Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Greater Manchester Police

October 2005

Contents

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Greater Manchester Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and

Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Ken Williams, CVO, CBE, QPM, BA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Greater Manchester in terms of demography, policing environment and other socio-economic factors: Merseyside, Northumbria, South Yorkshire, West Midlands and West Yorkshire. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality • Equality of service delivery • Community cohesion • Engaging with minority groups	**1B Neighbourhood Policing and Community Engagement** • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police	**1C Customer Service and Accessibility** • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services	**1D Professional Standards** • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders	**2B Volume Crime Reduction** • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance	**2C Working with Partners to Reduce Crime** • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries	**3B Tackling Level 2 Criminality** • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS)	**3C Investigating Hate Crime and Crimes against Vulnerable Victims** • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation	
3D Volume Crime Investigation • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance	**3E Forensic Management** • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection	**3F Criminal Justice Processes** • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance	

4 Promoting Safety (PPAF domain 3)		
4A Reassurance • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime	**4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety** • Non-crime activities of CDRPs and other partnerships • Use of ASB legislation, tools, etc • Road safety partnerships • Emergency planning	
5 Providing Assistance (PPAF domain 4)		
5A Call Management • All aspects of call handling and call management • Initial incident response • Early identification of critical incidents • Performance in answering and responding to public calls	**5B Providing Specialist Operational Support** • Management of central operational support • Police use of firearms • Capability for policing major events/incidents	**5C Roads Policing** • Effectiveness of arrangements for roads policing • Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators	**6B Training and Development** • Costed training strategy and delivery plan • Key training and development issues	**6C Race and Diversity** • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets
6D Resource Management • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions	**6E Science and Technology Management** • Information systems/ information technology (IS/IT) strategy and its implementation • Programme and project management • Customer service • Adequacy of key systems • Business continuity/disaster recovery	**6F National Intelligence Model (NIM)** • Extent to which structures, processes and products meet NIM standards • Integration of NIM with force planning and performance management • Use of community intelligence • Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership • Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce • Effectiveness of succession planning • Promotion of corporacy	**7B Strategic Management** • Integrated strategic planning framework • External communication/ consultation • Relationship with local police authority (PA) • Police reform implementation • Internal communication/ consultation • Programme and project management • Management of reputation/ public expectations	**7C Performance Management and Continuous Improvement** • Effective performance management structures and processes at all levels • Quality and timeliness of performance/management information • Internal inspection/audit/quality assurance (QA) systems • Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

Greater Manchester Police (GMP) is responsible for policing an area of the North West covering more than 1,200 square kilometres, including Manchester, Salford, Bolton, Bury, Oldham, Rochdale, Stockport, Tameside, Trafford and Wigan.

The area includes over 1 million households and a population of over 2.5 million, almost 5% of the UK population. This is boosted by the estimated 8 million transient population, who are attracted to the cultural, business and educational attractions. It is estimated that 60,000 students attend the area's universities and colleges.

Major sporting and entertainment venues bring millions of people into the Greater Manchester area. The MEN Arena, a major international concert venue, is based in the heart of Manchester. World-famous sporting teams, including no fewer than four Premiership football teams, Rugby League clubs and Lancashire County Cricket Club, all attract large numbers of visitors every week. Manchester has also played host to major political events and conferences, including the Labour Party Spring Conference in 2004.

Greater Manchester is easily accessible from all parts of the UK and international destinations. It has a significant transport network, including a major motorway network with the M60, M62 and M6. Manchester Airport continues to expand and is one of Britain's principal airports, handling millions of passengers each year. Manchester is linked to London via the West Coast Main Line train route and has a local Metrolink tram network.

Chief Constable Michael Todd leads GMP with an ACPO team that includes a deputy chief constable and five assistant chief constables, and an assistant chief officer, the most senior member of police staff in the force.

GMP has 12 basic command units/divisions that mirror the ten local authority districts, with the City of Manchester served by three central divisions. A chief superintendent, responsible for delivering local policing, heads each division. The divisions are broken down into areas, with an inspector responsible for a local area policing team.

The force currently employs 8,167 police officers and 4,039 police staff, with 380 special constables. The Chief Constable's vision for GMP is to have 11,000 officers policing Greater Manchester, supported by an appropriate level of police staff. The force vision is to 'make Greater Manchester safer, bring criminals to justice, be visible on the streets and respect, reassure and respond to local communities'; and to achieve this by being 'professional and well led, efficient and effective, a force which listens and learns and is open and accountable'.

GMP continues to develop an extensive performance management framework, the GMP Review to Improve Performance (GRIP), creating a scheme to develop leadership skills in staff, and tackling serious and organised crime.

Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	**Good**	
1B Neighbourhood Policing and Community Engagement	**Fair**	**Improved**
1C Customer Service and Accessibility	**Fair**	**Stable**
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	**Fair**	**Improved**
2B Volume Crime Reduction	**Fair**	**Improved**
2C Working with Partners to Reduce Crime	**Good**	**Stable**
3 Investigating Crime		
3A Investigating Major and Serious Crime	**Excellent**	
3B Tackling Level 2 Criminality	**Excellent**	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	**Good**	**Stable**
3D Volume Crime Investigation	**Poor**	**Stable**
3E Forensic Management	**Fair**	**Deteriorated**
3F Criminal Justice Processes	**Good**	**Improved**
4 Promoting Safety		
4A Reassurance	**Fair**	**Stable**
4B Reducing Anti-Social Behaviour and Promoting Public Safety	**Good**	**Stable**
5 Providing Assistance		
5A Call Management	**Poor**	**Deteriorated**
5B Providing Specialist Operational Support	**Good**	**Stable**
5C Roads Policing	**Good**	**Stable**
6 Resource Use		
6A Human Resource Management	**Fair**	**Improved**
6B Training and Development	**Good**	**Improving**
6C Race and Diversity	**Good**	
6D Resource Management	**Good**	**Stable**
6E Science and Technology Management	**Fair**	**Improved**
6F National Intelligence Model	**Good**	**Improved**
7 Leadership and Direction		
7A Leadership	**Good**	
7B Strategic Management	**Good**	**Stable**
7C Performance Management and Continuous Improvement	**Good**	**Improved**

1   Citizen Focus (Domain A)

The force's restructuring to focus on neighbourhoods and the opening up of local tasking meetings to key partners is leading to improvements in performance, increased joint working with partners, and more accountability to local communities.

Greater Manchester Police (GMP) has incorporated race and diversity into all aspects of its leadership programme. The deputy chief constable (DCC) heads the Respect programme, the force's response to addressing race and diversity. Race and diversity issues have been implemented within the force performance process.

The force is working with community safety units in local authorities across Greater Manchester to establish a network of centres for third-party reporting of hate crime/incidents – the True Vision initiative.

The Greater Manchester against Crime (GMAC) assessment is used to identify vulnerable communities in the Greater Manchester area.

The force acknowledges that more work needs to be done to reduce incidents of hate crime across a range of indicators.

1A   Fairness and Equality

Good

Strengths

- The force has significant resources dedicated to race and diversity issues, including the Respect programme, the equal opportunities unit, the positive action team, diversity training, community and race relations officers on basic command units (BCUs), the race and diversity adviser, and hate crime units on some BCUs. External service delivery is reviewed and shaped with assistance from BCU and strategic independent advisory groups (IAGs) and the policy advisory committee on race led by chief officers.

- To support the delivery of the revised race equality scheme (RES), the Chief Constable and deputy chief constable (DCC) have incorporated race and diversity into all aspects of their leadership programme. The DCC currently heads the Respect programme (GMP's response to the BBC's *Secret Policeman* documentary), which is guided by a board, where the majority of members are drawn from external agencies and communities.

- The force's original RES failed to comply with standards set down by the Commission for Racial Equality (CRE); however, the subsequent version, following revisions in response to CRE feedback, was declared to be compliant.

- The Respect programme has provided a focus for improvement within the force on fairness and equality issues. Operation Catalyst covered all aspects of the Lawrence Inquiry and the HMIC report *Winning the Race*. The Respect programme has responded to the Association of Chief Police Officers' (ACPO's) seven-point plan and has taken on board previous issues that were ongoing from Operation Catalyst. The Respect programme takes cognisance of, and reports to, the

programme board (almost exclusively lay or staff affiliation membership); in this way publications such as the Morris Inquiry are not only scoped internally for action but also, importantly, externally by the respect and policy advisory committee. Actions arising are auditable, transparent and accountable.

- The Chief Constable has Meet the Chief sessions at force headquarters with ethnic minority community leaders who are invited to put their concerns directly to the chief officers.

- The DCC engages regularly with the Black and Asian Police Association (BAPA), the Lesbian and Gay Staff Association (LAGSA) and other support affiliations. The formation of a Muslim Police Association is also being supported.

- GMP has committed resources on a full-time basis to the national diversity team.

- The assistant chief constable (ACC) (criminal justice and diversity command) has commissioned the creation of a diversity and equality scheme. The equality vision, currently contained within the revised RES, is being extended by the development of a diversity and equality scheme (DES).

- The GMAC partnership project has established a sophisticated process for the analysis of partnership data (crime and disorder and anti-social behaviour) to identify 'vulnerable communities' across the conurbation. Local control strategies utilise this information and other local intelligence to influence their policies on hate crime and to establish appropriate plans and actions to address this issue.

- The revised RES has been supported by comprehensive internal and external communications strategies developed by the corporate communications branch. There have been articles in *Brief* (the force newspaper), on the intranet, etc. The RES progress group has been established and chaired by the ACC (community engagement and professional standards) and reports to an external monitoring and scrutiny mechanism facilitated through the policy advisory committee on race issues, the Greater Manchester Police Authority (GMPA) and the Respect programme board.

- Race and diversity issues have been implemented within the GRIP process (the force mechanism for improving performance). Every member of staff has 'respect for diversity' within their appraisal competencies and the force is looking at other ways to hold all staff to account under the new diversity scheme and other performance management mechanisms. BCU commanders have been given an appraisal objective within their personal development review (PDR) which is linked to pay. This requires the BCU commander to evidence the actions they have taken to meet the general duties of the RES locally.

- The full results of monitoring data and progress of all aspects of the RES were published externally within the race and diversity monitoring report in December 2004. The race and diversity monitoring report also includes other key data regarding ethnicity and policing delivery. It was launched jointly by GMP/GMPA and is a comprehensive voluntary assembly of a range of information designed specifically for community comment and information. Linkages to police authority scrutiny of the RES are currently being developed by GMP/GMPA.

