



People First Policing

The Policing Plan For Gloucestershire

2011 – 2012



INVESTOR IN PEOPLE

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Foreword



Rob Garnham



Tony Melville

We are pleased to present the Gloucestershire Constabulary Local Policing Plan for 2011-12. This document explains how the Police Authority and the Constabulary will continue to improve and develop the police service provided to you and the diverse communities of Gloucestershire. In formulating our plan we have balanced the views of the public with national priorities, policing intelligence and our partners' priorities.

Gloucestershire continues to be a safe place to live and in recent years we have had great success in reducing crime and bringing people to justice. Importantly, public confidence also continues to improve and we will strive to see both trends maintained. Our Neighbourhood Policing Teams are at the heart of this success, listening to their communities and reflecting the community concerns in their local priorities.

The police service, in common with every other area of the public sector, faces significant challenges over the next four years. We are well placed to meet these challenges and the Authority is working with the Constabulary to identify all possible areas for efficiency savings whilst maintaining a good service. The structure of the Constabulary has changed to ensure that we are more efficient and effective. The new structure will improve our ability to engage with and protect our communities, bring offenders to justice and provide even better value for money.

We will deliver a police service which is agile, able to both anticipate and respond to future demands and with a flexible workforce providing local policing for Gloucestershire. Working across the whole public sector locally and also with other police forces we will develop partnerships which empower the communities of Gloucestershire and have a clear focus on keeping people safe from harm. We will identify where services can be shared, collaborating or integrating as appropriate, and working together to save money. We will also share our expertise and commission services to remove duplication so that we can be more efficient and have a greater positive impact on residents' lives. We will prioritise our activities to take account of their relative costs and benefits in order to minimise harm and provide maximum benefits.

Purpose, Mission, Values

Since the earliest introduction of professional police forces, good policing has relied upon the trust and confidence of the public. In Gloucestershire, we are continuing to build a policing service which is at the heart of local communities and which puts the needs of the public first. We believe that this will result in the highest levels of trust and confidence, which in turn will enable us to achieve more with the support of all the people we serve.

Our purpose as an organisation will continue to inform everything that we do and you will see that this features centrally within the Policing Plan:

To keep people safe from harm and to inspire the highest levels of public confidence in us, their local police.

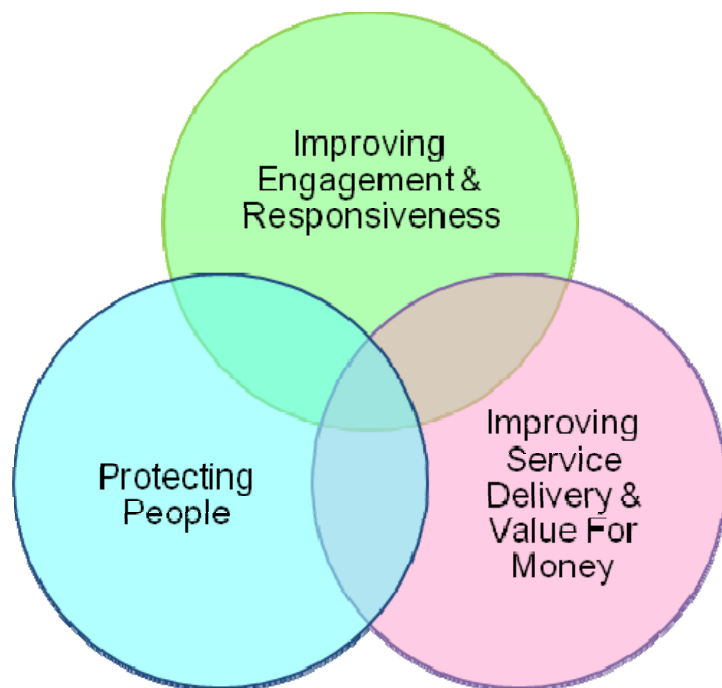
All of our operational and organisational effort is ultimately focused on achieving this and this will continue to be our objective for the year ahead.

Our mission is:

To consistently deliver first class policing that meets the expectations and needs of individuals and communities.

We are committed to delivering a first class policing service to the people of Gloucestershire. In order to achieve this we will work with our partners to listen to our communities so that we know what needs to be done and ensure that we focus our attention on the things that matter most for local people. We will continue to work hard to deliver a responsive and effective service that inspires public confidence and consistently meets the expectations and needs of local communities and the victims of crime.

We will continue to focus on three strategic areas to support our plans through the next 4 years:



Our Policing Plan is structured against these interdependent areas of strategic focus, which support existing plans relating to people, buildings, technologies and vehicles. In each of these areas a number of key activities have been identified for the year ahead. A chapter has been included for each of these areas detailing the key activities and additional information.

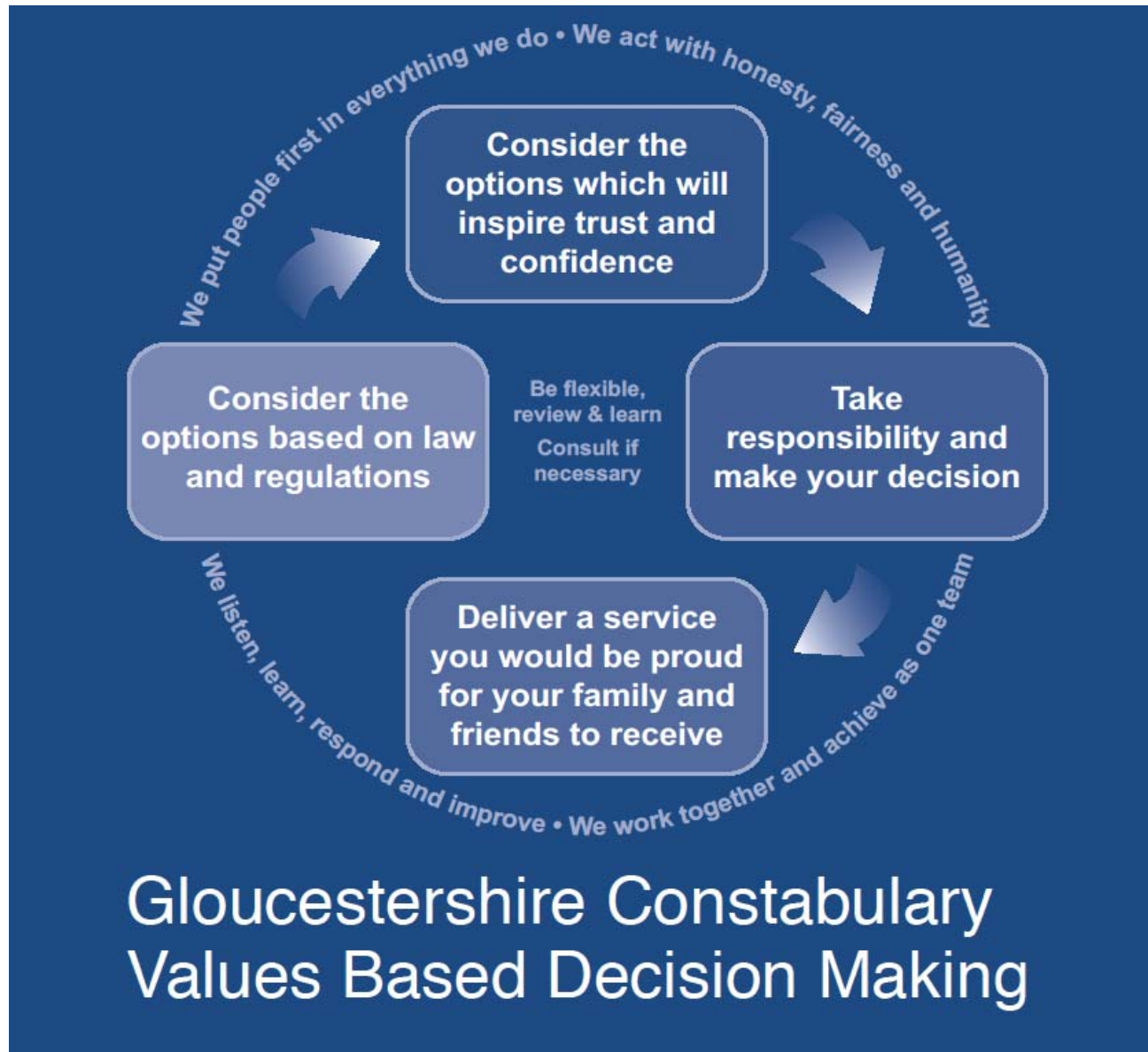
Public perception is critical to our success; therefore the relationship that we have with you is important as it enables us to deliver policing with your consent and your support. All of our plans for the future are intended to inspire your confidence in us and to maintain our proud tradition of public service.

The way that we conduct ourselves is as important as the service that we deliver to you and to give a first class policing service we must always demonstrate the highest standards. In order to promote this we have a clear set of values underpinning all of our work. The values capture in a few words what the policing experience in Gloucestershire stands for and we encourage our staff to “live” those values in their everyday work.

Our values are:

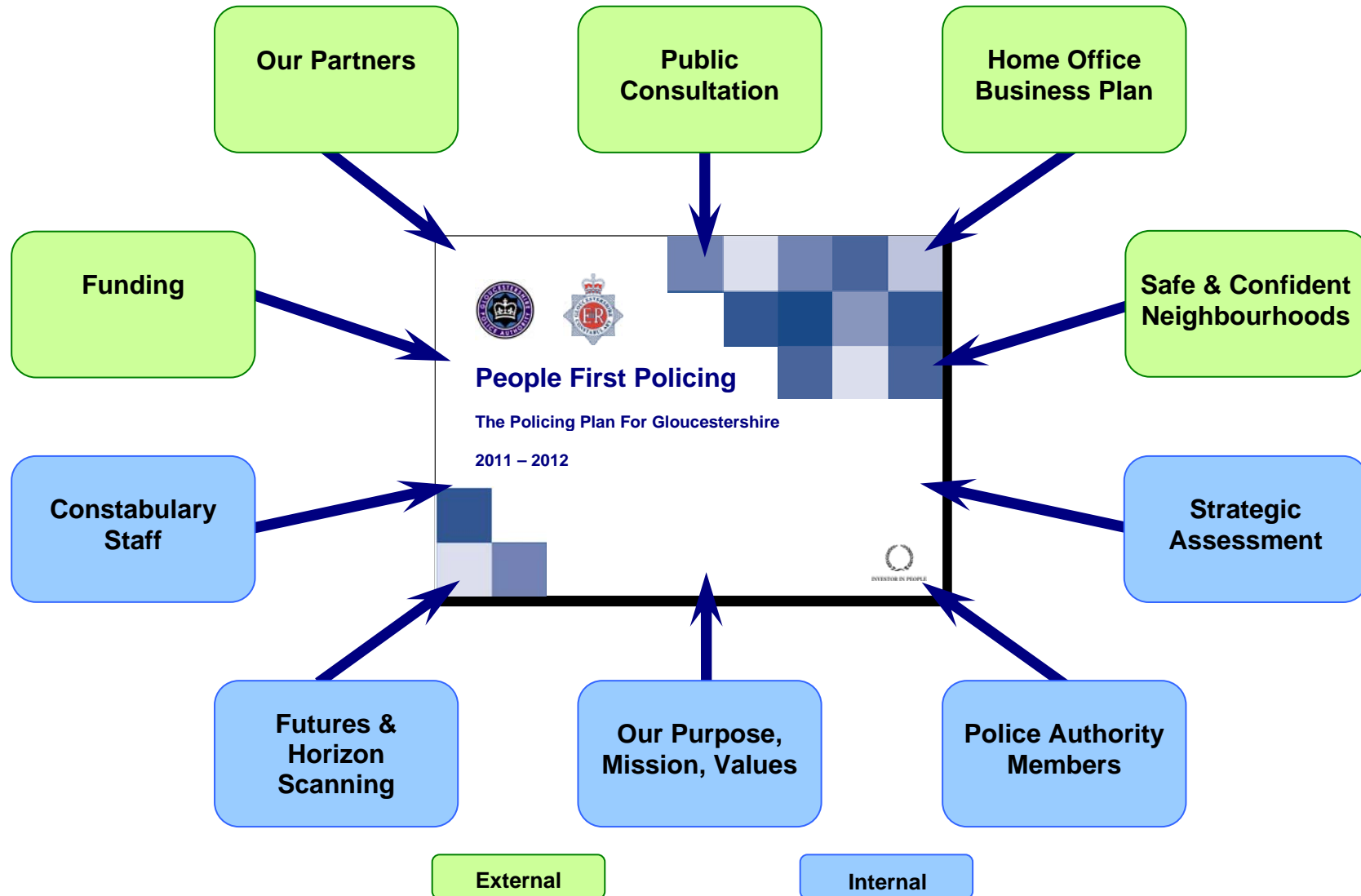
- We put people first in everything we do
- We act with honesty, fairness and humanity
- We listen, learn, respond and improve
- We work together and achieve as one team

It is important that staff understand how our values apply to the work they do, and how their behaviours reflect the wider Constabulary. Our values based decision-making model encourages the use of professional judgement and allows staff to use their discretion in appropriate circumstances. It provides a framework for decision-making, taking account of the force values and aims to deliver a service our staff would be proud for their family and friends to receive.



