12 Design an effective SC deployment model utilising Time Based Tasking Approach	Baseline – SC resources deployed inconsistently Measure – Evidence of deployment plan affecting service delivery	March 2018	Project Team SC Senior Team Local Policing	Project Team Local Policing SC Senior Team	More effective and efficient deployment leading to increased performance.	David Pedrick Friend	Bridget Woodhall Emma Davis	
2.13 Establish an effective performance framework for	Baseline – No current performance framework Measure – Effective	March 2018	Project Team SC Senior Team Local Policing		More effective management of individual and team performance.	David Pedrick Friend	Jo Smallwood Bridget Woodhall Emma Davis	

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SC in in line with new neighbourhood offer	framework implemented							
<b>3. Harness efficiencies from technology to put more boots on the ground, to increase visibility, accessibility and engaging with our communities</b>								
3.1 The boots on the ground will be in relation to the building capacity programme linked to 2 above in increasing the number of specials.	Satisfaction/confidence from NHW, Number of cadets/volunteers Channel management performance measures	2021	Support of Channel management, HR/vetting Performance measures from channel management.	Not being able to introduce new technology with the required training in a timely manner.	Increased satisfaction/confidence from NHW. Increased number of cadets/volunteers. Increased use of MFLP	Jo Smallwood and Simon Todd		
3.2 Increasing the number of cadets currently recruitment is being undertaken to increase numbers with a cohort at Stroud.						Jo Smallwood and Simon Todd		
3.3 Increase the number of volunteers.						Jo Smallwood and Simon Todd		

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<p>3.4 Effective use of partners statutory and volunteers e.g. NHW reinvigorating the NHW and using new technology to improve communication flow to increase timely communication and effectiveness. Link into the channel management programme to increase the number of avenues information can be provided to the community and how they make contact with us. Use of MFLP to increase time out of the stations.</p>						<p>Jo Smallwood and Simon Todd</p>		

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<b>4. Deter and prevent crime and anti-social; behaviour rather than merely responding to it, reflecting the modern crime prevention strategy.</b>								
4.1 These are linked to the activities already included in relation to the NHP/safety group. A review of Harm Reduction is going to take place terms of reference currently being considered. Four PCSO dedicated to the Barnwood Trust for the ABCD project.	No baseline. NHP/Safety performance measures (to be determined)	2021	Review of HR. Also linked with building capacity and NHP resources.	Not embedding crime prevention as business as usual across all staff.	Long term measure in relation to ASB?	Jo Smallwood and Bridget Woodall		
<b>5. Be available to residents and offer reassurance and a familiar face they can have confidence and confide in.</b>								
5.1 This is linked to NHP ongoing work. Availability linked to channel management and will be increased most effectively	Baseline – Current satisfaction indicators	2021	As per NHP/Channel management and building capacity.	Expectation of availability being met in traditional styles not being achievable.	Increase confidence and satisfaction	Bridget Woodall		



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through effective use of technology. Each community to have a named PCSO and NH Inspector.								
<b>6. Review how the public can communicate with the Police and assess their services. Whilst improving traditional channels of communication, they will develop new channels appropriate to all ages, demographics and communities to give people a choice and convenient ways of accessing their services (Hilary Allison)</b>								
6.1 Review and improve our current technology for dealing with 999 and 101 calls.	Measure – Our systems allow us to measure how quickly we answer each call for service so we will be able to identify improvements gained through system changes.	February 2017 - ongoing	FCR Inspector ICT and 3rd party suppliers KCom and APD	Currently have a break fix contract with KCom so we have no influence or control over when they attend to implement improvement changes.	Answer calls for service more quickly for the most vulnerable members of our community.	Simon Atkinson Andy Morford		
6.2 Review and improve our working practises in respect of all our calls for service.	Measure – We will be able to demonstrate continuous improvement activity.	June 2017 - ongoing	FCR Staff		Tangible difference in performance through leaner more effective and efficient systems that release resources to deal with our most vulnerable customers	Andy Morford		
6.3 Review and improve our performance	Baseline – Individual and team based performance data is	June 2017 - ongoing	FCR Inspector ICT 3rd party suppliers	Unavailability of 3rd party supplier		Lucy Shirodkar		