- The police authority has consultation procedures in many areas of diversity (e.g. involvement in lesbian, gay, bisexual and transgender (LGBT) issues, etc). GMP works closely with the police authority in supporting consultation and putting into action issues via the Respect programme.

- The force consults in a variety of ways with the community in order to establish the needs and requirements of the community. Analysis is conducted via the GMAC, links with the Lesbian and Gay Foundation, consultation with the Indian communities, and Meet the Chief meetings.

- Work is ongoing for two themed IAGs for the force, based on LGBT issues and race and diversity. Local IAGs on BCUs are currently being set up.

- Community and race relations officers (CRROs) have local links with communities which allow for community intelligence to be obtained and fed into local operational policing units (OPUs). Critical impact assessments are conducted as necessary in relation to critical incidents that take place on BCUs across the force. This information is then used to decide on the strategies used to address the problems identified.

- GMP has adopted the national competency framework; hence every member of staff has 'respect for diversity' within their behavioural competencies. Any promotion opportunities include elements of race and diversity within all assessment centres. Each member of staff must complete diversity training – different levels exist for different grades of staff. This training is locally focused with community involvement.

- A specific training programme is being implemented on the Race Relations (Amendment) Act 2000 – containing four levels of training for all staff up to and including chief officer level. Through the Respect programme, a training needs analysis has just been completed for further race and diversity training. GMP has introduced a knowledge bank, computer-based facility to provide comprehensive information for all staff to draw on covering all aspects of race and diversity.

- The force has played an active part in initiatives to engage and build relationships with young people, two recent examples in Rochdale being participation in The Big Listen, an innovative interactive consultation event for young people aged between 5 and 13, and UNITE, a participative event designed to bring together young people from different communities across the borough.

- GMP is working with community safety units across the local authorities within the Greater Manchester area, to establish a network of centres for third-party reporting of hate crime/incidents, the True Vision initiative. Community and race relations officers on BCUs are also actively involved in the promotion of True Vision.

- GMP has established a facility to report hate crime on the force internet; this can be done anonymously if required. Partners such as the Victim Support service and the North West Consortium for Asylum Seekers are engaged in activities to work with GMP in increasing the reporting of hate crimes. Efforts to reach out to travellers and gypsy communities are under way.

- Whenever a critical incident takes place, e.g. murder or public disorder, a community impact assessment will be undertaken to assess the necessary response for the police and its partners. This can involve community representatives sitting on Gold groups and being consulted by the senior investigating officer in charge of the investigation or incident. A pool of appropriately trained staff is available to be deployed, eg family liaison officers. Consequence management cells have been set up to take cognisance of community intelligence and other related issues.

Areas for Improvement

- The percentage of victims of racist incidents very/completely satisfied with the overall service provided during 2004/05 was 40.2%, which places GMP fifth in its most similar forces (MSF) group, where the group average is 45.6%.

- The percentage of victims of racist incidents satisfied with the overall service provided during 2004/05 was 65.8%, which again placed GMP fifth in its MSF group, where the group average is 70.8%.

- The percentage of white users very/completely satisfied with respect to the overall service provided during 2004/05 is 59.4%, which was higher than the MSF group mean of 58.5% (ranking the force third in the group) and was 2.6 percentage points higher than the national mean of 56.8%.

- The percentage of users from black and minority ethnic (BME) communities very/completely satisfied with the overall service provided during 2004/05 was 43.5%, which is lower than the MSF group mean of 46.6% (ranking GMP fifth in the group).

- The difference between very/completely satisfied rates with the overall service provided during 2004/05 is 15.9 percentage points, which is higher than both the MSF and national rates of 11.8 and 12.7 percentage points respectively.

- The percentage of white users satisfied with the overall service provided during 2004/05 is 78.6% and the percentage of BME users satisfied is 69.9%. Both rates are below the MSF group means of 81.0% and 75.0%, ranking the force fourth and fifth in the group. The difference between the satisfaction rates is 8.62 percentage points, which is higher than both the MSF and national rates.

- The percentage detected violence against the person offences for victims from BME groups was 25.3% for 2004/05, which was lower than the MSF group mean of 30.9%. The percentage detected violence against the person offences for white victims was 32.1% for 2004/05, which was lower than the MSF group mean of 35.7%. The difference between the two detection rates was 6.8 percentage points, which was higher than the MSF group mean.

- Racially or religiously aggravated crime has increased from 1.13 per 1,000 population in 2003/04 to 1.27 in 2004/05, which is higher than the MSF group mean of 0.91 and the national mean of 0.70. This ranked the force bottom in its MSF group.

- The detection rate for racially or religiously aggravated offences has decreased from 33.4% in 2003/04 to 29.5% in 2004/05, which is lower than the MSF group average of 31.9%.

- Feedback from a stakeholder agency indicates that there is still some way to go in embedding key equalities principles throughout the force.

| | 1B | **Neighbourhood Policing and Community Engagement** | | **Fair** | **Improved** |

Strengths

- The GMAC assessment is used to identify vulnerable communities in the Greater Manchester area. This data is used by the force to shape control strategies to address the policing problems that can be dealt with by the force and its partners. The information is used on a local basis to feed into tasking and co-ordination meetings at BCU level. In addition, the development of neighbourhood policing in BCUs has led to the engagement of communities to see what they require at a local level and to encourage them to take part in initiatives to improve local areas.

- The deputy chief executive of Manchester City Council has stated that GMP works closely in partnership with the city council through the crime and disorder reduction partnership (CDRP), and consultation on priorities is now taking place via local action partnerships (LAPs) – 14 have been established across the city, predominantly on a ward basis, to involve community groups and councillors. These groups also link into the consultation processes established by GMPA. LAPs feed priorities and concerns into local tasking meetings on a regular basis. The LAPs are responsible for monitoring activity undertaken and directed by local tasking.

- The police authority and the force consult with the community on the priorities in the policing plan; this is then incorporated into the force aims and objectives. BCUs work with their partners on strategic assessments, which enable partners to feed into strategic priorities. Local meetings with the community and community intelligence is fed into the local OPUs and used when formulating the control strategy. Much of the consultation conducted by GMP and GMPA link directly with partnership priorities. Local community panels are chaired by GMP township inspectors and enable an iterative process of consultation to occur.

- The deputy chief executive of Manchester City Council stated that LAPs inform local tasking of key priorities, which are reflected not just in plans but in delivery. In addition, IAGs are in place for policing areas, ensuring communication pathways are established between police and communities. GMP is fully engaged in Agenda 2010 (a partnership set up to achieve race equality) and a range of crime and disorder working groups, including race hate crime and domestic violence. As a result of the above mechanisms, priorities are developed that are responsive to local needs, with the flexibility to divert resources as required.

- Neighbourhood policing has been introduced across the force in order to meet the needs of local people, increase visibility in policing and increase accountability. The infrastructure of the force is now geared to support this approach in such ways as devolved management and budgets on BCUs. The BCUs are being restructured to emphasise community policing, and closer working relationships with elected members and partnership agencies. BCU management structures are now more clearly focused on business areas.

- The restructuring of GMP to focus on neighbourhoods and the opening up of local

tasking meetings to key partners is leading to improvements in local performance, joint working with partners, and accountability to communities. Relationships between Manchester City Council and GMP are probably as strong and productive as they have ever been and the involvement of GMP in other initiatives such as the local strategic partnership (LSP) and the children's board has already delivered benefits.

- Partnership tasking and co-ordination groups (TCGs) are set up on BCUs to ensure that the requirements of partnership agencies are fed into policing activities. Neighbourhood policing feeds community intelligence into the BCUs' OPUs. Partnership TCGs can task items on the basis of information fed in. Locally obtained community intelligence can be fed into the force intelligence bureau as appropriate.

- Weekly community impact assessment updates are provided from BCUs. These are used to inform the national community tensions team (NCTT), which then feeds back relevant national intelligence to the force to be disseminated as appropriate.

- Weekly disorder risk assessments are completed on some BCUs (including Oldham) to feed community intelligence on a local basis and to keep the force aware of the current climate on potentially vulnerable BCUs. Local OPUs working with crime and disorder partners will identify any significant trends, which would then be flagged up locally or at force level if need be.

- A force pilot volunteer scheme is being conducted on two BCUs. Schemes such as Business Watch, Pub Watch and Home Watch exist on BCUs and are given full support locally. Make a Difference projects are run on some BCUs (including Salford) to engage the community and deal with crime and quality-of-life issues.

- Information is gathered from local communities in conjunction with GMPA's district liaison and consultation officer. In addition, senior officers from the BCU regularly attend the council's township committee meetings, at which there is an open forum for local people to raise issues of concern in their area. This enables a proactive and timely response, in partnership with the community safety unit and other partner agencies.

- The community safety unit and GMP have worked together to produce joint responses to consultation exercises carried out by others, for example the recent exercise to inform the production of neighbourhood action plans for a number of areas designated under the Rochdale borough's neighbourhood renewal strategy. The exercise generated a large number of crime and community safety issues, which were responded to jointly by a group comprising police and community safety colleagues.

- IAGs are being set up on BCUs and theme-based ones for the force. The force works with all six race equality councils in the Greater Manchester conurbation, primarily on race-related issues, and all sit on the positive action committee (PAC).

- GMPA has a community engagement and consultation committee in which the majority of members are involved. This structure needs to have a better connection with the diversity and equality strategy and the Respect programme. Ultimately, the

force will have a BCU and partnership support function, which will use a National Intelligence Model (NIM) approach to provide support on diversity and community issues. GMP and GMPA have developed a road show approach to community engagement at public access points.

- The integration of police community support officers (PCSOs) and reassurance teams into the area is very promising and they are making a valuable contribution to providing a visible and familiar policing face. Some PCSOs are jointly funded by local authorities.

- Feedback mechanisms exist at both force and local levels. In terms of force feedback to the community, this takes place through the publication of the Chief Constable's annual report, and the policing plan information covering targets and performance. The race and diversity monitoring report, published annually, contains information/statistics on areas such as stop and search. Information is available on the GMP website explaining performance, down to a BCU level. Local meetings attended by neighbourhood inspectors allow for a two-way flow of information.