Factors Influencing The Policing Plan

The Police Authority and Constabulary work together to draft the Policing Plan, which sets out the future direction for policing in Gloucestershire. In determining the strategic focus for the Constabulary, a number of key sources and factors have been considered and included in the process:



Our Partners: Local councils, probation, health and other public bodies also have a big part to play in keeping communities safe.

Public Consultation: Consultation with the public regarding their expectations and experiences.

Home Office Business Plan: Details objectives and priorities for the Home Office.

[Safe & Confident Neighbourhoods](#): A Partnership strategy for Neighbourhood Management.

Funding: Government grant(s) and Council Tax precept etc.

Constabulary Staff: We have listened to the views of those who will be responsible for delivering the plan.

Futures & Horizon Scanning: Methods used to identify and analyse insights about the future.

Our Purpose, Mission, Values: Sets out our commitment to you and provides the strategic framework for the Constabulary.

Police Authority Members: Members have a statutory duty to set the strategic direction of the Force.

Strategic Assessment: What we expect to happen over the next twelve months and how we intend to respond.

Consultation

Every year, the Police Authority and Constabulary consult with members of the public in various ways. The information we gather is used to inform the priorities of the Local Policing Plan and to make decisions about setting the Police Authority precept on the Council Tax.

Information is gathered through:

- Informal face to face discussions, such as police community consultation meetings which take place across the county, stalls at public events, road shows and open days
- Surveys, including the quarterly county-wide policing survey, community surveys, school surveys and opinion polls
- Formal discussions, including youth panels, discussions with the business community and with partner agencies
- Community intelligence, for example demographic data, crime and anti-social behaviour statistics, results of surveys carried out locally by partner agencies

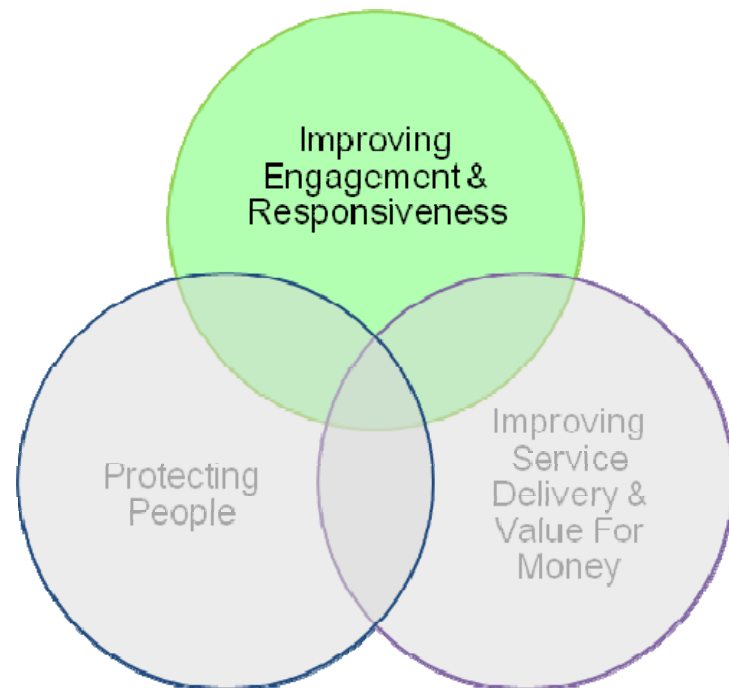
Improving Engagement and Responsiveness

Our objective is:

To keep people safe from harm and to inspire the highest levels of public confidence in us, their local police

What this means in 2011-12 is:

We will treat everyone fairly, working with our partners to ensure that our communities are confident in, engaged with, and satisfied with their police service.



Our Key Activities for the year ahead are to:

- Listen, understand, and effectively respond to the issues that matter to:
 - Our communities, and
 - Our staff
- Provide a greater visible presence in communities
- Keep people informed by:
 - Appropriately updating those who contact the police
 - Providing information to communities on local policing

Consistently delivering first class policing...

We want you to feel safe within Gloucestershire whether you live, work or travel within the County. Gloucestershire Constabulary will continue to engage fully with our communities and treat people fairly, according to their individual needs. We recognise that every neighbourhood in Gloucestershire is unique and that we need to take these differences into account when we deliver our service to you. Our plan requires us to concentrate on doing the right things by closely listening to individuals and communities and then responding to the things that really matter to them.

Greater police visibility and access can provide reassurance to communities and help to reduce anti-social behaviour. This has to be balanced against any negative impact, particularly on the fear of crime, that an overbearing police visibility could bring. It is therefore important that, in partnership with other agencies, we target increases in visibility to those areas where it will provide a positive effect.

People First Policing is about improving the way Gloucestershire Constabulary understands, communicates with and engages with its communities, whether as direct users of our services or as members of the wider public. It is a way of working that puts the requirements of citizens at the heart of decision making and is integral to everything we do. This enables us to focus on understanding and tackling the issues that matter to the public and we are seeing real differences here with people telling us they are feeling more positive about policing in Gloucestershire.

Neighbourhood Policing is well embedded in Gloucestershire with teams established in each of our 55 communities, staffed by Police Officers and Police Community Support Officers. The ongoing success of these teams is built through improvements in the quality of our engagement and communication as we continue tackling local priorities identified by our communities. Research suggests that people who feel well informed about local policing feel more confident in their local police and are more likely to believe that levels of local crime and anti-social behaviour have improved.

The teams continue to work closely with Area Lead Officers from Gloucestershire County Council and with a number of other agencies and partners. Our focus is to create safer communities in conjunction with these partners and the communities themselves using dedicated resources and 'intelligence led' targeting of issues that matter most to the public. Such issues could include anti-social behaviour or other criminal related acts. Joint action can then be taken with the public to address identified problems. This collaborative approach to problem solving enhances their ability to provide long-term resolutions to community issues.

Community Orientated Policing (COP) and **Restorative Justice (RJ)** present alternative methods for officers to deal with appropriate offences without the necessity to arrest persons, regardless of either the offence or individual circumstances. Officers are able to use their discretion, allowing them to consider the wishes of victims and provide a disposal proportionate to the circumstances. The Constabulary's Values Based Decision making Model (VBDMM) provides officers with a framework to consider available information and make an appropriate decision.

COP and RJ are two separate and distinct processes, with the most obvious difference being the requirement for a structured conversation between the persons involved to make an RJ disposal possible. RJ requires the cooperation of both parties and where it has been used the long term benefits of the resolution cannot be understated – for both the harmed and the harmer. A COP resolution may involve a simple apology or may require some other restitution to put right the harm that has been caused.

Whilst COP and RJ disposals generally take less time to complete than a conventional arrest, any benefits this brings are secondary to the service provided and the resolution should be chosen because it is ***the right thing to do.***

The communities of Gloucestershire have wide-ranging needs. Everyone we come into contact with expects, and is equally entitled to receive, a quality service. We have a moral, social and legal responsibility to value individual and community differences, visible or non-visible, and take into account those differences when making decisions. We are actively seeking feedback from local communities on how we deliver our services, as well as the issues that have the greatest impact on their quality of life.

Studies have shown that mistrust of organisations is often borne out of a lack of understanding about their purpose and how they do business. That is why we think it is vital that we continually work to improve the ways in which we communicate with the public to raise awareness of the Constabulary and its work.

We think it is important for the public to understand the complexities of modern policing so that they can help us to prioritise what is important to them and their communities. We have recently invested time in working with the media to show the public that policing is not just the officer in uniform on the beat; but rather a whole host of specialist functions which work behind the scenes to keep the people of Gloucestershire safe from harm. We have revised the Constabulary's media policy to ensure we are providing more information than ever before, ultimately increasing our ability to educate, inform, reassure and, crucially, allow the public to play a part in helping us to police Gloucestershire successfully.

Alongside more conventional means of communication we have, in the past year, joined Facebook and Twitter, both of which have proved to be extremely successful in publicising the Constabulary's work and allowing the public to comment upon it. We will use a varied range of channels to communicate, recognising that certain sectors of the community are better reached by one method than another. We will always aim to communicate in a way which is accessible to all.

We want, increasingly, to provide information which is bespoke to individual communities allowing the public to make informed decisions about their policing priorities. We will continue to provide transparent, clear statistical information about what is happening in each and every community across Gloucestershire which will be publicly available on the national Crime Mapping website, provided by [police.uk](https://www.police.uk). Searching for your postcode, town, village or street provides instant access to street-level crime maps and data, as well as details of your

local policing team and beat meetings. This transparent new level of crime and local policing information will ensure that you can see what is happening in your community and is designed to help inform your opinion about what matters most to you locally.

The Constabulary, along with other parts of the public sector, has restructured over the past 18 months and where changes have affected communities we will ensure that we communicate both face to face and by producing written material to ensure that there is no confusion about how to remain in contact with your local police officers who we will continue to make as visible and accessible to the public as possible.

The Constabulary plans to introduce **Mobile Information** in Local Policing Areas using funding from a Home Office grant. Officers will be able to access core systems using hand-held BlackBerry devices, enabling them to make enquires and provide updates and reducing the requirement to return to a police station to access systems.

The principles and ethics of **equality and diversity** must be incorporated into all areas of police activity. We will seek to ensure that we provide an individual, fair and equitable service both externally to our communities and internally to each other.

In the year ahead we will ensure that legislative and other changes in equality and diversity are properly introduced and communicated throughout the organisation. We will continue to meet the needs of all members of our community and properly deliver against our commitment.

More information can be found in [Appendix 9](#)

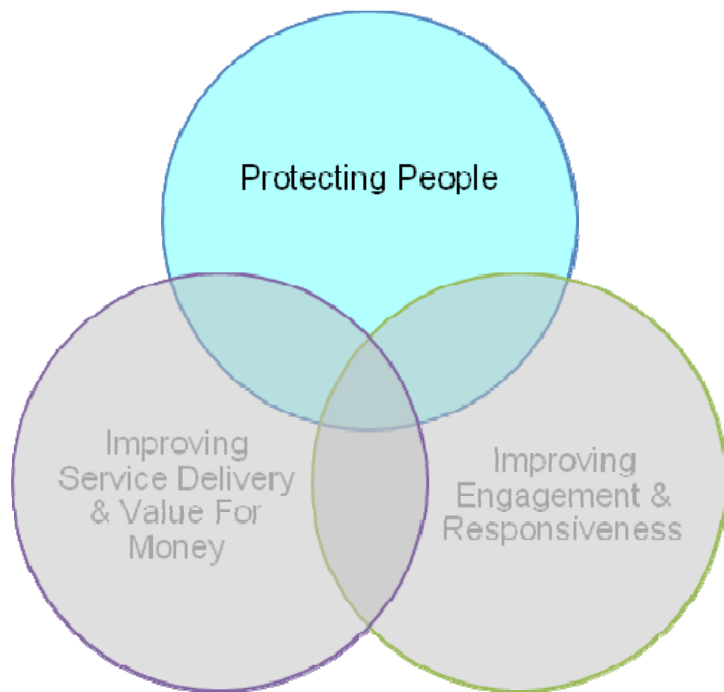
Protecting People

Our objective is:

To keep people safe from harm and to inspire the highest levels of public confidence in us, their local police

What this means in 2011-12 is:

We will work with our partners and local communities to ensure that we are preventing and reducing crime, anti social behaviour, disorder, vulnerability and harm; and there are appropriate consequences for those who break the law.



Our Key Activities for the year ahead are to:

Work with our partners to:

- Protect vulnerable people
- Manage serious and dangerous offenders
- Understand the harm caused by anti-social behaviour and provide an appropriate response
- Tackle serious and organised crime
- Improve road safety
- Protect the county from the threat of serious harm from terrorism and violent extremism

Consistently delivering first class policing...