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management capability so that we can accurately and dynamically provide accurate data of individual and team performance on a daily basis.	available but currently irretrievable. Measure – Ability to provide dynamic individual and team performance data	g	KCom and APD					
6.4 Improve community consultation through the formulation of a communications strategy. This will involve establishing a community consultation group to meet quarterly and be actively involved in shaping FCR activity and procedure.	Baseline – Community group previously established with similar ambitions. Measure – Community members secured to group with clear terms of reference and meeting dates agreed.	January 2017 – ongoing	FCR Local Policing Communications & Engagement Team		We will establish a dynamic group that will reflect our communities, contribute to the development of our policy and procedure and hold us to account.	Rob Priddy		
6.5 Improve customer and community awareness of FCR activity through hosting	Baseline – Visits suspended for last 12 months. Measure – Programme of visits demonstrating participation from all	March 2017 - ongoing	FCR Volunteer/s		Visitors to the FCR will reflect all the Protected Characteristics as prescribed by the Equality Act 2010.	Rob Priddy	Andy Morford	

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250 visitors to the FCR of all ages from all communities between 31 January 2017 and 30 January 2018.	our communities.							
6.6 Develop internal collaborative partnerships to release capacity and improve customer service	Measure – tangible evidence of collaborative improvement activity	June 2017 - ongoing	FCR Internal Stakeholders		Demand reductions on FCR or improved services	Rob Priddy	Andy Morford	
6.7 Develop external collaborative partnerships to release capacity and improve customer service	Measure – Tangible evidence of collaborative improvement activity	Sept 2017- ongoing	FCR External Stakeholders		Demand reduction for FCR staff or improved services.	Rob Priddy		
6.8 Develop and deliver a sustainable digital transformation programme through our Channel Management	Channel Management Strategy in place.	2020	FCR Senior Team OPCC Channel Management Project	Insufficient funding and expertise.	Delivered a digital programme that improves all levels of performance and provides a basis for continuous development of systems	Lucy Shirodkar / Hilary Allison	Rob Priddy Andy Morford	

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Strategy								
6.9 Improve Workplace Wellbeing	Baseline – Staff Survey 2014 Measure – Increased staff engagement and satisfaction.	June 2017 - ongoing	FCR Team Occ Health H&S Adviser		Increase in staff wellbeing resulting in reduction in sickness absence and increase in productivity.	Kath Davis HR - Contributor	Rob Priddy	
<b>7. Develop a plan between the Constabulary, the OPCC and local communities to maintain and develop neighbourhood policing in their communities.</b>								
7.1 NHP/Safety working group in place. First draft of a strategy plan on a page has been produced. First meeting of group has taken place. First meeting with internal police stakeholders has taken place. Further stakeholder meetings to include all concerned/affected parties to be	Is a new task. Satisfaction/confidence. Safeguarding performance measures.	2021	To be considered by working group. Project support being supplied.	Being able to maintain the red circled NHP officers against all other operational demands. PCSO establishment not being maintained and PCSO being used for roles that are not directly linked to NHP Will take time to develop and embed and needs to move forward in harmony with the building capacity and channel management programmes		Jo Smallwood Paul Dutton	Bridget Woodhall Emma Davis	

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arranged. Ongoing work to develop the strategy and 'red circle' a small number of officers to dedicate to NHP								
7.2 Cohesive survivor-focused criminal justice processes	Monitoring of outcomes for DA criminal justice processes e.g. charges, discontinuance rates	Ongoing		Restrictions placed by national criminal justice processes	Better victim satisfaction and improved reporting	Simon Atkinson		
7.3 Effective all-agency risk assessment and risk mitigation.	Audit activity	Ongoing	Commitment from agencies involved in domestic abuse response including police, GDASS, GCC		Better informed risk assessment and decision-making leading to earlier intervention	Simon Atkinson		
7.4 Migrate the DA database onto Unifi ensuring that information is available for informed decision making	BAU Could measure how this is being used?	Mar 2017	Police ICT commitment	Other Police ICT priorities take precedence	A consolidated case management system for the police to manage domestic abuse reports	Simon Atkinson		

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<b>8. Evaluate the current trial of the Mounted Police</b>								
8.1 The evaluation is underway and is owned by the Mounted Capability Trial Project	Full analysis and evaluation of the trial is expected to be delivered in Quarter 1 of 2017	March 2017	Supported by the Continuous Improvement and ACT teams.			Caroline Warburton and Jo Smallwood	Bob Keeble	
<b>9. Maintain the profile of rural communities through tackling rural crime and increasing visibility in those communities.</b>								
9.1 This is linked to a number of the previous objectives. Will form a key part of the work on the NHP/Safety model. CI Marogna has just come into post and is the new Force lead for Rural/Wildlife crime. Increased visibility through use of technology and specials/cadets/volunteers.			Supported by the communities.	Due to reduced number of NHP officers expectations of communities in how delivery will be changed from traditional methods through better use of technology and the communities themselves will take time to embed and satisfaction/confidence through this time could decrease. Communities not supporting NHP/Safety		Jo Smallwood and Giulia Marogna DII and ICT – Contributors ?		