- GMP has a marketing/communication strategy, which is based on the requirement for openness and accessibility. This is aligned to the force vision, and is linked to the operational requirements of the force control strategy. The corporate communications branch has strong links both to CDRPs and other agencies. These links have already been used to develop local newsletters in areas such as Oldham, to publish policing and crime information in council newsletters/newspapers and to publicise *Who your area inspector is,* produced in conjunction with local authorities. Close working relationships with other agencies have been in place since the Commonwealth Games and strong networks remain.

- The force currently accredits individuals from the Vehicle and Operator Services Agency (VOSA) through the Police Reform Act 2002. A corporate strategy relating to the accreditation of other groups is currently being scoped alongside existing 'extended family' developments such as PCSOs. There is close liaison with the Security Industry Authority on future developments. The fourth round of the Government's neighbourhood policing fund has enabled the force to appoint 68 more PCSOs who will be on patrol early in 2005/06.

Areas for Improvement

- Coherent policy is needed to provide clearly defined neighbourhood policing and community engagement activities across Greater Manchester. A community engagement strategy is under development with the police authority.

- Performance measurement of operational activities needs to include a more rounded range of indicators, including qualitative issues that reflect the development of a neighbourhood policing style and the need to become increasingly involved with communities.

- Call-handling performance issues could have a detrimental effect on the force's ability to develop effective neighbourhood policing and community engagement if not improved. The review of the area operation rooms/999 services presents an opportunity to improve the service delivery and the representation of GMP, by

linking into neighbourhood policing developments and engaging with partnership agencies as part of the process of improvement.

- Feedback from local authorities with regard to consultation with communities acknowledges that GMP, through GMPA and the local criminal justice board (LCJB), has engaged upon a process to set priorities and service standards. However, the suggestion for integrated consultation to meet the needs of the CDRPs/LCJB and GMPA, rather than having three separate sets of consultation, is in progress as part of a joint community engagement strategy.

- The move towards more integrated plans, eg the local GMAC assessments, has provided opportunities to reflect the specific priorities of local communities. The Safer and Stronger Communities Fund also encourages this; however, both GMP and the CDRPs are still tied to performance targets from a national set of crime indicators rather than an agreed set of local indicators. The new local area structures of the BCU enable local target setting to address concerns such as anti-social behaviour.

- There is a general principle in place that community beat officers are not to be routinely abstracted from their areas. However, they are used at times to supplement patrol levels and this appears to be driven, in part, by the higher proportion of community constables who are approved as police drivers. Supervisors negotiate staff directly between teams, for instance to redeploy a community beat constable to response duties. While this negotiation is appropriate, more structured guidance would ensure the BCUs maintain the desired focus of resources and would provide the senior management teams with an overview of abstraction levels. A resource model that provides clear guidelines on the abstraction of officers from community policing posts would be beneficial. The introduction of neighbourhood policing teams will provide increased community focus and engagement that will militate against the abstraction of community beat officers.

1C	**Customer Service and Accessibility**	**Fair**	**Stable**

Strengths

- Responsibility for customer care issues is shared between chief officers. The DCC is responsible for issues concerning professional and service standards, user satisfaction, public consultation and feedback. The ACC (specialist operations and discipline and complaints) is responsible for public complaints. Each aspect impacts upon structures, processes, systems and people.

- The Chief Constable's vision statement and leadership charter have a clear focus on the provision of policing services of the highest quality. These have been publicised widely to staff around the force (eg via the force newspaper *Brief*, the intranet, leaflets and presentations to staff). A document entitled *First Impressions* has been circulated across all the force's BCUs and branches. It emphasises the importance of politeness, keeping people informed, communicating clearly and listening. Issues concerning values and standards that arise from customer feedback are communicated in a number of ways, including policy changes, a professional standards newsletter, the Chief Constable's orders, and the performance review process.

- The force's criminal justice and territorial policing departments have policy responsibility for victim and witness support. The crime-recording system is used to refer victims of crime to Victim Support on a daily basis.

- The force is conducting police performance assessment framework (PPAF) surveys in accordance with the national guidance. Organisational understanding of customer needs is improving rapidly as a result of the surveys, public complaints and other sources of public feedback. It now features in the force's performance review process (GRIP).

- The division and partnership support unit has responsibility for the force volunteers' project. The project is looking to establish a six-month pilot on two BCUs, before evaluating its potential to be rolled out force-wide.

- The community affairs branch co-ordinated the police input into a three-year Safer School Partnerships pilot, whereby police officers belong to a multi-agency behaviour and educational support team (BEST). The BEST received Government funding up to the end of March 2005, although the police officer post was funded separately by the force.

- In May 2003, the force introduced the customer feedback database. The database is used to record direction and control complaints and positive feedback from the public. The system is publicised on force orders, on the intranet and during training courses. Guidance on how to deal with feedback of this nature is published in the force's guide to dealing with policy complaints and on force orders. Managers are responsible for passing on positive and negative feedback as appropriate. Individual records from the database can be emailed to individuals where appropriate.

- The GMP website has been assessed as 'see it right' accessible by the Royal National Institute of the Blind (RNIB) and was shortlisted for an RNIB award. The site has also received a Big Chip award for best use of digital technology in public services. The 'contact us' section on the website has been developed in recent years to enable the public to contact the force on a wide range of issues in different ways, including facilities for members of the public to report hate crime, a form on which people can submit intelligence, plus a template for the submission of complaints, praise or other feedback about the force. The site includes a facility through which people can email their local BCU commander directly to enquire about local policing issues. Some significant changes in the way that the site is managed are planned and the force's immediate priorities are to develop local information and to be compliant with the Disability Discrimination Act 1995 by the end of 2005. GMP is working with partner agencies and local authorities to ensure appropriate links to the respective websites.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions very/completely satisfied with respect to being kept informed of progress during 2004/05 was 43.6%, placing the force above the MSF and national averages.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions very/completely satisfied with their treatment by staff during 2004/05 was 71.5%. The MSF group mean was 69.3%, placing the force second in the group.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions very/completely satisfied with respect to the overall service provided during 2004/05 was 58.0%. The MSF group mean was 57.4%, placing the force third in the group.

- The percentage of police authority buildings open to the public which are suitable for and accessible to disabled people has increased from 71.6% in 2003/04 to 82.8% in 2004/05; this is higher than the MSF and the national averages and places GMP second in its MSF group.

Areas for Improvement

- Satisfaction and dissatisfaction issues arising from the PPAF user satisfaction surveys and complaints are reported via the force's performance management process. They are also reported locally to BCUs and branches. The subsequent generation of service improvements needs to be developed further to ensure that it becomes more systematic.

- Standards for the treatment of victims and witnesses are contained within specific policies. These will be supplemented by the implementation in 2005 of witness care units. Systems will be put in place to monitor adherence to the standards and will be used in conjunction with PPAF user satisfaction survey results. Additional research on witness and victim satisfaction levels will be undertaken by MORI as part of the No Witness, No Justice project.

- The number of calls answered within the local target time has decreased by 19.4%, and the percentage of 999 calls answered within the target time has also decreased from 86.9% in 2003/04 to 77.8% in 2004/05, which was significantly lower than the MSF group mean of 84.3%.

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions very/completely satisfied with respect to making contact with the police during 2004/05 was 65.1%, placing the force below the MSF and national averages.

- The percentage of victims of domestic burglary, violent crime, and vehicle crime and road traffic collisions very/completely satisfied with action taken by the police during 2004/05 was 55.0%. The MSF group mean was 55.6%, placing the force third in the group.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, the Association of Police Authorities, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and grading for each force and, in addition, national thematic inspections report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2   Reducing Crime (Domain 1)

The improvements made in volume crime reduction in recent years have been substantial and have made a significant difference to people across Greater Manchester.

The GMAC is a partnership model, designed to deliver the NIM across a broader range of agencies and, while still at a relatively early stage, is making a significant impact on local communities.

Hate crime features in the force control strategy under its own heading. Local strategic assessments consider hate crime and form the basis for strategies in BCUs.

There is acknowledgement that the significant reductions seen across a range of key crime categories needs to continue to bring the force in line with the MSF group mean.

2A   Reducing Hate Crime and Crimes against Vulnerable Victims

Fair	Improved

Strengths

- The ACC (crime) has responsibility for the hate crime investigation policy. The ACC (criminal justice and diversity) has responsibility for monitoring delivery and providing support for other aspects of hate crime, including public consultation through, for example, the Respect board. BCU commanders have local responsibility for hate crime issues, including community relations and active engagement.

- The hate crime investigative model was drafted following the production of the ACPO hate crime manual in 2001. GMP's model is due to be revised upon receipt of the revised ACPO hate crime manual. The force has an indicator for hate crime – a local policing plan indicator – and data is collated and published on a monthly basis.

- The ACC (criminal justice and diversity) is involved with the Respect programme board which was set up following the *Secret Policeman* documentary to look at all aspects of diversity, including hate crime. The board is made up of members of the community, including representatives from voluntary groups, as well as senior officers including the DCC, the ACC (criminal justice and diversity), the chief superintendent diversity command and the personnel director. All BCUs have a multi-agency hate crime forum.

- Local strategic assessments consider hate crime and form the basis for strategies in BCUs. These are constantly being reviewed and evaluated. Hate crime features in GMP's force control strategy under its own heading.

- GMP has a unit of trained staff within the headquarters family support unit (FSU) dedicated to attending child protection case conferences for children at risk of significant harm, where information is shared and plans established to prevent

further abuse. The headquarters FSU provides a response across the force to each area child protection committee who produce effective preventative measures, to ensure consistency across the force area.

- The headquarters public protection section recognises the thread of child protection in the work undertaken by all its units and, therefore, co-ordinates and encourages information sharing between child abuse investigators, domestic violence officers, the Violent and Sex Offenders Register (ViSOR) and abusive images teams. The headquarters FSU holds a database for all child abuse investigations (CAIs) and miscellaneous enquiries, child protection case conferences and domestic violence incidents. This information is made available to the vetting unit, and there are two specialist officers dealing solely with CAI issues raised by Criminal Records Bureau checks.

- The force has an existing domestic violence policy which is reviewed and updated. The force has a detective inspector post within headquarters FSU dedicated to developing policy and strategy at a strategic level.

- Operation Home Safe is a continuing theme involving the proactive involvement of and interaction between domestic violence officers and front-line staff.

- The GRIP process scrutinises domestic violence performance improvement. An audit programme has been undertaken internally to test National Crime Recording Standard (NCRS) and force policy compliance at incidents of domestic violence. The force has hosted a conference to raise awareness among domestic violence officers and their local domestic violence co-ordinator partners.