Protecting people from harm is at the heart of policing and we know that protecting people is not just about protecting them from the violent stranger - it is often about protecting them from themselves or protecting them from those who claim to love them. Protecting people means ensuring that people, particularly the most vulnerable, are able to live their lives free from fear and protected from those who may harm them. Our aim is to ensure that the most vulnerable victims receive the best possible service and we continue working to reduce the risk of harm to individuals and communities in Gloucestershire.

The **Protective Services Department** is focused on supporting Local Policing Areas in relation to crime reduction, detection and management of criminal investigation and comprises:

- Major Crime / Investigation Department
- Forensic Services
- Public Protection Bureau
- Serious & Organised Crime / Intelligence

These units deliver direct operational services in specialised areas and frontline services in support of investigations conducted by Local Policing staff. The department also provides specialist training and administrative services and Senior Officers undertake the co-ordination and review of major crime investigations and act in an advisory capacity in the development of crime related policy and strategy.

The **Public Protection Bureau** provides a unified multi-agency response to sexual and violent offender management, child protection, domestic abuse, missing persons, forced marriage and honour based violence, internet abuse, adult protection, prostitution and human trafficking and strategic hate crime. Police officers and staff work alongside staff from the following partner agencies:

- Gloucestershire Safeguarding Team
- Gloucestershire Probation Service
- Gloucestershire Primary Care Trust
- CPS
- HM Prison Service
- The Domestic Violence and Abuse Coordination Team
- The Independent Domestic Violence Advisory Service
- The Central Allocation and Referral Point

Co-locating members of the various agencies within one building provides a greater opportunity to both share information and improve the service to the most vulnerable in our communities. More information on the public protection bureau is included in [Appendix 4](#).

During the past twelve months we have developed our **Integrated Offender Management** approach allowing police, probation and drug workers to work more closely and share information about offenders, ensuring a coordinated plan is in place to tackle the issues which cause or drive their offending behaviour, including drug addiction and lack of housing or employment.

We have fully integrated the Drug Interventions Programme within the policing environment with drug workers now based at police stations, working alongside police officers, and probation and police managers based together in a multi-agency "hub" at our Waterwells headquarters. This has enhanced our partnership capability and capacity to tackle the most prolific criminals in the county. The IOM partnership initiative has also resulted in the creation of several local voluntary sector led projects developing services for offenders released from prison who are in need of support to stop their offending behaviour. These projects form part of a government-funded evaluation to establish how communities can be more involved in reducing re-offending.

The next phase of development for Integrated Offender Management will be consolidation into a fully co-located multi-agency team that will ensure an efficient, consistent and equitable service is delivered across the county to meet the needs of local communities.

'**Anti-social behaviour**' describes a range of everyday nuisance, disorder and crime, from graffiti and noisy neighbours to street drug dealing and harassment. It is sometimes dismissed as trivial, but anti-social behaviour has a huge impact on victims' quality of life, and it is the public's number one concern when it comes to local crime issues. The Constabulary is currently reviewing the management of reports of anti-social behaviour, harassment and hate crime and have already undertaken detailed analysis of 355 incidents. In addition, a number of focus groups have been held, and a customer survey relating to 377 incidents has been conducted. The next stage will involve additional training for our call takers, focusing on recent procedural changes, identification of vulnerable adults and identification and of repeat victims. More information is available in [Appendix 9](#).

The Gloucestershire **Road Safety** Partnership continues working to improve road safety across the county. Casualty numbers continue to decline and in 2010 the number of people killed and seriously injured on our roads was the lowest since records began. The Partnership has developed a roadside education package for Neighbourhood Policing Teams, focused on tackling driving offences and supported by a financial contribution towards the purchase of six hand-held speed radar guns. In excess of 80 police officers and PCSOs have, so far, been trained to take this different approach, empowering them to engage and educate motorists at the roadside.

The Camera Enforcement Unit, in addition to enforcing speed detection, is assisting communities with local priorities, including the anti-social use of motor vehicles. The Skills for Life team is actively involved and engaged with schools and other educational establishments providing advice and guidance on a range of road safety topics. The National Speed Awareness Course provides an educational

alternative to prosecution for some speeding offences and, in the 12 months to the end of January 2011, 192 courses, educating 3723 drivers, were delivered in the county. The course is delivered by advanced driving instructors at community fire stations and there are plans for further development in 2011.

Despite the difficult financial climate, and the savings that need to be made, the Partnership continues to find new and innovative ways of doing more for less. The Partnership remains committed to making the roads of Gloucestershire safer through education, engineering and enforcement. More information is available in [Appendix 4](#).

The current focus of Gloucestershire Constabulary's counter terrorism strategy continues to be the threat from International Terrorism. Since 2003, the UK has been implementing the **CONTEST** strategy to counter International Terrorism, which consists of four 'mission areas':

- **Prevent:** Prevent terrorism by tackling its underlying causes. Work together to resolve regional conflicts, to support moderate Islam and reform and to diminish support for terrorism in hearts and minds
- **Pursue:** Pursue terrorists and those that sponsor them. Improve our understanding of terrorist networks, track down, disrupt and where we can, bring them to justice
- **Protect:** Protect the public and UK interests. Make ourselves a harder target at home and abroad through better protective security
- **Prepare:** Prepare for the consequences. Improve our resilience to cope with attacks and other major disruptive challenges

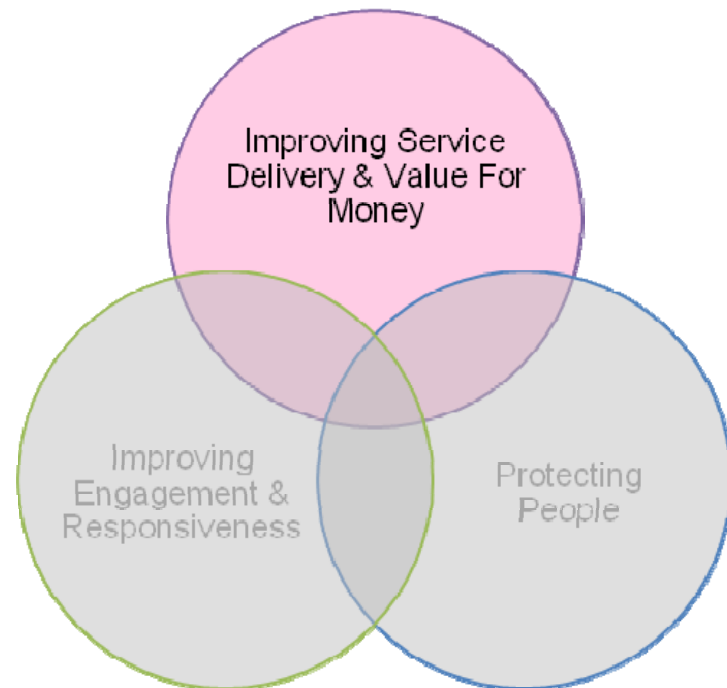
Improving Service Delivery and Value For Money

Our objective is:

To keep people safe from harm and to inspire the highest levels of public confidence in us, their local police

What this means in 2011-12 is:

We will make the best use of resources to improve our service.



Our Key Activities for the year ahead are to:

- Improve:
 - The deployment of our police officers and staff
 - Our organisational structures, processes and systems
- Achieve the savings required by the Police Authority
- Realise opportunities for collaboration and sharing resources

Consistently delivering first class policing...

We are committed to providing a first class service to the people of Gloucestershire. In order to do this we are developing and improving our existing services to ensure that every penny we have is spent wisely and to the benefit of those we serve.

The Constabulary has a good track record of delivering savings and efficiencies and we are on target to achieve our current savings plan, and will also significantly exceed the efficiency target set by the Police Authority for the three years from 1st April 2008 to 31st March 2011.

Following the Government's Comprehensive Spending Review the Constabulary is required to save £18m over the next four years. This will result in the reduction of both police officer and police staff numbers, and will also adversely affect many other budgets. We commenced a programme of restructure in 2009 to ensure that we continue to provide sustainable policing services to our communities, and to meet the ongoing financial challenge. More details on our plans for achieving savings can be seen in [Appendix 3](#).

The **Force Restructure Programme** has been established to develop a new policing model for the Constabulary, which will increase the percentage of our officers engaged in neighbourhood policing. The programme will take into account the available finances set out in our four year financial plan but it is essential that opportunities are identified to maintain and where possible improve performance and service delivery, reducing harm and increasing the confidence of our communities.

The Programme includes the development and coordination of a new operational policing structure, moving from three Divisions to six Local Policing Areas; and the establishment of a Protective Service Command that brings together our specialist investigation and operational teams. This is supported by a series of systematic process reviews that seek to maximise the effectiveness and efficiency of the Constabulary. The operational structural changes came into effect at the beginning of April 2011 and will see a different policing style that is focused on the communities it serves in a way that seeks to minimise harm through early positive intervention.

A review of our Organisational Support Services Structure has also been undertaken to assess the impact of any reduction in resources. This review explores options to lessen the impact of such reductions and will shape the organisational support structure for the future.

The **Duty Planning Unit** was created in October 2010 and centralised a function previously performed by staff across the Force under one management. The role of the unit is to put the right people in the right place at the right time meeting the requirements of operational policing and the needs of our communities. At a time when the Constabulary is facing financial challenges the unit is able to review available resources and move them around to meet demand avoiding unnecessary overtime costs. The unit has also removed the need for supervisors to become involved with duty planning, requests for time off and duty changes, enabling managers to dedicate more time to the supervision of their staff. As the unit continues to evolve, the Constabulary will realise even greater benefits as we enter 2011/12.

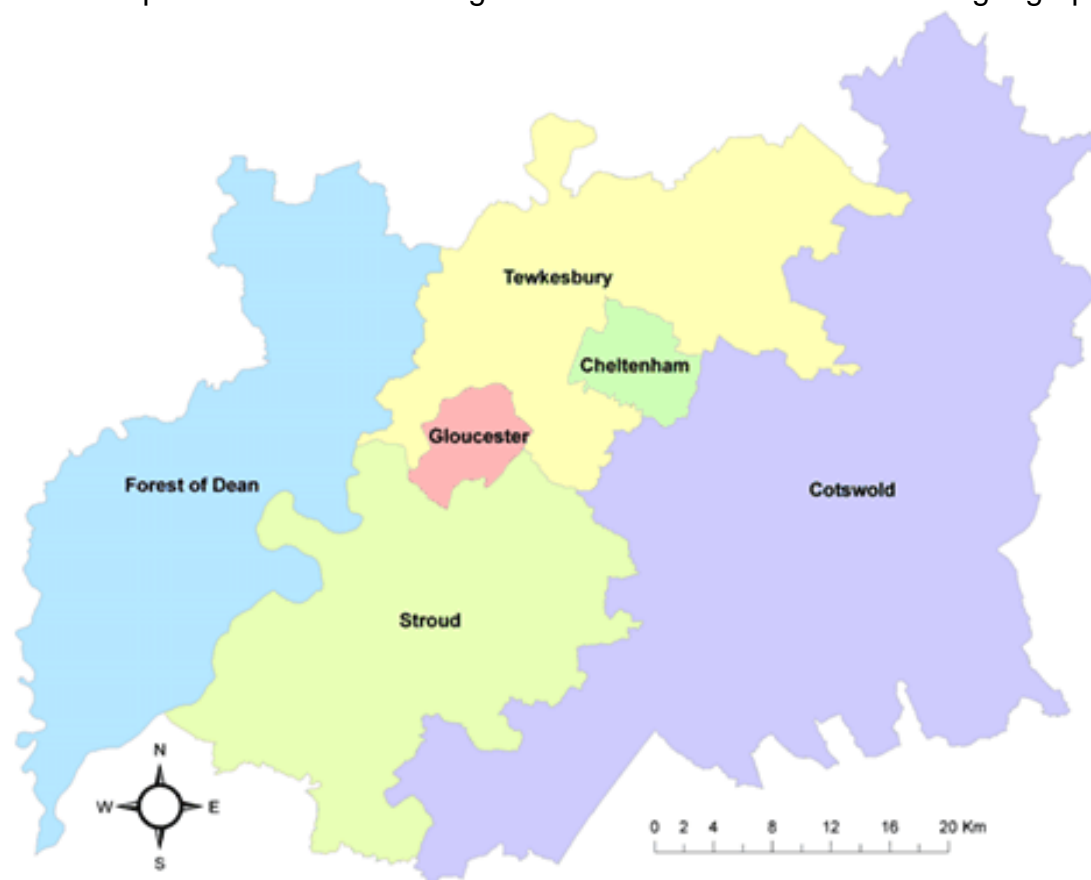
The Constabulary is determined to continue to reduce its **environmental footprint** and as a consequence in March 2007 became the first police force in the country to achieve the requirements of International Standards Organisation (ISO) 14001 – Environmental Management. Since recertification in January 2010 our environmental management system is becoming embedded into the organisation. We have registered our participation in the Carbon Reduction energy efficiency scheme and have commenced a programme of energy audits to identify potential savings on our utility budgets, including software that enables us to run reports on our electricity usage. We will also continue to seek reductions in the environmental impact of our fleet and ensure that due regard is also given to environmental issues within contracts and procurement.

Following the cancellation in July 2010 of the project to build new custody suites and other accommodation, the Constabulary is now reviewing its estate to ensure that it meets operational requirements over the coming years. An assessment will be made on the location and condition of existing buildings and a series of consultation events have been organised around the county for people to give their views on proposals regarding future police accommodation. It is likely that whilst some buildings may be refurbished other alternatives will also be explored, including new or shared accommodation.

Appendix 1: Force and Authority Information

Gloucestershire Constabulary serves the county of Gloucestershire, which comprises six local authorities. Gloucestershire covers an area of 1,025 square miles and consists of the urban centres of Gloucester and Cheltenham and more rural areas of the Cotswolds, Forest of Dean, Stroud and Tewkesbury. Over half of Gloucestershire is designated as an Area of Outstanding Natural Beauty and significant parts lie within the flood plains of the rivers Avon and Severn.

Over 580,000 people live in Gloucestershire; population growth is steady and is predicted to rise by 11 per cent by 2025. The area is largely affluent but some areas of Gloucester and Cheltenham are among the poorest in England. This situation has a significant impact on overall performance with strong social contrast and differences of geography with challenging county east to west communications.



Following a restructure, the Constabulary now operates with six Local Policing Areas, commanded by Superintendents, one in each of the council districts. Local policing is provided by response teams in each area and nine Neighbourhood Policing Teams, two each in Cheltenham, Gloucester and Stroud and one in Tewkesbury, the Forest and the Cotswolds. Within the Local Policing Areas are fifty five neighbourhoods, each with identified officers and locally agreed priorities.

Protective Services are provided at Force level, supporting Local Policing in relation to crime reduction, detection and management of criminal investigation. These units deliver direct operational services in specialised areas and frontline services in support of investigations conducted by Local Policing staff.

The Constabulary has more than 2,000 police officers, police staff and special constables working within it.

Chief Constable, Tony Melville is responsible for Planning & Review, Risk Management, Corporate Communications and Cultural Change Management. He is supported by:

Deputy Chief Constable, Mick Matthews who is responsible for Change Management, Finance, Contracts & Procurement, Property & Stores, HR Operations and Organisational Development.

Assistant Chief Constable Local Policing, Ivor Twydell who is responsible for Local Area Policing, Criminal Justice, Community Partnerships, Customer Contact, Transport Services and the Information Systems Department.

Assistant Chief Constable Protective Services, Kevin Lambert who is responsible for Crime & Intelligence, Counter Terrorism, Specialist Operations, Resilience, Professional Standards, Legal Services, Estates & Support Services and Regional Collaboration.

For more information on Gloucestershire Constabulary, visit www.gloucestershire.police.uk

Gloucestershire Police Authority is the independent governing body for Gloucestershire Constabulary. It is our responsibility to secure the maintenance of an efficient and effective police force. We do this by deciding the annual Local Policing Plan, determining the Constabulary's budget (including the policing element of the Council Tax) and holding the Chief Constable to account for the delivery of that plan, within the budget set.

The Chief Constable has operational control of the Constabulary.

To help us determine the Local Policing Plan we consult with local people to find out what they need from their Police Force. We do this both independently of, and in conjunction with, the Constabulary. Please see our [website to find out how you can find out more or give us your views.](#)

We work in partnership with others to reduce crime and disorder and the fear of crime, especially the other local authorities and criminal justice agencies within Gloucestershire. We ensure the Constabulary collaborates with other Police Forces to provide the best service possible within the resources available.

The Police Authority has [17 members](#), each serving a four-year period. Nine are County Councillors appointed by Gloucestershire County Council to reflect the political balance of the Council. The other 8 members are independent members drawn from the local community, one of whom must be a Magistrate. These independent members are appointed following a rigorous selection process.

The Authority is also responsible for appointing the Chief Constable and other Chief Police Officers, and for investigating complaints about the personal conduct of any of these officers.

The Authority's work is conducted through a variety of public committees and private working groups. Members are appointed across these committees, taking into account their skills and expertise, and the need for political balance. Committee meeting dates, agendas and meeting papers are on the Authority's web site. Members of the public are very welcome to attend and to submit questions on the work of the Authority.

Full Authority Meeting: This is a public meeting of all Members, bringing together all the strands of work the Authority undertakes.

Audit Committee: this Committee independently reviews the systems of financial control and the internal and external audit process. It reviews financial statements; scrutinises policing performance; monitors the effective development and operation of risk management and corporate governance; reviews the adequacy of financial policies and practices to ensure compliance with relevant statutes, directions, guidance and policies; monitors expenditure of the Authority's budget; and approves the Statement of Accounts.

Resource and Planning Committee: this Committee develops and decides strategies for the use of policing resources and budget. It manages the Police Authority property assets and estate. It works jointly with the Chief Constable to develop policing priorities and the Policing Plan. It oversees collaboration arrangements with other police forces and organisations.

Equality and Engagement Committee: this Committee ensures that the Authority engages effectively with all sections of the public; it works to build positive community relationships between the Police Authority, Constabulary, and all the people of Gloucestershire, irrespective of age, disability, gender and gender identity, race, religion or belief, and sexual orientation. It ensures the Authority complies with statutory equality and diversity duties and that arrangements are made for obtaining the views of people regarding policing in their area.

Standards Committee: this Committee ensures that the Police Authority complies with its Codes of Conduct and that the Authority demonstrates high standards of integrity and probity. It assesses and reviews complaints about Police Authority Members, gives guidance and advice on interests and reviews the register of member interests.

Police Performance Working Group: this Group considers operational performance data. It advises the Authority on setting targets and priorities based on the Constabulary's performance, operational risks and national strategies. The Group considers local and national data comparing the Constabulary with other Forces and maintains an overview of the Constabulary's Protective Services, enabling accountability through detailed examination of key areas of performance.

Human Resources and Police Professional Standards Committee: this Committee independently reviews the management of Human Resources, including recruitment, retention and promotion. It reviews the development and maintenance of high standards of integrity and probity within the Constabulary. It approves and monitors the achievement of the Constabulary's annual Training Plan. It monitors health and safety, and the number and nature of complaints made about officers of Gloucestershire Constabulary, in conjunction with the IPCC. It also monitors the treatment of people detained in police custody through an Independent Custody Visitor scheme.

This framework is set out in more detail in the Authority's [Constitution](#), available on the Authority's website.

For more information on Gloucestershire Police Authority, visit www.gloucestershirepoliceauthority.co.uk

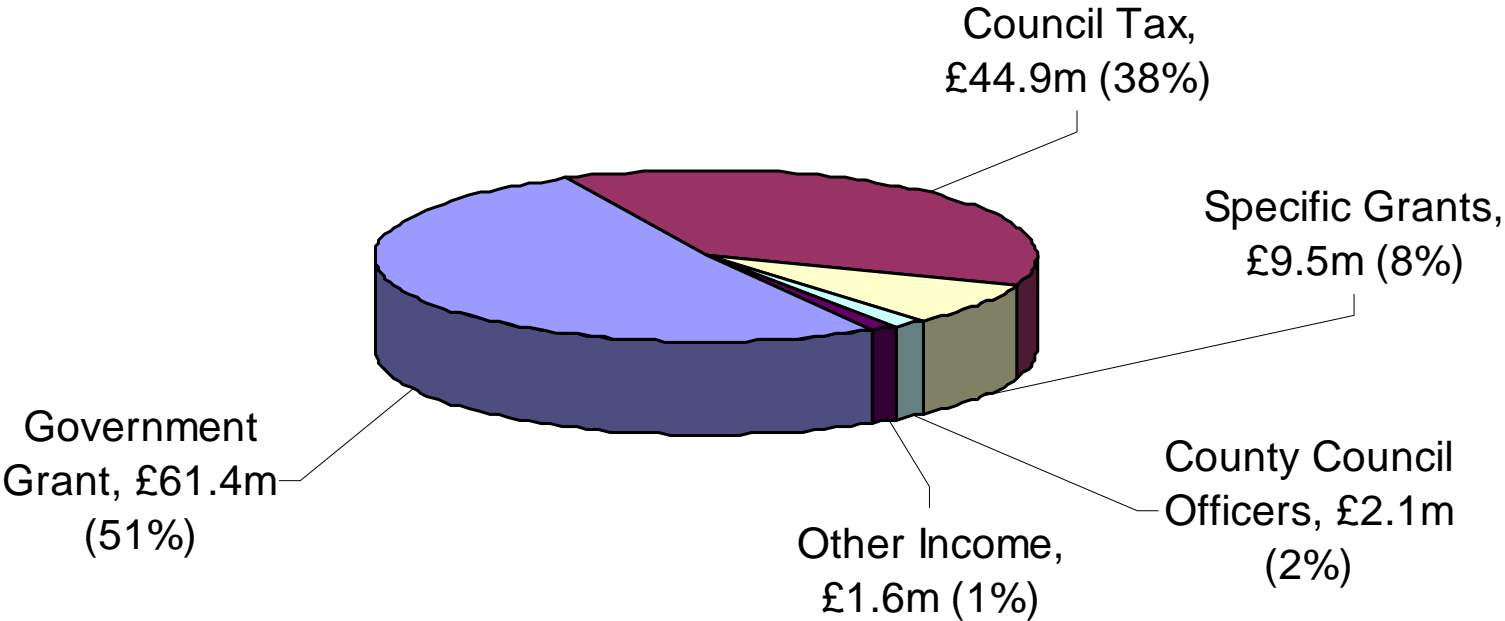
Appendix 2: Budget 2011/12 and Medium Term Financial Strategy

The budget for 2011/12 and the Medium term Financial Strategy (MTFS) for the four years to 2014/15 were approved by the Police Authority on the 14th February 2011.

- The revenue budget for 2011/12 is £106.356 million, a reduction of 2.7% on the previous year.
- The main police grant has been reduced by £3.3m (5.1%) compared to the previous year.
- The Council Tax has been frozen at the same level as last year (no increase). This is supported by a grant from the Government equivalent to a 2.5% increase.
- The MTFS has been agreed for the **four** year period to 2014/15.
- In October the Government announced the Spending Review, which included significant cuts in police funding over the next four years. This has resulted in a savings requirement of £18m in the MTFS over the next four years. This is in addition to nearly £10m savings already made by the Constabulary by reducing Police Officer and Police Staff numbers and cancelling the PF12 project.
- The four year MTFS assumes that the Council Tax element of funding will increase by 2.9% for the three years from 2012/13 to 2014/15.
- Work has been ongoing within the Constabulary to identify the savings required – see [Appendix 3](#). The Constabulary has implemented a programme of change to reduce the impact of these savings on the front line services.
- The funding from Gloucestershire County Council for 63 Police Officers to support neighbourhood policing will cease on 31st March 2013. The MTFS allows for this reduction in funding, and assumes that the Police Officer establishment will be reduced by this number.
- The Police Authority Treasurer advises that the current level of reserves is adequate and that the financial standing of the authority is sound.
- The full Budget Paper presented to the Police Authority can be found on the Police Authority website.