- There is a domestic violence forum in every BCU, which has been set up with the CDRPs. BCU domestic violence officers are members of the forum.

- At the strategic level, senior BCU managers sit on the strategic local partnership teams making decisions, planning strategic aims and linking resources into local partnerships to deal with domestic violence.

- The percentage of domestic violence incidents with a power of arrest where an arrest was made relating to the incident has increased from 67.0% in 2003/04 to 68.6% in 2004/05. This is higher than the MSF mean, ranking the force second in the group, and significantly higher than the national mean of 55.7%.

Areas for Improvement

- Racially or religiously aggravated crime has increased by 11.8% from 1.13 per 1,000 population in 2003/04 to 1.27 in 2004/05, which is higher than the MSF group mean of 0.91 and the national mean of 0.70. This ranked the force bottom in its MSF group and in the bottom quartile nationally.

- The detection rate for racially or religiously aggravated offences has decreased from 33.4% in 2003/04 to 29.5% in 2004/05, which is lower than the MSF group mean of 31.9%, ranking the force fifth in the group.

- The percentage of reported domestic violence incidents where there was a power of arrest, in which an arrest was made relating to the incident, involving partner-on-partner violence has increased by 5.1 percentage points from 67.1% in 2003/04 to 72.2% in 2004/05. However, the MSF group and national means were higher rates of 76.3% and 74.1% respectively.

- The percentage of reported domestic violence incidents that involved victims of reported domestic violence incidents in the previous 12 months has increased from 38.6% in 2003/04 to 45.1% in 2004/05. This was a similar rate to the MSF mean of 45.2%, placing the force third in its MSF group.

2B **Volume Crime Reduction**	**Fair**	**Improved**

Strengths

- The improvements made in volume crime reduction in recent years have been substantial and have made a significant difference to people across Greater Manchester. The improvements made have been recognised and acknowledged by the Home Office – two years ago, GMP was regarded as a poor-performing organisation. Today, the results in many key areas are no longer a cause for concern as the force continues to improve its performance.

- Reductions include:

  - Total crime – 11.8%

  - Domestic burglary – 28%

  - Robbery – 8.4%

  - Vehicle crime – 15.7%

  - Violent crime – 3.3%.

- The ACC (crime), the ACC (territorial policing) and the DCC (force OPU) have responsibility for ensuring that improved performance in volume crime is delivered within BCUs. The ACC (crime) has responsibility for two specific initiatives – Operation Hawk (robbery) and Operation Magpie (burglary) – and chairs the force-level TCG meetings. The ACC (territorial policing) also attends the force TCG.

- The force control strategy includes prevention, intelligence and enforcement measures for force crime strategies, which are formed through environmental scanning and strategic analysis. This provides direction to BCUs to inform control strategies at local level.

- The force and local control strategies indicate key areas for activity. The role of TCGs is to match priority areas with appropriate resourcing. Where national or Best Value performance indicators (BVPI) targets have not been set for volume crime categories – serious wounding, less serious wounding, murders, detection of serious wounding, detection of less serious wounding, detection of murders – the force target is to reduce below 2002/03 levels.

- Crime reduction is integral to the TCG process within GMP. Crime reduction advisers routinely attend daily tasking meetings in OPUs where they update command teams and the intelligence staff on the progress of preventative measures. They are tasked to visit and address problems identified at repeat locations and hotspots and to contact repeat victims.

- TCG meetings at BCU level are attended by local crime scene investigation unit supervisors to ensure that opportunities for exploiting forensic results are integrated into BCU activity.

- The SARA problem-solving model provides the BCU TCG with the ability to control and direct activity towards clearly defined priorities using agreed tactics. SARA incorporates the decision making process and accountability within its database. The SARA co-ordinator monitors these and updates the TCG with the results of crime reduction activity.

- The electronic version of the SARA (scanning, analysis, response, assessment) action management system is capable of interrogation to identify and review successful/unsuccessful approaches to similar problems experienced on other BCUs to identify best practice. SARAs are evaluated and given a best practice marker score of one to five prior to closing.

- The force supports a number of local and force initiatives that include crime reduction elements, eg Operation Magpie, Operation Hawk and Operation Xcalibre. A number of BCUs have run successful operations, including the Embrace project, managing the behaviour of the most prolific offenders in North Manchester, which has received national recognition.

- The force participated in the summer alcohol misuse enforcement campaign with three BCUs involved. This was bolstered by support for the ACPO Christmas campaign where nine BCUs participated. Alcohol-related crime is an issue that is considered both at BCU level through partnership tasking and at force level including football and sporting events. The concept of 'city centre safe' in the City of Manchester has now been rolled out across all BCUs.

- Violent crime committed in connection with licensed premises per 1,000 population has decreased by 19.5% from 0.64 in 2003/04 to 0.52 in 2004/05. This was substantially lower than both the MSF group mean of 1.27 (ranking the force top of the group) and the national mean of 1.44.

Areas for Improvement

- The force has seen improvements in relation to volume crime reduction; however, the force position in the MSF group and nationally is still deficient:

- Total crime per 1,000 population was 128.26 in 2004/05 compared with 145.38 in 2003/04 (reduction of 11.8%). This still ranked the force bottom in the MSF group, where the average was 118.87 and 39th nationally, where the average was 105.37.

- Domestic burglary per 1,000 households was 25.46 in 2004/05 compared with 35.36 in 2003/04 (reduction of 28%). Again this still ranked the force bottom in the MSF group, where the average was 20.07 and 42nd nationally, where the average was 14.40.

- Robbery per 1,000 population was 2.98 in 2004/05 compared with 3.65 in 2003/04 (reduction of 18.4%), ranking the force 5th in the MSF group, where the average was 2.06, and 40th nationally, where the average was 1.68.

- Vehicle crime per 1,000 population was 19.74 in 2004/05 compared with 23.42 in 2003/04 (reduction of 15.7%), ranking the force bottom in the MSF group, where

the average was 17.33, and 41st nationally, where the average was 13.99.

- Violent crime per 1,000 population was 25.37 in 2004/05 compared with 26.24 in 2003/04 (reduction of 3.3%), ranking the force 4th in the MSF group, where the average was 23.86, and 37th nationally, where the average was 22.44.

- Violent crime committed in a public place per 1,000 population has decreased by 2.4% from 18.62 in 2003/04 to 18.18 in 2004/05, ranking the force 4th in the MSF group where the average was 15.67. The national average was 13.86.

- The percentage of domestic burglaries where the property has been burgled in the previous 12 months has increased from 9.4% in 2003/04 to 11.0% in 2004/05. This was a higher rate than the MSF group average of 9.5% and placed the force bottom of the MSF group.

- Violent crime committed by a stranger has increased by 13.9% from 6.60 per 1,000 population in 2003/04 to 7.52 in 2004/05; however; this is lower than both the MSF group mean of 9.23 and the national mean of 9.87.

| 2C | **Working with Partners to Reduce Crime** | **Good** | **Stable** |

Strengths

- There is a consistent and corporate approach to problem-orientated policing across GMP, although some BCUs are more effective than others in the way they receive support from partners and the way they co-ordinate their approach to problem solving. Volume crime remains the focus of strategic and tactical assessments at both force and BCU levels. GMP has been influential in promoting the use of the NIM as a performance management framework for CDRPs. All ten CDRPs within Greater Manchester have agreed to use the NIM as their performance planning framework, under the GMAC.

- The ACC (criminal justice and diversity) and the ACC (territorial policing) are members of the Greater Manchester crime reduction steering group. Membership is presently being reviewed to include the Chief Constable as a direct result of county-wide reviews of structure and the development of the GMAC. The ACC (territorial policing) has provided the strategic support within GMP for the development of the NIM into a partnership business model (PBM). The GMAC PBM has been embraced by all ten CDRPs and county-level structures. The GMP partnership development unit, within the division and partnership support unit, has been involved in the conception, development and delivery of the GMAC across the Greater Manchester area.

- Rochdale BCU is a member of the safer communities partnership, which was one of the first merged partnerships to be formed back in 2000. The effectiveness of the partnership's approach to tackling crime and disorder has been recognised by it being given a Green rating by the Government Office North West (GONW) in 2004.

- The chief executive of Rochdale Metropolitan Borough Council stated: 'Priorities in the BCU policing plan can be seen to be reflective both of force strategic priorities and those of the safer communities' partnership. BCU command plays a key role in shaping the crime and disorder reduction strategy for the borough. The township policing arrangements on the BCU also enable officers to be constantly in touch with, and able to respond to, the changing issues of local communities. An example of service delivery reflecting local issues was Operation Kynerton, which was established in response to domestic burglary being highlighted as a priority in locally collected management information and in consultation carried out with local people. During the course of the six months the operation ran, the number of total burglaries was reduced by over 1,000 on a year-by-year comparison, a total of 494 persons were arrested for crime and kindred offences, and of these persons 70% had previous convictions for offences of burglary. A substantial amount of stolen property and drugs were recovered during the course of the operation.'

- The chief executive of Bolton Metropolitan Borough Council stated: 'Probably the most important message I can give you is that, from the perspective of the council, working relationships with GMP have strengthened significantly in recent years. This is reflected in the working arrangements across the conurbation but especially in what is happening at BCU level.'

- The prolific offender strategy is being implemented across Greater Manchester, with some excellent results in areas where this approach is well established. BCUs are also contributing to the implementation of the drugs intervention programme.

- In most areas of Greater Manchester, the BCU fund is effectively pooled with other funding streams to enable partnerships to put in place clear links between local priorities and investment in additional interventions.

- The leader of Trafford Metropolitan Borough Council stated: 'Since the formation of the partnership support team there has been a step-change in the confidence of agencies to share intelligence and data.'

- The GMP division and partnership support unit includes the post of external funding co-ordinator who develops bids and manages budgets relating to the GMAC. The GMAC is funded externally (2003–06) through a combination of Home Office grant, support from the GONW and contributions from local BCU/Building Safer Communities funds. Support is delivered to BCU and CDRPs in preparation of bids and environmental scanning for potential sources of funding.

- The chief executive of Rochdale Metropolitan Borough Council stated: 'There are effective arrangements in place for information sharing between members of the safer communities partnership, in accordance with Section 115 of the Crime and Disorder Act. The Audit Commission's report on Rochdale Council acknowledges this. The joined-up approach to gathering and use of intelligence is perhaps best exampled in the approach to tackling anti-social behaviour, where police, council and Rochdale Borough-wide housing (the Arms Length Management Organisation established to manage social housing on behalf of the council) staff work alongside each other and share information on specific issues.'