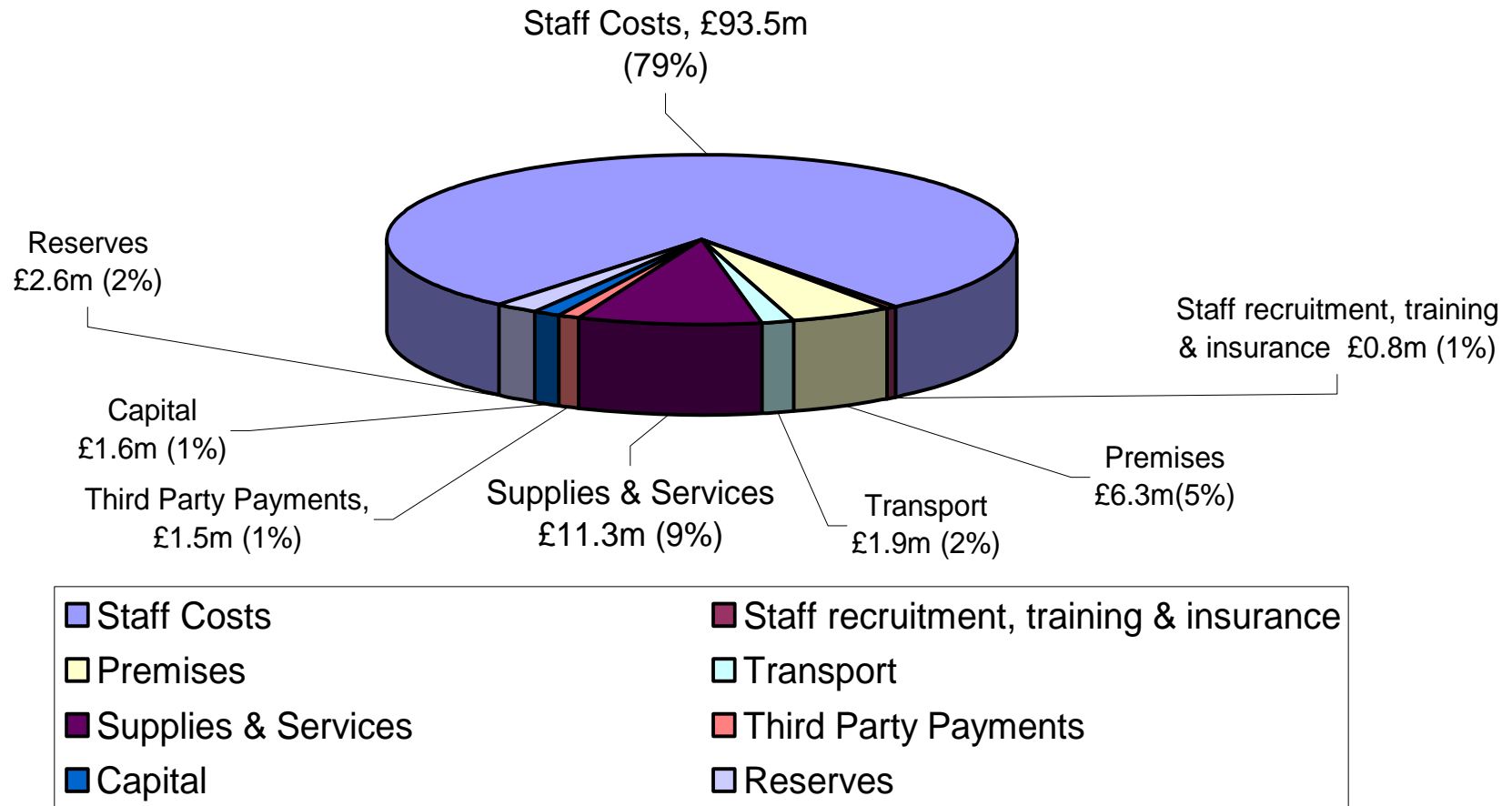
The Budgeted Income and Expenditure for 2011/12 is shown in the following graphs:

Budgeted Income 2011/12



Government Grant	Council Tax	Specific Grants
County Council Officers	Other Income	

Budgeted Expenditure 2011/12



The Police Authority budget for 2011/12 included within the above figures is £0.71m.

Appendix 3: Savings Requirement

There must be a clear link between delivery and resources and this plan is prepared in line with the budget approved by the Police Authority in February 2011.

The Constabulary had a savings target of £1.5m for 2010/11, as part of the previous MTFS savings plan, and this target has been exceeded during the year. The Constabulary has already made nearly £10m savings over the last three years, before the new savings requirement was set. These savings have come from:

- | | |
|-------------------------------------|-------|
| • Reduction in police staff posts | £1.3m |
| • Reduction in police officer posts | £4.2m |
| • Cancellation of PFI2 project | £2.2m |
| • Other savings | £2.0m |

The new savings target of £18m does not include these savings.

Work is ongoing within the Constabulary to identify where the £18m savings can be made and. This work has currently identified the following potential savings for the four year MTFS period:

- **Freeze On Police Officer Recruitment**
There is currently a freeze on recruitment to allow for the reduction of the police officer establishment by 63 officers, following the withdrawal of the County Council funding.
- **Reduction In Police Staff Numbers**
A target has been set to reduce the police staff budget by 30% (£7.8m) over the next two years. The Change Management Team is leading a review to identify where these savings could be made, and the risk and impact of these reductions. It is anticipated that the reduced police staff establishment will be in place for 1st April 2013.
- **Additional Annual Savings**
Potential annual savings from additional budget areas have been identified including reductions in the budgets for police officer overtime, major incidents, air support, fleet usage and forensics, and potential savings from a regional procurement contract. A Budget Group has been set up, chaired by the Deputy Chief Constable, to ensure a risk and impact assessment is made for each area of saving, and to monitor the savings to ensure that they are being achieved.

- **One Off Savings**
Potential one off savings have been identified, particularly in 2011/12. These savings will be transferred to reserves, and will be used to support the budgets during the MTFS whilst other savings are identified and assessed. These savings include one off reductions in the budgets for fleet and IT replacement, training and police officer recruitment costs.
- **Additional Savings**
It is anticipated that further savings could be identified from national and regional work streams and work with local partners. These could include savings from the National review of police officer terms and conditions, a review of PCSO deployment (when the ring fenced grant funding is removed) and regional collaboration projects. These savings are not currently included in the savings plan.
- **Risks**
A risk and impact assessment is being undertaken on all potential savings, and the Constabulary will aim to reduce the impact of these savings on front line services. However, the £18m savings target is a significant reduction on the current budget, and there are risks associated with this. The MTFS budgets reflect the current level of operational activity, and if activity were to increase the demands on these budgets would also increase.

Summary

The Constabulary has a good track record of delivering savings and efficiencies. It is on target to achieve the current MTFS savings plan, and will also significantly exceed the efficiency target set by the Police Authority for the current three year Comprehensive Spending Review (CSR07) from 1st April 2008 to 31st March 2011.

The savings target of £18m for the new MTFS period is a significant reduction in the Constabulary's budget. This will result in reduced numbers for both police officer and police staff, and reductions in many other budgets. The Constabulary had already started on a programme of restructure in 2009 to ensure that it continues to provide sustainable policing services to communities, and to meet the financial challenge at the time. The Constabulary has a Change Management Programme reviewing activities and budgets, measuring what it does against "threat, harm and risk", and this process will be applied to all potential savings within the new target, to reduce the impact on front line services. The emphasis on finding savings is on affordability and sustainability, maximising benefits and minimising harm.

Appendix 4: Partnerships

Keeping communities safe is not just a job for the police; councils, probation, health and other public bodies also have big parts to play and it is vital that we continue to work effectively with these partners to tackle crime and disorder together. The Constabulary is a key contributor to partnerships at various levels throughout Gloucestershire and the region.

The 1998 Crime and Disorder Act established partnerships between the police, local authorities, probation service, health authorities, the voluntary sector, and local residents and businesses to work in a concerted effort to reduce crime and disorder. Following the legislation, partnerships were set up in each of the six districts in Gloucestershire and these have evolved to become [Community Safety Partnerships](#). The aim of the partnerships is to enable the police, local authorities and communities to work together to identify, prioritise and solve problems. These areas are closely aligned to the Local Policing Areas in the new organisational structure.

Community safety is a coordinated approach to tackling crime and disorder in Gloucestershire, which considers the causes of why people become involved in crime, and how victims of crime can be made less vulnerable. We examine both the social and environmental causes that are factors to overall crime and disorder levels and which also cause the fear of crime, which in Gloucestershire is disproportionate to actual criminal offences. The partnership unit is committed to making Gloucestershire a safer and stronger place for everybody.

The [Gloucestershire Stronger Safer Justice Commission](#) replaced the Gloucestershire Safer Stronger Communities Partnership and the Gloucestershire Criminal Justice Board. The Commission's vision is to build a strong, safe and just Gloucestershire where citizens and communities are safe from harm caused by the behaviour of others. It will work in partnership with each other, local people and communities to keep people safe by providing a coordinated approach to managing threat, harm and risk.

The [Gloucestershire Road Safety Partnership](#) is a multi-agency collaboration dedicated to working together to further reduce collisions and casualties on the county's roads. The Partnership brings together road safety professionals from the following:

- Gloucestershire County Council,
- Gloucestershire Constabulary,
- Gloucestershire Fire & Rescue Service,
- Gloucestershire Highways, and
- Other parties who support and deliver road safety services

The launch of the **Public Protection Bureau** was a significant step towards enhancing partnership working and the essential sharing of information – an issue highlighted in recent reviews of child deaths, both locally and nationally. By co-locating members of the various agencies within one building, there is greater opportunity to both share information and improve the service delivery to the most vulnerable in our communities. The Bureau contains the following portfolios:

- Sexual and Violent Offender Management
- Child Protection
- Domestic Abuse
- Missing Persons
- Forced Marriage and Honour Based Violence
- Internet Abuse/E –Safety
- Adult Protection
- Prostitution/Human Trafficking
- Strategic Hate Crime

At the hub of the Bureau is the Central Referral Unit which provides a coordinated approach to the referral and risk assessment processes. Safeguarding children and protecting vulnerable adults is everyone's responsibility and it is vital that the efforts of Bureau staff complement those of front line officers.

Since 2003 to counter International Terrorism the UK has been implementing the **CONTEST** strategy which consists of four 'mission areas'. Our Operational Services department is responsible for the 'Prepare' aspect of CONTEST, preparing for a potential attack in the county by developing contingency plans, staging exercises and liaising with key partners.

Special Branch continues to support the Force's 'Prevent' strategy, which is intended to undermine extremist ideology, disrupt those promoting violence extremism, support individuals vulnerable to recruitment and increase community resilience. A range of statutory partners are also involved in Gloucestershire's 'Prevent' process, including Youth Offending Services, National Offender Management Service and Social Services.

Integrated offender management provides all agencies engaged in local criminal justice partnerships with a single coherent structure for the management of repeat offenders. The scheme incorporates a wide range of partners and this joined-up approach helps to deliver clear operational benefits for both adult and youth systems.

Integrated offender management aims, among other things, to help local partners jointly to:

- Reduce crime and reoffending, improve public confidence in the criminal justice system and tackle the social exclusion of offenders and their families
- Address potential overlaps between existing approaches and programmes to manage offenders and address gaps
- Align the work of local criminal justice agencies and their partners more effectively, expanding or improving on partnerships that already exist at the local, area and regional level
- Simplify and strengthen governance to provide greater clarity around respective roles and responsibilities.

Integrated offender management builds on the success of other work – including the Prolific and other Priority Offender (PPO) programme, Drug Interventions Programme (DIP) and Multi-Agency Assessment Public Protection Arrangements (MAPPA) – to prevent, deter, catch and convict offenders by enhancing efforts to rehabilitate and resettle them.

Appendix 5: Collaboration

Gloucestershire, as part of the South West policing region, shares a common vision with its other four regional policing partners, namely *“Making the South West safer and increasing public confidence in policing.”* Our shared vision is supported by a collective mission which commits us to collaborating closely, both operationally and as organisations, so that individually and collectively our Forces are more effective and efficient whilst demonstrating good value for money.

Forces in the South West have always worked together productively with both dynamic and planned operations the norm and joint purchasing routine. We also have a number of long established joint ventures, including joint air operations between Avon and Somerset and Gloucestershire and region-wide operations such as the Regional Intelligence and Counter-Terrorism Intelligence Units.

However, the unprecedented reductions in police grant funding following the 2010 Spending Review have meant that all forces need to fundamentally alter the way police services are delivered over the coming years. Forces are revising their financial strategies and redesigning their business plans in order to meet these new challenges.

Now, more than ever, working more closely together is critical for Forces to ensure they are using their resources wisely and efficiently. In 2010, the region’s five Authorities formalised its collaboration programme which both set in motion a number of important initiatives for joint working and delivered a number of successful initiatives including the establishment of Zephyr, a regional, multi-agency capability to tackle serious and organised crime; a five-Force approach to managing Source and Covert resources; the joint approach to firearms training plus the go ahead to implement an in-house, shared procurement service for Devon and Cornwall, Dorset, Gloucestershire and Wiltshire.

These significant developments in regional collaboration have been driven and overseen by the South West Police Authorities Joint Committee (SWPAJC). This committee, established in early 2010, comprises all five police authorities (Avon and Somerset, Devon and Cornwall, Dorset, Gloucestershire and Wiltshire) to prioritise and oversee collaborative ventures and hold Chief Constables to account for delivering against this plan. There have also been significant reductions in administration costs as the number of Programme support staff have been greatly reduced.