- The Greater Manchester crime and drugs team leader at the GONW stated: 'The GMAC is a partnership model, designed to deliver the National Intelligence Model across a broader range of agencies. While still at a relatively early stage, the regular strategic assessments have helped to focus activity at both a Greater Manchester level and within particular partnerships. GMP has provided significant support to the implementation of this model. The GMAC will be independently evaluated in the near future.'

- The chief executive of Wigan Metropolitan Borough Council stated: 'Consistent deployment of the new ethos and accountabilities is not yet fully achieved but it is coming.'

- BCU commanders attend monthly GRIP meetings where all aspects of force performance are addressed rigorously. The achievement through the GMAC of joint priorities, strategies and a positive step toward joint targets enables the CDRP to be aligned to this process.

- The HMIC inspection of Bury BCU highlights the following strengths:

  – Partnership working within the BCU is becoming increasingly more effective with the introduction of the GMAC arrangements supporting multi-agency

tasking and co-ordination at both the strategic and tactical levels. There are some promising partnership initiatives.

– The community safety partners described the relationships with the BCU as 'stunningly good'. They explained that the developments had not just created structural changes, but by working together they had developed cultural changes. They have started to understand each other's areas of business and as such have an ownership of each other's problems, as well as having shared targets to improve service delivery.

– Reinforcing the structural and cultural stages is the ongoing implementation of the partnership's 'reassurance project', which addresses the importance of people feeling safe. Based on the principles of the national restoring reassurance work, the project is looking in real depth at why people feel unsafe – what prompts this feeling, such as litter, boarded-up buildings or graffiti – and taking action to tackle these problems.

– There are a number of good practice initiatives that have evolved from this partnership working. The partnership has branded its activities under the banner of Bury-safe, which has its own logo and is becoming increasingly recognised across the borough as the outcome of joint working. One such initiative is Operation Benson, which ran for six weeks during April and May 2004 and was aimed at drug dealing in and around the town centre. The operation was focused on street-level dealers, in particular those dealing from a pool hall. Evidence was gathered utilising a covert observation vehicle, static observation posts and test purchasers. Local authority managers utilised their networks and contacts to encourage community intelligence. Leaflets were distributed to reassure local residents. The partnership operation resulted in 17 targets being arrested and prosecuted for drugs offences.

Areas for Improvement

- The force senior command team has given BCU commanders autonomy to develop their own planning framework to comply with the NIM. In the drive to deliver targets, the focus in some areas has been on short-term crime reduction initiatives in order to meet the demands and expectations of the GRIP process. There exists a tension between the need for development of long-term, community-based solutions against the need to produce performance against monthly-based crime and incident statistics. The force needs to ensure that performance targets do not have a detrimental effect on working with communities to achieve long-term problem solving.

3   Investigating Crime (Domain 2)

The force major incident team (MIT) provides major crime investigation services for the force. The function and role of this team is determined by a service level agreement (SLA) that is reviewed on a regular basis.

The force has had considerable success in tackling organised crime gangs (OCGs) and networks within Greater Manchester. Performance measures are in place for serious and organised crime and gun crime.

The investigation of crime, in particular volume crime, remains a weakness for the force and needs to show further improvement. This has been acknowledged and the focus shown in recent months needs to be continued.

Operation Step Change is a Home Office/police standards unit (PSU)/force programme focused on performance improvement in the investigation of volume crime. One of the five main process improvement areas within Step Change is to improve investigative standards. Burglary and robbery investigation packs have been introduced and the quality of completion of the packs alongside the incident report and crime report are being measured.

GMP has been assessed as one of the most improved forces in the area of criminal justice and the efforts of all parties should be recognised.

3A   Investigating Major and Serious Crime

Excellent

Strengths

- The force major investigation team (FMIT) is a flagship for the force. The team is at the forefront of issues such as the application of major incident room standardised administrative procedures (MIRSAP) and the assessment of investigations. The FMIT works within set policies and procedures to detect murder or major crime investigations. The rationale for work allocation is documented in a service level agreement, which is agreed with BCUs. The FMIT is currently under review and it is possible that there will be an extension of the role.

- The availability of the FMIT has continued to improve performance in relation to major incidents, and good practice identified within the FMIT is being considered by the ACPO homicide working group for dissemination nationally.

- The FMIT has a policy and procedure group consisting of senior investigating officers (SIOs) and Home Office Large Major Enquiry System (HOLMES) major incident room staff. HOLMES training and a major crime review identify best practice and policy, which are disseminated to all staff via SIO conferences and FMIT briefing days. FMIT management meetings and SIO workshops are held regularly to share good and bad practice. Recommendations from force major crime review documents are distributed to all SIOs. HOLMES accounts are transferred into corporate intelligence systems to enable intelligence to be researched by all of the force.

- GMP has implemented the investigative assessment process, which assesses investigations and justifies the level of response. The process is ratified by command: either the head of the criminal investigation department (CID) or the ACC (crime) depending on the nature of the investigation. This process is being considered for inclusion in MIRSAP 2005 and by the force critical incident project board. The force utilised the investigative assessment process on a recent investigation that saw the ACC (crime) allocate the investigation to the FMIT outside of the SLA – the investigation presenting a risk to the organisation.

- GMP has a 24-hour response for major crime investigation. The force has an on-call duty detective superintendent with access to FMIT and scientific service resources to ensure that crime scenes are effectively secured, preserved and managed.

- Each BCU has a senior detective on cover between 7am and 11pm. Between 11pm and 7am a detective inspector is on duty within the force, supported by two detective sergeants who cover the force area. Each BCU has detective cover on a 24-hour basis. In addition, the FMIT has a detective inspector and resources on call between 7am and 11pm to respond to major incident investigations.

- The force has a significant number of employees, both police officers and police staff, who fulfil roles within the major incident room structure. The FMIT is a dedicated resource which can provide trained and experienced receivers, readers, allocators, action managers, office managers, disclosure officers, exhibits officers, indexers and typists. The team also provides the force family liaison officer co-ordination and dedicated major crime analysts.

- GMP utilises HOLMES 2. On some occasions the force cannot comply with MIRSAP on all investigations due to abnormal peaks in demand, but on such occasions the rationale for non-compliance is recorded within the investigative assessment and ratified by the ACC (crime); such enquiries are then subject to regular monitoring until they can return to MIRSAP compliance.

- The serious and organised crime group also works to an SLA, which has recently been reviewed.

- GMP has provided the largest assignment of specialist assistance (outside the Metropolitan Police) to Operation Bracknell, consisting of call takers, family liaison officers and crime scene investigators.

- The HMIC protective service review highlighted the following:

    - The serious and organised crime strategic assessment is, in effect, the force strategic assessment and is very comprehensive and proactive.

    - GMP has a large pool of dedicated staff forming the MIT who can be supplemented by staff from specialist level 2 units without drawing from the BCUs.

    - The MIT deals with all category A and B homicides and with most other major

crime incidents.

- The head of department uses an impact matrix by which he estimates the likely result of abstractions against the capability and capacity of specialist level 2 units.

- Internal interoperability of intelligence functions exists via operational policing unit system (OPUS).

- Effective data sharing takes place between partners via the GMAC.

- Interoperability between forces in the region is limited to conventional means of communication (post, phone and email). GMP is moving towards the Cross-Regional Information Sharing Project (CRISP) in line with other regional forces.

- There is evidence of trend identification around homicide and interventions to minimise risk.

- SIOs have access to a list of initial actions for consideration at the beginning of any investigation. This list is constantly reviewed. The SIOs and the FMIT will always prepare the investigative strategy in furtherance of their lines of enquiry. This will set major incident room policy. The major incident team syndicates manage their own caseload through to prosecution. The force has interview advisers available on call. GMP has a cold case review unit.

- GMP conducts community impact assessments and a form exists within the force catalogue for use in the process. Headquarters CID has convened an IAG. Members are invited to attend briefings and meetings where their viewpoint would be beneficial. IAG members are also involved from both headquarters CID IAG and relevant BCU IAGs when a meeting chaired by the ACC (crime) makes decisions on major incident inquiries, becoming inactive when all lines of investigation have been exhausted at that time. This provides openness and transparency, particularly for sensitive murder enquiries.

- The force is continuing to develop a counter-terrorist capability, which is both necessary and appropriate.

- GMP has a dedicated major crime review unit. The force conducts organisational reviews on MIT investigations.

- MIT systems for detailed performance management are being refined. Some exist and others are being developed as the concept of the team is implemented. The use of a syndicate structure and the organisational review process are significant developments in this area. Performance will be challenged via the force performance GRIP process. Serious and organised crime performance indicators are updated in the force monthly performance bulletin. A user group comprising BCU commanders is in existence.

- Members of staff are trained in crime scene preservation and there is a learning package available on the crime operations departmental website. The

arrangements are measured through the major crime review system, eg the issue of poorly completed crime scene logs was raised on more than one occasion – a new crime scene log has been devised which incorporates prompts for the officer completing it to provide much more information.

- The number of abductions per 10,000 population has decreased by 97.4% from 0.154 in 2003/04 to 0.004 in 2004/05, which was a lower level than both the MSF group mean of 0.015 and the national mean of 0.016. The detection rate for abductions had increased from 20.5% in 2003/04 to 200.0% in 2004/05, which was the highest rate nationally.

- Blackmail per 10,000 population has decreased by 16.5% from 0.312 in 2003/04 to 0.26 in 2004/05, which is a similar rate to both the MSF group mean of 0.25 and the national mean of 0.28.

Areas for Improvement

- Attempted murder per 10,000 population has increased by 12.5% from 0.38 in 2003/04 to 0.43 in 2004/05, which was the highest rate nationally. The detection rate for attempted murder decreased from 68.8% to 50.0% over the same period, which was the lowest rate in the MSF group.

- The detection rate for blackmail has decreased from 60.8% in 2003/04 to 24.2% in 2004/05, which is the lowest in the MSF group where the average rate is 32.4%.

- Kidnapping per 10,000 population has decreased by 10.1% from 0.822 in 2003/04 to 0.74 in 2004/05, but this was still higher than the MSF group mean of 0.61 and the national mean of 0.53. The detection rate for kidnappings decreased from 59.1% to 48.1% over the same period, which was the second lowest rate in the MSF group.