As we move into 2011/12, we will be continuing to simplify, standardise and harmonise the way we undertake a whole range of policing and support functions, in order to improve both our joint effectiveness and the value for money we provide to the public. The programme is continuously seeking to explore new opportunities and respond to changing political and financial imperatives.

Over the next 12 months we will be focusing upon the following seven areas of priority or Workstreams.

1. We will implement an in-house, Force-led shared Procurement Service for Devon and Cornwall, Dorset, Gloucestershire and Wiltshire. Avon and Somerset are unable to take part due to their commitment to Southwest One.

This will result in the development of standardised processes and procedures across the Region resulting in predicted net cashable savings of up to £6.3m by December 2013.

2. We will continue to explore the potential for securing further savings and efficiencies through collaborating in the delivery of police training. Across the region a significant number of training courses have already been identified that may benefit from the creation of a virtual hub of professionals that would deliver training across the region.
3. Last year the region undertook a benchmarking project to assess the opportunities for improvements in the delivery of HR and Finance services. All Forces have committed to assess their Finance and HR structure, processes and cost base to determine the extent to which these can and should be altered to move towards (or below) the current lowest cost base. This work has received a new level of urgency following the 2010 Spending Review but the early gains from this work have placed Forces in this region in a strong position. The SWPAJC will look into expanding this work into the remaining areas of corporate services.
4. We will continue to explore the opportunities and efficiencies to be gleaned from Information and Communication Technologies (ICT) by streamlining, consolidating services with the longer-term aim of system convergence. Our twelve-strand approach is assessing the benefits that can be drawn from closer working and will be aligned to the national Information Systems Improvement Strategy for the Police Service (ISIS), which aims to achieve convergence of police IT nationally by 2015.
5. During 2011, the SWPAJC will receive the findings from detailed scoping work looking to improve the delivery of a number of public-facing processes areas such as firearms licensing and driver awareness training. These improvements will give customers access to a much faster and efficient service than they are currently able to access.
6. The Region is examining the improvements that can be made to the provision of forensic services through reducing costs by providing a more streamlined and standardised service across the region. The first phase of this work is already well developed and is resulting in the Region identifying options for improvement to be considered by the SWPAJC in May.

7. All five Forces are working towards shared process and procedures to enable them to operate and train in a consistent, similar manner and operate with common standards. A key part of this Workstream is building on last year's work to complete the procurement and development of a new tri-Force Firearms Facility near Bristol for the Avon and Somerset, Gloucestershire and Wiltshire forces. Cohesive working arrangements will be developed between the new facility and the remaining two Forces in the Region by way of operating processes and procedures.

All of these initiatives have the potential to bring huge value to the people of Gloucestershire.

The SWPAJC's stance is to explore collaboration with any other Force, Authority or private organisation in any area of business if this proves to be in the interests of efficiency, effectiveness and better services to the public within the Region. We are proud to be part of what we see as one of the most cohesive and highest performing policing regions in the country.

Appendix 6: Risk Management

We assess all risks facing the Constabulary whether they are business or operational and put risk management at the centre of our decision making. Our Risk Management Strategy and Framework help us to apply best practice to the identification, evaluation and control of key risks and ensure that any residual risks are at an acceptable level. We achieve this by:

- Adopting a clear, corporate approach to risk management by the Constabulary and our partners
- Integrating risk management into our operational and management practices and promoting risk awareness

Our risk management process aims to:

- Support good business planning and management practice
- Assist the business planning process
- Reduce unexpected costs and provide value for money
- Achieve better results from projects and partnerships
- Inform decision making
- Balance opportunity and risk
- Increase confidence

The main types of risks faced by the Constabulary fall into three categories:

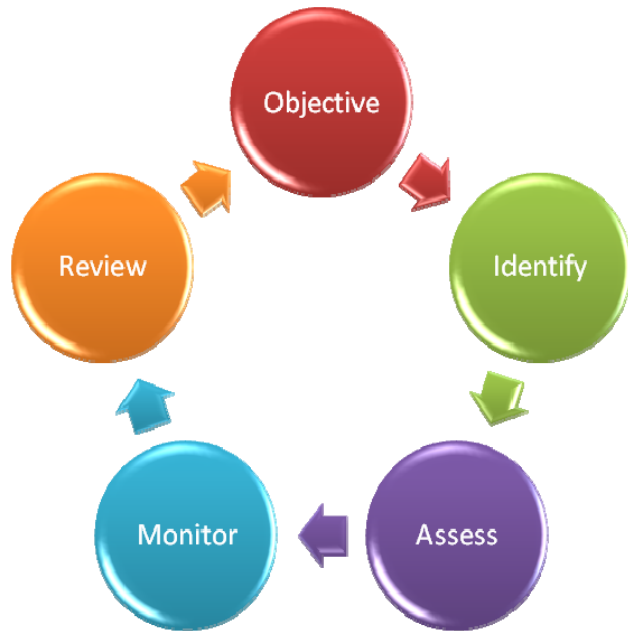
Strategic Risks These relate to medium to long-term objectives.

Operational Risks These relate to issues and risks that could have an immediate to short-term effect on our ability to function.

Project Risks These are risks that need to be considered prior to the commencement of *partnerships* and at all stages throughout the duration of a *project*.

All departments, Local Policing Areas and individual projects are required to maintain a locally managed Risk Register. Risks that could have a significant impact on the wider organisation are escalated through a formal process to the Strategic Risk Register. Chief Officers have responsibility for these risks and they are regularly monitored and reviewed by the Constabulary and the Police Authority.

The Risk Management Cycle



Objective: Clarify the Constabulary's objectives.

Identify: Identify the risks to achieving those objectives.

Assess: Assess the risks identified based on their likelihood and their impact on the Constabulary.

Monitor: Determine whether the level of risk has increased, decreased or remained stable.

Review: Evaluate the actions put in place to manage the risk and monitor their effectiveness.

The Constabulary will always need to manage risks and the aim of our Risk Management Strategy is to support better decision making through a good understanding of risks and their likely impact.

The risk environment is constantly evolving and our processes are frequently reviewed to ensure effective risk management.

Appendix 7: Inspection & Audit

Her Majesty's Inspectorate of Constabulary

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing activity in the public interest. They provide authoritative information to allow the public to compare the performance of their force against others, and their evidence is used to drive improvements in the service to the public.

HMIC are keen to be seen as completely independent from police forces. Their stated intention is to become a demanding, robust and clearly independent inspectorate to develop its ability to inform the public and improve policing.

HMIC inspection activity is increasingly aimed at specific areas of risk, and as such not all Forces are inspected against the full inspection programme. In 2010/11 the following inspections took place in Gloucestershire:

Inspection Activity 2010 / 11

May 2010	Anti-Social Behaviour	Force found to be in line with the national average
Sep 2010	Gloucestershire Police Authority	Score of 2 – Performing adequately
Feb 2011	Young Victims And Witnesses*	Report findings due May 2011
Jan & Mar 2011	Policing in Austerity	Report findings due April /May 2011

*Joint inspection between HMIC & HMICPS

Forthcoming Inspections that will involve Gloucestershire

2011 – date TBC Police crime and incident data

Other Inspections

As part of the overall governance process for the Constabulary the Police Authority carried out internal audits on the following areas:

- Mobile phones
- Seized drugs
- Partnerships
- IT backups
- Information management
- International financial reporting standards
- Doctors fees and returns

The Constabulary also has its own internal audit process to evaluate operational units and departments and identify any areas for improvement. In the last year the work of the Public Protection Bureau was audited, focusing on child protection and domestic abuse. The audit examined processes and the delivery of services and included the local policing response as well as the specialised role of the Public Protection Bureau.

Appendix 8: Last Year

The National Policing Improvement Agency (NPIA) has praised Gloucestershire Constabulary's **restructure programme**, aimed at creating long-term cost savings. The Constabulary worked with a team from NPIA and advisory firm KPMG for twelve weeks to test a diagnostic tool designed by the NPIA to drive waste out of its work systems. The team spent time working with officers and staff to learn about some of the business process improvements in place and trialling other approaches. A version of the diagnostic tool is now being tested by the NPIA in other forces before it is made available across the police service, as the challenge to maximise police resources grows in the months and years ahead. The Constabulary's restructuring project is now recognised as having well-constructed and considered plans for delivering improved cost effectiveness and local policing.

The **Public Protection Bureau** continued to progress throughout 2010/11 and the following developments are worthy of mention:

- The creation of the Domestic Abuse Referral Process which provides a multi agency response to children who witness or experience domestic abuse.
- ACPO recognition of the Bureau's potential to promote partnership working in respect of safeguarding, public protection, information sharing and joint risk management.
- Favourable comment of the Bureau in the Ofsted inspection of the County's capacity to safeguard children.
- The addition of analytical capacity in order to create problem profiles for public protection work streams which will allow for a proactive and preventative approach to the management of harm to the vulnerable.
- Effective utilisation of the partnership environment in order to host a multi agency complex case investigation into child sexual exploitation.

The Constabulary **Fingerprint and DNA Bureau** successfully gained ISO 900:2008 certification following a rigorous process and assessment by external auditors. The new award is focused on further quality improvements and additional customer satisfaction and the Bureau are now certified for 3 years. This quality management system will be expanded in time across other appropriate areas of Forensic services.

Operation Zephyr was launched in April as the dedicated team to combat the threat from serious and organised criminals operating across the South West of England. The highest risk criminals have no regard for boundaries and can often frustrate traditional policing methods by operating across wide geographic areas. The Zephyr team, based near Bristol, consists of police officers and staff drawn from the five regional forces, supported by colleagues from the Serious Organised Crime Agency, Her Majesty's Revenue and Customs and the United Kingdom Borders Agency.

Operation Zephyr consists of three distinct elements:

- The Regional Intelligence Unit - identifying those criminal groups that pose the highest threat, not just from within the region but those groups from other areas such as the North West and London who travel to the South West to commit crime.
- The Regional Asset Recovery Team (which includes a specialist Lawyer from the Crown Prosecution Service) who target these criminal groups using financial investigation powers to seize and remove their assets, ensuring that crime doesn't pay, and reducing the harm being caused to local communities.
- An operational team with a specialist investigation capacity and a dedicated surveillance and covert policing unit.

Since the launch in April the Zephyr team has already been responsible for more than 60 arrests, around £500,000 in assets seized, around £300,000 in cash seized and £13 million of assets under restraint.

Our **Duty Planning Unit**, created in October 2010, centralised a function previously performed by staff across the Force. The role of the unit is to put the right people in the right place at the right time meeting the requirements of operational policing and the needs of our communities. At a time when the Constabulary is facing financial challenges the unit is able to review available resources and move them around to meet demand avoiding unnecessary overtime costs. The unit has also removed the need for supervisors to become involved with duty planning, requests for time off and duty changes, enabling managers to dedicate more time to the supervision of their staff. As the unit continues to evolve, the Constabulary will realise even greater benefits as we enter 2011/12.

A powerful tool in the fight against child abduction was re-launched in May as part of events held for International Missing Children's Day. **Child Rescue Alert** is a powerful alliance between the police, the press and the public which seeks to locate an abducted child and bring them to safety. It has been supported by the Constabulary since its initial inception in 2005 and is now also supported by the National Policing Improvement Agency's Missing Person's Bureau, which provides operational and tactical support to police forces across the UK.

As part of work to enhance our service to customers with specific needs, the Contact Management Department are working with Professor Jim Kyle as part of the **National [Reach 112](#)** project. This is a prestigious € 8.8 million project and Gloucestershire Constabulary's involvement recognises that we are a leading Force working in this area. Two members of staff have volunteered to learn British Sign Language to further our ability to provide a specific service to our local hearing impaired community.

Following the development of the **Rural and Environmental Crime Strategy**, there are now 15 Rural and Environmental Crime Liaison Officers across the Force. This has had a significant impact on community engagement with rural communities, and has seen community intelligence and crime reporting rise significantly. Work in this area has seen Gloucestershire move from 47th (out of 47) to 3rd in respect of incident reporting to the National Wildlife Unit in the space of just two years. This has significant implications for future Home Office funding.

The initiative has also built strong links with the National Farmers Union, building trust and confidence and resulting in a joint poster campaign in respect of rural crime. North Cotswolds saw the first Hare Coursing prosecution in this Force for over 15 years resulting from a Neighbourhood Priority identified by the local community. In October the Force hosted the national ACPO Wildlife Crime Enforcement Conference for the first time in its 23 year history. The work undertaken in the Force is being shared with other Forces with some interest in the development of a Regional Strategy.