- Manslaughter per 10,000 population has increased by 28.6% from 0.028 in 2003/04 to 0.036 in 2004/05, ranking the force bottom of the MSF group. The detection rate has fallen from 128.6% in 2003/04 to 33.3% in 2004/05, the lowest in the MSF group.

- Murder per 10,000 population has increased by 6.4% from 0.186 in 2003/04 to 0.198 in 2004/05, which was a similar level to the MSF mean of 0.194, ranking the force fourth in the group. The detection rate for murder has decreased from 91.5% to 82%, which was lower than the MSF group average of 88.1%.

- The number of rapes per 10,000 population has increased from 3.34 in 2003/04 to 3.55 in 2004/05. The MSF mean was 3.08, ranking the force fifth in the group.

- The detection rate for rape had decreased from 32.4% in 2003/04 to 29.9% in 2004/05, which was a similar rate to the national mean of 29.5% but was a slightly higher rate than the MSF group mean of 28.0%, ranking the force third in the MSF group.

- The MIT provides major crime investigation services for GMP. The function and role

of this team is determined by an SLA, which is reviewed on a regular basis. The changing environment in which investigations are conducted is closely monitored to ensure that reviews of the unit's capability are rigorously applied. Ownership of domestic murder enquiries by BCUs is an issue and it is the ambition of the MIT to take on this role, subject to the availability of additional resources.

- The HMIC Tameside BCU inspection report highlighted the following area for improvement:

  − It is recognised that the changes to the estate that the BCU was undergoing posed problems and the changes that the new BCU commander had brought about in relation to the retention and management of items of property, such as lost property and prisoners' property, was welcome. However, the inspection team remained concerned about the retention and secure storage of files and exhibits relating to serious offences and it is suggested that the processes for dealing with such items should be reviewed and the findings of the review be acted on.

3B   Tackling Level 2 Criminality

<div style="border:1px solid">**Excellent**</div>

Strengths

- The force strategic and tactical assessments report on the impact of organised crime gangs (OCGs) and networks within Greater Manchester. In addition, the force intelligence bureau, in answer to the strategic intelligence requirement, identifies and assesses level 2 OCGs. The numbers of these groups are reported upon each month to the force TCG, together with the numbers that the force is investigating.

- Performance measures are in place for serious and organised crime, gun crime and murder. These are published in the force monthly performance bulletin and monitored through the GRIP process.

- In recent months, the force has investigated successfully, on a proactive basis, 58 of the identified OCGs. These investigations focused on the force priority crime areas. Operations can be long-term protracted enquiries; however, disruption tactics are also used. GMP has a dedicated serious and organised crime group, headed by a detective superintendent, tackling drugs, armed crime, robbery, economic crime and other level 2 and level 3 crimes that are tasked through the force TCG.

- The DCC is chair of the strategic TCG. The tactical TCG is chaired by the ACC (crime) who is also the NIM champion. The GRIP and the force TCG meetings have been combined and the full command team and all BCU and departmental commanders attend. Level 2 issues are reported to, and resourced at, the meeting. The tactical assessment informs the meeting of the impact of serious and organised crime. The ACC (crime) oversees all headquarters CID investigations and, where necessary, chairs Gold groups for specific investigations.

- There is evidence of cross-BCU collaboration within GMP and the force believes this will improve once the new-style force TCG becomes operational from January 2005. Collaboration takes place between forces across the region, with all forces reporting to a lead force each month on the crime priorities within the regional control strategy; this encourages sharing of intelligence. Joint deployment or shared resources occurs between the serious and organised crime group and HM Revenue & Customs.

- The number of joint operations between the force and HM Revenue & Customs has increased from four in 2003/04 to ten in 2004/05, which is a higher number than the MSF group mean of 8.8 and the national mean of 6.78. The force has developed intelligence that has led to successful operations by the National Crime Squad (NCS). These operations have taken place both within and outside the force boundaries.

- The force reports on immigration each month to the review implementation group (RIG), which also includes dissemination of the product to the National Criminal Intelligence Service (NCIS). The crime themes reported upon are cash in transit

robbery, criminal use of firearms, distraction burglary in a dwelling, human trafficking and Class A drug supply. In addition, GMP has disseminated, in a five-month period, 182 logs to the NCIS, 192 to the NCS, and 18 to the Immigration Service. They have received, in the same period, 18 from the NCIS, 38 from the NCS and 2 from the Immigration Service. The strong links between the serious and organised crime group, HM Revenue & Customs and the NCIS in relation to organised crime, particularly drugs, are demonstrated by Operation Tobias.

- The force control strategy contains robbery, Class A drug supply, OCGs, violence, homicide, criminal use of firearms and terrorism in relation to serious and organised crime. In addition, the force maintains a level 2 fraud investigation capability.

- The force supports the RART (regional asset recovery scheme) with a number of officers, and contributes to the salaries of a regional intelligence co-ordinator and an analyst looking at bogus official dwelling burglaries.

- A dedicated unit has been established to protect witnesses in serious and organised crime cases. GMP leads on witness protection for the North West region. The detective superintendent (covert operations) is also a member of the group working with the Home Office to develop witness protection at national level.

- The force has a long-established economic crime section which has recently reconfigured the deployment of its staff to move from long-term commercial fraud investigations into financial investigations, money laundering and asset recovery.

- Operation Gallery targeted an organised crime group engaged in commercial robberies. The operational team targeted the investigation to enable the financial investigation team to seize their assets. Operation Barton resulted in the confiscation of a million pounds worth of assets from the main target. Numerous cash seizures have taken place across the force at BCU level.

- The HMIC protective service review highlighted the following:

  - The force has a comprehensive stand-alone serious and organised crime strategic assessment that addresses all crime types.

  - Intelligence is shared with key partners, eg the GMAC. Intelligence sharing with other forces in the region is via the regional TCG and bilateral arrangements. Intelligence products stemming from the above inform activity and prioritise operations against targets, eg targeting 100 out of 355 identified organised crime groups based on level of harm criteria.

- The number of confiscation orders has increased by 193.4% between 2003/04 and 2004/05, which has consequently led to an increase in the total value confiscated of 91.7%.

- There has been a growth in Special Branch to form the only anti-terrorist unit outside of the Metropolitan Police area. GMP is the lead force in the region, hosting the new regional surveillance unit and the new security services satellite office. The Chief Constable and the ACC (crime) are both members of ACPO TAM (terrorist

and allied matters) and are involved in developing national projects that will enhance GMP's capability.

- The forensic science service (FSS) has a good relationship with the force and the FMIT has embraced the major crime service of the FSS.

Areas for Improvement

- The HMIC protective service review highlighted the following:

  - Despite the high levels of resources within the force, it can still only actively investigate less than one third of organised criminal groups. Targets that are allocated to divisions impact on front-line policing.

- The number of joint operations between the force and the NCS has stayed static over the past two years at one operation per year, which is a low number when compared with the MSF group mean of 2.5.

- Violent crime per 1,000 population was 25.37 in 2004/05 compared with 26.24 in 2003/04 (a reduction of 3.3%), ranking the force fourth in the MSF group, where the average was 23.86.

- Trafficking in controlled drugs per 1,000 population has increased by 4.1% from 0.51 in 2003/04 to 0.53 in 2004/05, which was a similar level to the MSF group mean of 0.52, ranking the force fourth in the MSF group. The detection rate has fallen from 90.8% to 81.5% over the same time period, which was the lowest in the MSF group, where the average rate was 87.9%.

- The force is working towards introducing a harm matrix. It is anticipated that this will be completed during 2005.

- There are no regional resources available to deal with cross-border level 2 issues. The regional TCG has a role in co-ordination only. A new regional co-ordinator post has been created and staffed by GMP, to start to address these issues. Individual forces are reluctant to resource regional operations.

3C	**Investigating Hate Crime and Crimes against Vulnerable Victims**	**Good**	**Stable**

Strengths

- The ACC (crime) has responsibility for the hate crime investigation policy. The ACC (criminal justice and diversity) has responsibility for monitoring delivery and providing support for other aspects of hate crime including public consultation through, for example, the Respect board. BCU commanders have local responsibility for hate crime issues, including community relations and active engagement. All hate crime incidents are reviewed by chief officers on a daily basis.

- Up-to-date strategy, policy and guidance are communicated regularly throughout the force via intranet services and the Chief Constable's and chief superintendent's orders. There is also training input, local input and regular evaluation via GRIP, Operation Home Safe and audit processes. Strategies are linked with those of partners to ensure a wider, cohesive response.

- The force is currently implementing the National Centre for Policing Excellence (NCPE) doctrine in relation to domestic violence.

- The force hate crime investigative model was drafted following the introduction of the ACPO hate crime manual in 2001. GMP's model is due to be revised on receipt of the revised ACPO hate crime manual. Once updated, the model will be published on the intranet and in the Chief Constable's orders for the information of all staff. In addition, local strategic assessments consider hate crime – these are constantly being reviewed and evaluated.

- The force monitors the overall number of hate incidents, i.e. those crimes or incidents with a hate motivation. In addition to the monthly publication of this indicator in the performance bulletin, performance against this indicator is also contained within a quarterly report on performance against the policing plan for the corporate planning, performance and review committee at the police authority. In addition, the race and diversity monitoring report, an annual public document produced by the community affairs branch, contains hate crime information in the form of good news case studies and the hate crime and customer satisfaction surveys.

- There are various methods of reporting hate crime – telephone or letter, in person, on the internet, at third-party reporting centres and through involvement in the True Vision initiative (self-reporting packs that have been distributed across the Greater Manchester area).
- Close links with various agencies have been made across the force, including with the Lesbian and Gay Foundation. The force has assisted in providing the Lesbian and Gay Foundation with IT and training to set up a hate crime helpline. Staff from the Lesbian and Gay Foundation can report hate crimes/incidents via the force website.

- The force has established a close working relationship with the North West

Consortium for Asylum Seekers, encouraging this particularly vulnerable section of the community to report hate crime. BCUs also have established various local multi-agency hate crime forums. Work is under way with gypsy and traveller representatives to provide similar facilities to that community.

- It is the responsibility of local BCUs to ensure that their members of staff are aware of the hate crime investigative model and have an awareness and skill level to deal effectively with hate crime. Operation Step Change has been rolled out across the force – setting out minimum standards of investigation for all crimes, including incidents of hate crime. The Step Change robbery elements include a particular focus on hate crime.

- All hate crimes/incidents appear on the force-wide daily summaries. Hate crime is an agenda item during the weekly BCU TCG meeting and also at force GRIP meetings. The responsibility for the effective recording and investigation of hate crime at BCU level lies with BCU commanders. Crime incidents relating to hate crime are also monitored by the force NCRS audit unit and any issues identified are dealt with through the force audit board.

- The action for justice policy is on the crime operations departmental website. All members of staff have been trained to identify and deal with vulnerable witnesses appropriately.

- The ACC (crime) holds policy and overall responsibility in respect of child abuse investigations. CAI teams are located within each BCU. Each BCU commander is responsible for their respective CAI team. The ACC (crime) also chairs Gold groups overseeing specific investigations when this is proportionate and necessary.

- The responsibility for policy sits with the headquarters public protection section. Policies are available for all staff on the force's dedicated website. The current BCU-based structure is being reviewed under a best value review (BVR) of public protection. All the dedicated CAI members of staff are already substantive detectives or are undergoing the relevant accreditation process. There are sufficient resources to deal with level 1 CAI. It has been identified that suitably trained resources for level 2 CAI is an issue that is being examined under the BVR. At present, ad hoc arrangements exist to carry out investigations that require bringing together dedicated CAI staff and force MIT resources when necessary.

- The headquarters FSU provides representation at each of the ten separate area child protection committees in the force area. GMP provides funding to each area child protection committee and contributes to the joint training of staff, policy and procedure development and a structure for undertaking case reviews under Part 8 of Working Together.

- The force has recently developed and implemented a computerised system for the management of all CAI. This enables more intrusive supervision of the progress of crimes and the standard of investigation.

- Each CAI team gathers information in respect of children and their respective parents and carers to inform risk assessment and decision making. Information is

shared appropriately with partner agencies at strategy meetings. There is access to systems outside office hours for checking whether children are on the child protection register. Systems ensure that officers check the relevant databases and these provide sufficient information for an immediate risk assessment process.

- The revised missing persons' policy meets the ACPO guidelines. GMP has established a new computerised system within OPUS, which is based on the current ACPO guidelines for missing persons. This has been piloted on two BCUs and is being rolled out force-wide. The force has organised seminars for detective officers and BCU command staff during which the SIO and deputy SIO from the Soham investigation have lectured on the lessons learnt. An action plan has been developed to ensure that GMP is able to respond appropriately.

- The ACC (crime) holds policy and overall responsibility for domestic violence. Each BCU commander is responsible for performance and service delivery within their respective area. They are held accountable for performance through the GRIP process.

- The force response to domestic violence is mapped out in the force domestic violence policy and supported by the operational communications room (OCR) graded response policy, which provides for the initial response. An examination of the domestic violence process map is integral to the BVR and will inform future planning. Response to domestic violence incidents is monitored and discussed at GRIP meetings.

- The force ensures that domestic violence crimes are recorded and investigated effectively by its use of specific coding and automatic downloading daily to BCU domestic violence units. OCR personnel are trained to give appropriate response and effective investigation. OCR supervision ensures that incident log closure does not occur until appropriate steps by uniform response have been taken. Training stresses the need for effective investigation and evidence gathering to operational officers. The force conducts thematic crime audits of domestic violence, which is part of all BCU NCRS audits in line with PSU guidelines.

- GMP has recognised the strong link between domestic violence and child protection. Each BCU has a detective sergeant with responsibility to line manage both disciplines and provide the link. A number of BCUs have, in addition, responded positively to the growing need to support victims of domestic violence and vulnerable and intimidated witnesses, and have created a second detective sergeant post specifically for these disciplines. The resource levels and the impact of NCPE doctrine are currently being reviewed as part of the BVR of public protection.

- The HMIC inspection of Bury BCU highlighted a good understanding among operational officers of the need to take positive action at incidents of domestic violence.

- The percentage of domestic violence incidents where a power of arrest existed, and where an arrest was made, has increased from 67.0% in 2003/04 to 68.6% in 2004/05, where the MSF group mean was a slightly lower rate of 66.7%, ranking

the force second in the group.
- The percentage of reported domestic violence incidents where there was a power of arrest in which an arrest was made relating to the incident involving partner-on-partner violence has increased by 5.1 percentage points from 67.1% in 2003/04 to 72.2% in 2004/05; however, the MSF group mean was higher still at 76.3%.

Areas for Improvement

- Racially or religiously aggravated crime has increased by 11.8% from 1.13 in 2003/04 to 1.27 per 1,000 population in 2004/05, which is higher than the MSF group mean of 0.91 and the national mean of 0.70. This ranked the force bottom in the MSF group.

- The detection rate for racially or religiously aggravated offences has decreased from 33.4% in 2003/04 to 29.5% in 2004/05, which is lower than the MSF group mean of 31.9%, ranking the force fifth in the group.

3D   Volume Crime Investigation

Poor	Stable

Strengths

- The detections in key crime (burglary, robbery and vehicle crime) have been subject to scrutiny throughout the GRIP process. Operation Step Change has focused on improving detections. The chief officer lead for volume crime is the ACC (crime). Operation Hawk (robbery) and Operation Magpie (burglary) continue to target these areas at force level.

- Operation Step Change is a Home Office/PSU/force programme focused on performance improvement in the investigation of volume crime. One of the five main process improvement areas within Step Change is to improve investigative standards. Burglary and robbery investigation packs have been introduced and the quality of completion of the packs alongside the incident report and crime report are being measured.

- Monthly TCG meetings are held at force level, with six-monthly strategic meetings to set the force control strategy in order to address volume crime. At BCU level, weekly TCGs are conducted, with a six-monthly strategic TCG to set the control strategy. Each BCU has a nominated senior officer as a robbery and burglary champion who is held accountable for performance. The champions attend a quarterly meeting chaired by the ACC (crime) to discuss performance and best practice. Robbery and burglary are a part of the Greater Manchester GRIP process, with meetings held monthly and chaired by the Chief Constable.

- Headquarters CID provides a range of specialist support to territorial BCUs. This includes covert technical support, surveillance, witness support, family support, computer investigation and intelligence functions. Headquarters CID also maintains a proactive ViSOR unit, responsible for registration and monitoring of around 1,500 violent and sex offenders in the force area on behalf of BCUs. The requirement for support is assessed through force and BCU TCG processes.

- Force and BCU plans are informed by the force and BCU control/opportunity strategies respectively. The prevention, intelligence and enforcement element determines the strategies against the control/opportunity strategy. The resources for these strategies are identified through the force TCG and through the new partnership business groups at BCU level. Where there are no statutory performance indicator targets set for areas identified within the force control strategy, local targets will be set for 2005/06 to improve on previous performance. Performance against statutory performance indicators and local targets are measured through GRIP and informs the strategic assessments. BCU targets for Public Service Agreement 1 are being set in consultation with the GONW to achieve a top-down and bottom-up approach.

- Each BCU has a nucleus of staff whose responsibility is the evaluation and screening of crime reports. These members of staff are centrally trained and their day-to-day decisions are integral to this process. These members of staff have

direct access to the force crime registrar's office. The force crime audit unit, in addition to reviews in accordance with the requirements of the HMIC audit sub-protocol, conduct themed reviews, for example on domestic violence, rape and street crime, to check the qualitative areas in respect of crime investigation.

- Each BCU has independent systems for the quality checking of certain incidents, eg hate crime, domestic violence and street crime. A detective superintendent and detective chief inspector work directly to the ACC (crime) managing the force response to robbery and burglary. A key part of their role is to dip-sample robbery and burglary investigations, and, where appropriate, action plans are developed by BCUs in response to issues identified or individual failings are dealt with by BCU command.

- A post-GRIP review process is in place, through which members of staff from the corporate performance unit and relevant specialists are tasked by the Chief Constable with in-depth reviews on BCUs following issues being raised in the GRIP meeting. These also lead to BCU action plans to progress issues highlighted.

- The sanction detection rate for violent crime has increased from 31.9% in 2003/04 to 39.8% in 2004/05. This is marginally higher than the MSF group mean rate of 39.7% and GMP is placed fourth in the MSF group.

- GMP has automatic number plate recognition (ANPR) systems installed in 15 road patrol vehicles and the technology is used in both the Manchester City Centre and Trafford Centre CCTV systems. Deployments have been made using intercept teams, Project Laser and on mobile patrol. The prisoner rates for the dedicated stop teams have reflected the national picture. This has impacted upon local crime in that crime trends show a marked downward turn during the times of deployment. The ANPR system at the Trafford Centre does appear to have had a longer-lasting effect. Operations have been run with intercept capability and the successes publicised. This, together with the extensive CCTV coverage, appears to have impacted significantly on theft of and from motor vehicles. ANPR data is searched on a regular basis to assist with major crime enquiries.

- The Crown Prosecution Service (CPS) has offered to organise training sessions (for one to two days) for probationer constables on the contents of files for the eight or ten most common offences with which they are likely to deal. GMP supports this development, recognising that recent levels of recruitment provide a once-in-a-generation opportunity to have a significant impact.

- The HMIC inspection of Bury BCU highlighted the following strengths:

  − The BCU has a priority crime unit (PCU). This is well led and effective. It is the PCU that is largely responsible for the BCU's good performance in respect of robbery and burglary reduction. The PCU is led by a detective inspector and comprises two sergeants, seventeen constables and one civilian investigator. The terms of reference of the unit are 'to target priority crimes and offenders in relation to personal robbery, domestic burglary and vehicle crimes'. A particularly effective element of the PCU is the three targeting officers who are highly skilled in searching and are able to undertake appropriate research,

execute warrants and find the criminals quickly.

− An example of the BCU's focused activity is Operation Rockingham. This operation was developed after Bury BCU decided on a radical review of how it tackled street crime and in particular personal robbery. HMIC commends this good practice.

Areas for Improvement

- The percentage of total crime detected has increased slightly from 22.3% in 2003/04 to 22.9% in 2004/05; however, this remained lower than the MSF group mean of 25.1%, ranking the force fifth in the group.

- The percentage of domestic burglaries detected has remained static over the past two years at 9.4%, which was a lower rate than the MSF group mean of 14.5%, ranking GMP bottom in the group.

- The percentage of robberies detected has increased from 16.6% in 2003/04 to 17.9% in 2004/05; however, this remained the lowest rate in the MSF group where the mean rate was 22.1%.