Appendix 9: Other Information

Equality And Diversity

The Equality Act 2010 replaced and standardised over 30 years of equality legislation, and the vast majority of measures relating to equality in employment and the provision of goods and services are now in force. The Government held back on a number of elements of the Act for it to consider further, a complete list of the status of the various elements of the Act is available here: http://www.equalities.gov.uk/equality_bill.aspx.

The Equality Act 2010 contains provisions to replace the three current General Duties with a new and expanded single General Equality Duty:

A public authority must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Whilst the new General Equality Duty applies from April 2011 the revised additional Specific Duties are in two parts, with separate dates by which public authorities must comply:

- Public authorities are required to prepare and publish “Equality Objectives” no later than April 2012 and thereafter at intervals of no less than every 4 years. These objectives are required to be ones that the public authority believes will further the three aims of the General Equality Duty.
- Public authorities are required to publish information that demonstrates their compliance with the General Equality Duty across all its functions not later than 31st July 2011 and subsequently at intervals of not less than one year.

Equality & Diversity Statement Of Commitment

The communities of Gloucestershire have wide-ranging needs. Everyone we come into contact with expects, and is equally entitled to receive, a quality service. We have a moral, social and legal responsibility to value individual and community differences, be they visible or non-visible, and to take into account those differences when making decisions. The principles and ethics of equality and diversity must be incorporated into all areas of police activity. We will seek to ensure that we provide an individual, fair and equitable service both externally to our communities and internally to each other.

All members of staff are expected to:

- Deal with members of the public in a professional and sensitive manner and in accordance with their individual needs
- Encourage a working environment that is inclusive and respectful of differences
- Adhere to Force policies
- Challenge inappropriate behaviour, conduct or language
- Be accountable for their actions in service delivery
- Lead by example

TRUST – Diversity Strategy

In November 2004, the Constabulary launched *Trust*, its Diversity Strategy, a strategy that was revised again in 2009. The strategy is founded upon realising our Statement of Commitment and all that it entails. It would be fair to say that employers have traditionally assumed equality to be about ethical considerations and legal responsibility. As a result, the approach taken has been about "treating everybody the same."

We at the Constabulary recognise that diversity actually means recognising that by valuing diversity and encouraging equality we can benefit from the broad spectrum of views, skills and talents of our staff and service users. In doing so we will improve the trust and confidence of our communities in what we do and how we do it.

Our Diversity Strategy will develop us in a number of areas:

- It will assist us in combating hate crime

- It will ensure that we treat people courteously and sensitively
- It will help us to work in partnership with our communities to increase trust and confidence
- It will ensure that we recruit, retain and develop a diverse work force which reflects our communities
- It will ensure that we comply with legislation
- It will enable us to really value the diversity of our communities and our staff
- It will ensure that all our staff are trained to meet the requirements of this strategic aim

Anti-social Behaviour Review

The Force is reviewing the way it handles reports of anti-social behaviour, harassment and hate crime. The initial impetus for this review came from the tragic events in Leicestershire, in 2007, involving the deaths of Fiona Pilkington and her daughter Francesca Hardwick. The objectives of the review are:

- To examine the process of reporting, recording and investigating anti-social behaviour, harassment and hate crime within the Constabulary.
- To examine the definitions of 'repeat' and 'vulnerable' victims, and how these victims are captured within our existing systems.
- To gain a better understanding of actual and potential victims' needs, and of those who support them.
- To track the journey of all the stakeholders including victims, witnesses, police officers and staff and partnership agencies to identify what does and does not work well within the current system.
- To understand and measure the life-cycle of an incident or crime in these areas.
- To understand how current systems work in identifying and supporting vulnerable adults specifically to support the remit of the Public Protection Bureau.
- To design appropriate processes, measures and principles to best deliver the purpose of the Constabulary in keeping people safe from harm and thereby improve public confidence in the service we provide including:
 - Reducing and stabilising any time lapse between reporting and deployment or other appropriate action

- Prioritising reports that have the greatest harm-reduction potential
- Agreeing a definition of repeat and vulnerable in general but specifically in relation to protecting vulnerable adults
- Encouraging the ownership of incidents and crime at the correct and proper level
- Designing proactive preventative measures, including increasing public co-operation
- Encouraging a culture which makes tackling anti-social behaviour, related incidents and crime more relevant to our daily business.

The first part of the review involved a systems review conducted by the Research Team from Business Improvement. This involved detailed analysis of 355 incident reports and a customer survey of 377 incidents. In addition, a number of focus groups were held, made up of a mixed group of practitioners from across the organisation. The next stage will involve additional training for all Contact Management Staff.

PEOPLE SERVICES DIRECTORATE

This year we will further develop and refine our Resourcing & Deployment Model to support our aspiration of being a police service which is agile, able both to anticipate and respond to future demands and with a flexible workforce delivering local policing for Gloucestershire. Workforce numbers have to be reduced in order to meet our revised budgets; however we must ensure that our workforce is deployed in alignment with organisational objectives, in order to maintain and further develop our delivery of quality policing services that meet the needs and expectations of the communities we serve. We will continue to focus on creating a workforce that reflects, as far as is reasonably practicable, those communities, and to comply fully with the provisions of the Equalities Act. Our employment monitoring has become increasingly sophisticated and will be further developed with this outcome in mind. Our HR professionals will continue to provide direct support to those managing and affected by the change process, working to support the culture change we aspire to achieving.

Staffing reductions will inevitably place considerable strain on the people involved. We will maintain our Employee Assistance Programme, and seek to provide all reasonable support to those who are leaving our organisation in accordance with our Values. We will strive to further develop effective partnerships with the communities of Gloucestershire, working across the whole public sector and with other police organisations to deliver our services as efficiently as possible. We will provide practical support to those in our communities who seek to help protect themselves and their communities from harm, in line with the Big Society concept. We continue to retain our accreditation as an Investor in People organisation, using the IiP standard as the framework within which we ensure our workforce is inducted, trained and developed effectively and is focused on the priorities of our communities. We will implement any changes emerging from the Winsor Review and Peter Neyroud's review of police leadership and training.

Managing Performance

Managing our performance is vital to driving forward improvements and during the past 18 months, the Constabulary's approach to performance management has evolved. This has been in response to a number of factors:

- The Constabulary's organisational restructure and cultural change programmes.
- A change in the way the Police Authority holds the Constabulary to account for delivery of key objectives.
- A change in the national landscape following the election of the coalition government in May 2010.

Organisational restructure and cultural change

Over the past two years, the Constabulary has been carrying out a fundamental review of how it does business. This has been driven partly by the need to make savings, but more importantly, the need to review our core processes and ensure that service delivery meets the needs of service users and the wider community. The review has identified the need to increase the number of officers involved in neighbourhood policing; centralise functions such as intelligence and crime investigation; and increase early resolution of incidents within the contact management department.

Closely linked with the organisational restructure is a programme of cultural change that is aimed at ensuring staff feel empowered to make decisions based on organisational values. This is aimed at reducing bureaucracy and ensuring service delivery meets service-user need. The use of targets to drive performance has been identified as a key barrier to achieving this outcome as it removes discretion. At its most extreme, it can result in behaviours that are directed at meeting the target but that do not meet the needs of service-users. For example, setting a sanction detection target may result in the police service focusing on arresting and charging offenders when there are some circumstances where the victim and wider community would be best served by an alternative method of resolution.

As a result of these changes, the performance management framework has been revised. Rather than focusing on targets, the framework measures a broad range of performance indicators, and will identify when any of these show evidence of changing outside normal limits. At this point, analysis will be carried out to identify what is driving the change, the risks will be considered, and any necessary actions or mitigations will be agreed. In addition, the organisation is adopting a risk management approach that ensures that all staff are empowered to identify risks that could impact on service delivery in their business area. These risks are captured for monitoring and mitigation as appropriate.

The organisation retains a clear focus on performance management as a way of driving improvements, and will continue to use the National Intelligence Model to analyse and scrutinise intelligence on crime trends, prolific offenders and issues of concern to local communities within the new centralised force intelligence structure. This analysis enables us to prioritise our policing activity and to task officers and police staff accordingly. At a force level, all senior managers are required to ensure that their business area is focused on

contributing to the delivery of the three areas of strategic focus within the Local Policing Plan, and mechanisms exist to ensure that they are held accountable for their contribution. This is all driven by the Local Policing Plan and also takes into account national performance frameworks, partnership working, and inspectorate activity.

Accountability to the Police Authority

During the development of the Local Policing Plan for 2010-11, it was agreed that a different approach would be taken with regard to the way in which the Police Authority holds the Constabulary to account for delivery of key objectives. Historically, the main vehicle for holding the Constabulary to account has been a set of Operational objectives, which in most cases have had an associated numerical target. For 2010-11, it was agreed that this set of targets would be replaced by a set of agreed “activities” supported by a broader performance-monitoring framework.

This framework was developed to meet the following aims:

- To scrutinise delivery in relation the Constabulary's stated purpose of reducing harm and inspiring public confidence by monitoring performance on a range of relevant indicators.
- To enable monitoring of external performance frameworks (e.g. HMIC Police Report Card) to identify any areas of potential concern.
- To provide monitoring of partnership performance frameworks.
- To ensure a balance of service delivery across the full range of police business.
- To use the performance indicators as the basis for a meaningful conversation about performance, rather than make the delivery of targets an end in itself (i.e. meeting the target but missing the point).

As noted above, the Constabulary is moving away from a purely ‘target based culture’ towards an approach that focuses on improved service delivery. A framework that includes a broader set of quantitative and qualitative measures has been developed to enable the Police Authority to hold the Constabulary to account in a way that supports this. The Constabulary and the Police Authority now use the same performance-monitoring information whenever possible, with the internal performance-monitoring product and performance meeting minutes shared with the Police Authority each month.

National Landscape

Since the election of the coalition government in May 2010, there has been a significant change in the national approach to holding organisations to account. As a result, the national requirements in relation to performance monitoring and management, which drove much of the local activity, have been reviewed, and either revised or deleted altogether. The government has indicated that it wishes to

reduce the amount of central direction of local service delivery. No national targets have been formally set for the police service, but a clear focus on the reduction and detection of crime and anti-social behaviour has been articulated.

The requirements for the police service over the next four years are incorporated in the Comprehensive Spending Review, which was published in the autumn of 2010. External assessment will continue to be carried out by Her Majesty's Inspectorate of Constabulary's (HMIC), and published by means of the **Police Report Card**, which is currently being reviewed. The Police Report Card was published by HMIC for the first time in March 2010. It is intended to assess the performance of all 43 police forces in England and Wales. For more details please see link below:

www.hmic.gov.uk

Police performance management will continue to utilise iQuanta and Most Similar Force comparisons. IQuanta is an internet-based analysis tool developed by the Home Office to turn statistical data into useful outputs for understanding and improving policing performance. Since its launch in 2003, iQuanta has grown to cover a broad range of indicators and it provides both graphical and tabular summaries of performance trends. A number of different chart types are available, covering comparison against Most Similar Force, current performance relative to historic performance and trends in performance (projections; progress against targets). Access to iQuanta is provided to police forces, police authorities and members of Community Safety Partnerships.

In terms of its Most Similar Group, Gloucestershire is currently grouped with the following forces that are considered to be of similar size and demographic make up:

Cambridgeshire	North Yorkshire	Wiltshire
Cheshire	Warwickshire	
Devon & Cornwall	West Mercia	

Comparison with these other forces allows us to benchmark our performance and to consider the benefits of good practice elsewhere, while helping others to implement the things that we do well.

The change in the national landscape has changed the way that partner agencies do business. Many of the previous structures and arrangements have ceased, and new arrangements are being developed. The joint partnership performance frameworks have also been subject to review, and there have been significant changes, with a reduction in the number of joint performance indicators and targets that formed the basis of much of the partnership performance management activity. New local arrangements are being developed to take the place of these national frameworks.

Our Achievements

The following provides detail of our achievements for 2010-11 in terms of the organisational purpose – to reduce harm and inspire the confidence of our local communities:

Reducing harm

Total Recorded Crime

At the end of January 2011, the number of recorded crimes in the County was 29,621. This compares with 32,432 during the same period in 2009-10. This is a reduction of nearly 9%, and means that recorded crime continues at a historically low level in the County. Reductions were seen in most types of crime types, with the exception of Robbery and Burglary (see below).

Anti-social behaviour

Many of the issues that impact on individual and community quality of life fall into the category of 'anti-social behaviour'. This may include nuisance noise, inconsiderate behaviour, disputes between neighbours, and issues that are often associated with young people, such as gathering in public areas in a way that may be perceived as intimidating, or carrying out vandalism or other nuisance behaviour targeted at either individuals or public property.

There were 27,415 incidents of anti-social behaviour recorded between April 2010 and January 2011 compared to 28,180 during the same period the previous year, representing a reduction of nearly 3%. There has also been a reduction in recorded offences of Criminal Damage and 'less serious' Violence Against the Person, both types of offences that tend to be associated with anti-social behaviour, during this period.

During 2010-11, the Constabulary has carried out a full and detailed review of the current response to anti-social behaviour, and has identified a number of ways that the service can be improved to better meet the needs of service-users. This has already been piloted in some areas of the county, and consideration is currently being given to an evaluation and wider implementation.

Violent Crime

Violent crime in the County remains low compared with historical levels and other areas of the country. There are three categories of Violent crime: Violence Against the Person; Sexual Offences, and Robbery. During April to January 2010/11, there were reductions in both Violence Against the Person offences and Sexual Offences compared with the same period last year; and an increase in the number of recorded Robberies.

In general, levels of Violent crime can be difficult to assess accurately because they are subject to fluctuations in reporting and recording levels (for example, because victims may not wish to report the offence to the police; and because changes to the Home Office Counting rules over time influence which category offences are recorded in). The most reliable indicator of overall violence is the number of recorded homicides (where there has been an actual or attempted loss of life), this includes murder, manslaughter, attempted murder, corporate manslaughter and death by dangerous driving. In Gloucestershire, the number of homicides each year is so small that comparisons year to year are unreliable – comparison based on the five year average is a more reliable measure. This indicates that homicide levels in the County remain very low, and tend to be stable or on a downward trend. The average annual number of homicides over the past five years has been 16; of which, on average three have been murders and seven are death by dangerous driving offences.

Historically, domestic abuse has been a key factor in a significant proportion of murder and attempted murder offences and the Constabulary now works in close partnership with other agencies within the Public Protection Bureau to prevent this type of offence. This multi-agency team are also involved in a range of other work to prevent violent offences by protecting vulnerable adults and children and managing dangerous offenders.

Levels of gun crime and knife crime both remain very low in the county.

As noted above, death by dangerous driving is a key contributor to the level of homicides in the county. The Constabulary continues to work in partnership with other agencies in the County to make our roads safer, and to reduce the number of all road traffic collisions that result in death or serious injury in line with national strategy.

Acquisitive Crime

In general, acquisitive crime has been falling in the County in recent years, and further reductions have been seen in many categories of acquisitive crime during April 2010-January 2011 compared to the previous year. However, as noted above, there have been increases in Burglary and Robbery offences during April 2010-January 2011 compared with the same period last year. Of particular note has been an increase in the number of dwelling burglaries in Cheltenham in recent months. This has been the focus of a significant amount of operational activity and partnership working in order to effect a reduction.

Organised crime groups are responsible for a considerable proportion of the acquisitive crime in the county. This can either be directly through the commission of crimes, or indirectly as a result of their role in the Class A drugs market, with the purchase of Class A drugs often being the motivation for other criminals who commit offences such as burglary or vehicle crime. For this reason the Constabulary continues to focus activity to disrupt and dismantle them. Understanding of organised crime groups has improved nationally in recent years as a result of the Organised Crime Group mapping project, which the Constabulary has been fully engaged in since its inception. This year the process of mapping has been subject to a complete review in order to take on board the learning that has been achieved during the first few years of the project.

Detections

In recent years, the total sanction detection rate has been a key performance indicator for the police service. This is measured by calculating the proportion of total recorded crime that has been resolved by means of a 'sanction': a charge, a caution, having an offence 'taken into consideration', a fixed penalty for disorder, or a formal warning for cannabis. Over the last few years, a more sophisticated approach has been adopted to understanding detections. This breaks offences down into three 'tiers':

Tier 1 Serious Violent Crime

Tier 1 Serious Sexual Offences

Tier 2 Serious Acquisitive Crime (Robbery, Domestic Burglary, Vehicle Crime)

Tier 3 All Other Crime

This approach assumes that for the more serious offence types, Tier 1 and Tier 2, a 'sanction' detection will normally be the most appropriate outcome. However, for Tier 3 offences, alternative disposals may be more appropriate, such as 'community resolutions' and restorative justice. These can be more effective in reducing reoffending, cost less, and better meet the needs of the victim and the community. The Constabulary rolled out community resolutions and restorative justice disposals on 1 April 2010 following a pilot in one area. The use of these alternative disposals has been subject to internal monitoring and governance to support staff in learning how to make best use of these options and to ensure that their use is appropriate. This has indicated that, as would be expected, community resolutions and restorative justice outcomes have seldom been used for Tier 1 and Tier 2 offences, but are being used for a significant proportion of Tier 3 offences.

Inspiring Confidence

The agreed purpose for the Constabulary is "to reduce harm and inspire the highest levels of confidence". Public confidence in the police service is important for a number of reasons:

- Policing by consent is at the heart of the police service. This is underpinned by the public believing that the police are acting with legitimacy.
- The police provide a service to the community, and measuring confidence provides a good indication of whether the community are happy with the service they are receiving.
- If the service is designed by professionals without consulting service users, there is a risk that resources are invested in elements of service delivery that actually don't meet the needs of customers.

Indicators of public confidence are included in the national British Crime Survey, which has been carried out on behalf of the Home Office for many years. It includes a range of questions about people's experiences and perceptions of crime and policing and data is made available to forces and the wider public through a range of publications. Historically, it has been judged to have limited local usefulness due to the small sample size (the data is only valid at a County level), and the fact that the data is always released several months in arrears. Nevertheless, it does provide consistent monitoring of a range of indicators, including measures of confidence.

In order to supplement understanding of what drives confidence locally, the Constabulary carries out a Local Policing Survey. This enables the Constabulary to monitor levels of public confidence more frequently. The data is also more up to date, and can be broken down to smaller areas in order to aid local understanding.

The latest British Crime Survey data were published in January 2011 covering the period to 30th September 2010. With regard to the measure that was formerly utilised as the Single National Confidence Target, 53.2% (+/-4.6% pts) of respondents agreed or strongly agreed that the police and local council are dealing with the antisocial behaviour and crime issues that matter in their local area. Although this represents an increase from the previous 12 month period (51.2% +/-3.2% pts), it is not a statistically significant increase.

Analysis of the data collected by the Local Confidence Survey for this same measure between April 2010 and January 2011 has now been completed. The results are shown within the table below and the proportion of respondents who **'agree'** and **'strongly agree'** that the police and local council are dealing with the antisocial behaviour and crime issues that matter in this area is as follows:

	Frequency	%	Confidence interval
Force	1634	54.2%	+/-1.8%pts
Cheltenham	271	53.5%	+/-4.3%pts
Tewkesbury	268	52.5%	+/-4.3%pts
Gloucester	302	58.4%	+/-4.2%pts
Forest	248	50.8%	+/-4.4%pts
Cotswolds	274	55.1%	+/-4.4%pts
Stroud	271	54.4%	+/-4.4%pts

The proportion of respondents who **'agree'** and **'strongly agree'** has shown a slight increase; however, it is not yet possible to determine whether this is an ongoing trend. Please note that due to the change in methodology in April 2010, there is no comparative baseline for this measure.

User Satisfaction

Each month, samples of victims of crime are invited to take part in a user satisfaction survey. This is a survey conducted over the telephone, which asks victims to rate their satisfaction or dissatisfaction with various elements of the service they received. The information below compares satisfaction levels over two year's worth of data (incidents relating to December 2008 – November 2009, compared with December 2009 – November 2010).

Satisfaction with...overall service

There is no statistically significant increase in the percentage of respondents who were *very* or *completely* satisfied (currently 67.4% (+/-2.1%), compared to a baseline of 68.1% (+/-2.0%)).

Satisfaction with...ease of making contact

There were no significant differences at Force level in the percentage of respondents that said they were *very* or *completely* satisfied with "how easy it was to contact someone to assist you" (currently 74.3% (+/-4.1%), compared to a baseline of 76.0% (+/-3.8%)).

Satisfaction with...actions taken

There were no statistically significant differences at Force or Divisional level in the proportions of respondents reporting that they were *very* or *completely* satisfied with the actions taken by police once they were given the initial details of the crime or incident when compared to satisfaction levels for a similar period 12 months ago (at force level currently 64.7% (+/-2.2%), compared to a baseline of 66.4% (+/-2.0%)).

Satisfaction with...being kept informed of progress

There has been no change at force or divisional level in the proportion of respondents reporting that they were *very* or *completely* satisfied with being kept informed of progress (currently 55.5% (+/-2.3%), compared to a baseline of 55.6% (+/-2.3%)).

Satisfaction with...treatment by staff

There were no statistically significant differences at Force or Divisional level in the proportions of respondents reporting that they were *very* or *completely* satisfied with how they were treated by officers and staff (currently 80.8% (+/-1.8%), compared to a baseline of 81.1% (+/-1.7%)).

Satisfaction of ...White and Black & Minority Ethnic victims

There was no statistically significant difference between the percentage of white and BME victims who were *very* or *completely* satisfied with overall service (68.5% (+/-5.3%) for white victims, compared to 56.0% (+/-11.7%) for minority ethnic victims).

More Information on the Force

The Constabulary and the Police Authority produce a range of reports throughout the year. These can be found on the below link, and include the annual report and quarterly reports, which contains details of news, achievements, finance and performance across the entire Force area: <http://www.gloucestershire.police.uk/forcepublications/item13257.html>

How to get involved

The latest information on police officer and police staff recruitment and details of other ways in which you can get involved with helping to make a difference to your community, and help the Constabulary can be found on our website: <http://www.gloucestershire.police.uk/>

The Special Constabulary

"Make a difference in your community; become a special constable."

To find out more about becoming a special constable or the role they play in supporting the regular police service please call 01452 752167 or visit our website: www.gloucestershire.police.uk/Special_Constabulary

Neighbourhood Watch

Neighbourhood Watch is recognised nationally as one of the most effective voluntary organisations and the best example of police and communities working in partnership to reduce crime and the fear of crime, build safer communities and improve the quality of life. Gloucestershire Constabulary has successful schemes across the whole County. Contact **0845 090 1234** and ask for the scheme nearest to you or request information online at: www.gloucestershire.police.uk/crime_reduction

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For enquiries relating to the Gloucestershire Policing Plan contact the Business Improvement Department, 0845 090 1234 ext. 4295

Pokud si přejete obdržet informace obsažené v tomto dokumentu v jiném jazyku, velkém písmu nebo na audiokazetě, zkontaktujte prosím jednotku Diversity Unit v oddělení Community Partnership na telefonním čísle 0845 090 1234.

এই ডকুমেন্টের তথ্যাবলী অন্য ভাষায়, বড় প্রিন্ট বা অডিও টেপ আকারে পেতে হলে কমিউনিটি পার্টনারশীপ ডিপার্টমেন্টের ডাইভার্সিটি ইউনিটের সাথে 0845 0901234 নম্বরে যোগাযোগ করুন।

如欲索取本文件中所載資料的另 語文、特大字體或錄音帶版本，請致電 0845 090 1234，與 社區合作伙件部 (Community Partnership Department) 多元化小組 (Diversity Unit) 聯絡。

આ દસ્તાવેજમાં આપેલી માહિતી બીજી કોઈ ભાષામાં, મોટા અક્ષરોમાં છાપેલી અથવા ઓડિયો ટેપ ઉપર મેળવવા માટે, કમ્યુનિટી પાર્ટનરશીપ ડિપાર્ટમેન્ટમાં 'ડાયવર્સિટી યુનિટ'નો 0845 090 1234 પર સંપર્ક કરો.

Pokiaľ si prajete dostať informácie zahnuté v tomto dokumentu v inom jazyku, veľkom písmu alebo na audiokazete, skontaktujte prosím jednotku Diversity Unit v oddelení Community Partnership na telefónnom čísle 0845 090 1234.

W celu uzyskania informacji zawartej w niniejszym dokumencie w innym języku, dużym drukiem lub na taśmie magnetofonowej, prosimy o kontakt z Diversity Unit (Wydziałem ds. różnorodności) w Community Partnership Department (Departamencie Partnerstwa z Lokalnymi Społecznościami) pod nr. tel. 0845 090 1234.

Если вы хотите получить копию данного документа на другом языке, аудиокассете или напечатанную крупным шрифтом, звоните в Службу защиты многообразия (Diversity Unit) при Отделе партнерского взаимодействия с общественностью (Community Partnership Department) по тел. 0845 090 1234.