- The percentage of vehicle crimes detected has increased slightly by 0.2 percentage points from 6.5% in 2003/04 to 6.7% in 2004/05, which again ranked the force bottom in the MSF group where the average was 10.5%.

- The percentage of violent crime detected has decreased from 51.9% in 2003/04 to 48.4% in 2004/05, which was lower than the MSF group mean of 50.5%, ranking the force fifth in the group.

- The sanction detection rate for total crime has increased from 16.6% in 2003/04 to 20.9% in 2004/05; however, this was still lower than the MSF group mean of 22.6%, ranking the force fifth in the group.

- The sanction detection rate for domestic burglary has increased slightly from 8.6% in 2003/04 to 8.9% in 2004/05, which was again lower than the MSF group mean of 12.8%, ranking GMP bottom of the MSF group.

- The sanction detection rate for robbery has risen from 15.0% in 2003/04 to 17.0% in 2004/05, which was a lower rate than the MSF group mean of 20.3%, ranking the force fifth in the group.

- The sanction detection rate for vehicle crime has increased slightly from 5.9% in 2003/04 to 6.3% in 2004/05, which was the lowest rate in the MSF group where the mean rate was 9.6%.

- The detection rate for racially or religiously aggravated offences has decreased from 33.4% in 2003/04 to 29.5% in 2004/05, which is lower than the MSF group mean of 31.9%, ranking the force fifth in the group.

- The force recognises that work is required to ensure that the powers of the Proceeds of Crime Act (POCA) to tackle volume crime are exploited. In order to address this, the head of financial investigations has been undertaking a series of presentations to BCU command teams and other forums. POCA seizures are published in the monthly performance review bulletin.

- The CPS believes that there remains a clear lack of basic investigation skills at the operational level. However, the CPS also acknowledges that GMP has recognised this and has put in place a number of initiatives to address the matter.

- The force has a vigorous audit programme, overseen by the force audit board, under the chair of the ACC (crime) and attended by the police authority. The latest audit showed that GMP has improved within basic data sampling from Red to Amber, giving compliance levels of 85%. While not fully compliant, it shows a healthy and steady improvement of officer awareness and understanding of the NCRS. The 2004 Audit Commission NCRS audit graded GMP as Amber, the same as that achieved in 2003.

3E Forensic Management

Fair	Deteriorated

Strengths

- The ACC (crime) leads on forensic management and chairs the forensic investigation group, which is newly formed in replacement of the scientific support user group. All BCUs are represented at the forensic investigation group to ensure that scientific services deliver what is wanted and that BCUs progress the outcomes.

- Scientific services have a strategy that is bolstered by a business plan supporting current and future objectives. Further improvements are considered/implemented through a 'work smarter' group and as a result of actions arising from a vision day.

- GMP has responded fully to the PSU report on the effective use of the National Automated Fingerprint Identification System (NAFIS). The force is committed to the scientific support work improvement model (SWIM) in the financial year 2005/06.

- Budgets for forensic support are held within local and corporate forensic services budgets. These are managed to ensure they are used effectively. All submissions to forensic suppliers have to be authorised via the forensic submissions unit, which assesses every request for appropriateness and viability against cost. Discounts are negotiated with suppliers for continued custom. Instruction is given on the timescales for hits/identifications to be actioned and submission timescales are monitored. Approximate costs of fingerprint and DNA identifications are made each year.

- Key processes are published on the Chief Constable's orders. Scene visits are monitored via scientific services' GRIP figures and through target and performance meetings. Poor performance is dealt with at an individual level and at BCU level.

- Forensic submissions for major/serious incidents are formulated through forensic strategy meetings for which a guidance document has been published.

- GMP has set up a footwear database and has entered into a partnership with the FSS, providing footwear intelligence with particular focus on burglary dwelling. Further guidance is provided through training on overlap shifts and attachment of officers to crime scene investigation units through the Step Change programme.

- Scientific services are involved in tasking and co-ordination at all levels of the organisation. Recent improvements in tasking and co-ordination at force level have resulted in more actions being generated. Senior crime scene investigators (CSIs) attend BCU TCG meetings and local OPU/CID meetings to ensure resources are prioritised according to BCU needs. The CSI unit manages force firearm, burglary and robbery meetings, for level 2 and wider force priorities. Senior managers are involved in the force TCG and operational planning, including counter-terrorism. A recent improvement has been to obtain a higher security clearance to ensure that managers are included in intelligence loops for strategic planning in counter-

terrorist operations.

- GMP is making good use of the police elimination database and has no outstanding 'ten prints' for back conversion. In order to maximise the benefits of the NAFIS, the force is developing the best database possible; one of the factors in achieving this is the force-wide use of Livescan to obtain fingerprints.

- A prior investment in forensic processes based at Bradford Park is now paying dividends as recent increases in DNA samples can be accommodated.

- There has been a good take-up of accreditation schemes. Staffing levels locally are based on the analysis of demand. Performance on an individual basis is monitored on a quarterly basis through senior CSIs. Structures are in place to reward good performance and to provide development opportunities where necessary.

- Training and attachments to CSI units are provided as part of the Step Change programme. Feedback regarding scene preservation by officers is provided by the work management system. In addition, CSIs have training inputs on courses for probationers, sergeants, SIOs and exhibit officers. Each BCU CSI office provides training to overlapping shifts and is the local point of contact. A recent scene management package, developed in conjunction with Sedgley Park training centre, has been placed on the intranet. The scientific services website provides information and access to handbooks for packaging and DNA information. There is an interactive scientific services display at Sedgley Park to raise officer awareness. An aide-memoir card has been produced to assist officers attending volume crime scenes, specifically burglary.

- The percentage of fingerprint recoveries from theft of motor vehicle scenes has increased significantly from 43% in 2003/04 to 61.2% in 2004/05, which was the highest rate in the MSF group, where the average was 48.4%.

- The percentage of fingerprint recoveries from dwelling burglary scenes has increased significantly from 19% in 2003/04 to 30% in 2004/05, which was higher than the MSF average of 27.8%

Areas for Improvement

- The PSU provided a useful external focus and drive. The department believes that sustained good performance will eventually be achieved by good processes and well-resourced services supported by a 'whole systems approach' to forensic management. The achievement of good performance standards by scientific services must be supported by good performance from investigators.

- There is some evidence within the force that improvements have been made in the match-to-detection rate, but recovery rates have fallen while the number of scenes visited has increased.

- Scientific services in GMP perform well when supporting major incidents and serious crime investigations. The department performs less well when supporting the investigation of volume crime. CSIs still do not attend the same percentage of

volume crime scenes as their counterparts in some other forces. Nevertheless, CSIs in GMP attend on average 650 scenes per annum, including major incidents and serious crime investigations. This figure represents a workload that is higher than the norm in other forces. The situation would improve if there was an arrangement between the scientific support department and each BCU to ensure that the efforts of CSIs were properly focused and consistent with the priorities of that BCU. The role of the senior CSI in each BCU is very important and has a key role to play in establishing these agreements. This process should ensure that the delivery of scientific services is properly aligned and can accommodate devolved management structures.

- Scientific services members of staff are highly skilled and develop a lot of experience very quickly. The department believes that effective supervision is limited by the abstraction of senior CSIs for major investigations. Levels of sickness among CSIs are high.

- The BVR has identified a shortage of resources and there are regular difficulties in finding sufficient crime scene managers due to the high number of major incidents in GMP.

- The scientific services branch has the force high-tech crime unit. This unit continues to experience growth in demand without additional growth in resources.

- The FSS is undertaking a property crime service in South Manchester, which is funded by the PSU. There is a perception that this has lapsed in recent months.

- An increase in violent crime has caused problems for the FSS in managing the caseload. The FSS has seen increases in work in the area of sexual offences as well as serious assaults. This resulted in the FSS turnaround time getting up to 42 days when they are usually around 25.

- The HMIC Bolton BCU inspection identified the following area for improvement:

  - For the period October 2003 to September 2004, the BCU had a total of 7,511 detections for all crime offences. The methods of detection employed show the BCU's rate to be higher than the most similar BCU average in respect of charges, summons and cautions, but lower in respect of the number of offences taken into consideration (TICs). It is suggested that a greater focus on maximising the potential detections to be obtained from forensic identifications may substantially increase the number of TICs.

- The HMIC Tameside BCU inspection identified the following area for improvement:

  - The BCU also operates a 'converter' team to take on investigations following DNA and fingerprint identifications with the intent of converting such identifications into arrests, sanction detections and convictions. At the time of the inspection, BCU-level rates of converting hits into detections were not being monitored and it is suggested that monitoring of these rates should be introduced. In addition, some forensic identification is not handled by the converter team and is being passed to other units, including patrol officers.

Experience elsewhere indicates that the most effective results are achieved when these investigations are supported by a developed intelligence package and handled exclusively by the dedicated converter team. It is suggested therefore that the BCU senior management team may wish to review these arrangements to ensure a consistent approach and to consider the experience of two pilot converter schemes in the force at Oldham and Stockport, which are achieving conversion rates in the region of 150%, in comparison with a force average of around 55%.

- The percentage of theft of motor vehicle scenes examined has decreased from 38% in 2003/04 to 27.6% in 2004/05, which is substantially lower than the MSF group mean of 41.9%, ranking the force bottom in the group.

- The percentage of burglary dwelling scenes examined has increased from 76% in 2003/04 to 79.2% in 2004/05; however, this is a lower rate than the MSF group mean (82.7%) which ranked the force fourth in the group.

- The percentage DNA recovery from burglary scenes examined has increased slightly from 5% in 2003/04 to 5.7% in 2004/05, but was still lower than the MSF group mean of 7.5% and the national mean of 8.2%, ranking the force bottom in the MSF group and 38th nationally.

- The percentage DNA recovery from theft of motor vehicle scenes examined has decreased from 19% in 2003/04 to 14.6% in 2004/05, which was lower than the MSF group mean of 19.9% and the national mean of 20.1%, ranking the force 5th in the MSF group and 35th nationally.

- The percentage fingerprint identifications from recovery from burglary dwelling scenes examined has decreased from 14% in 2003/04 to 13.8% in 2004/05, which is lower than the MSF group mean of 18.4% and the national mean of 16.8%, ranking the force 5th in the MSF group and 32nd nationally.

- The percentage identifications from fingerprints recovered from theft of motor vehicle scenes examined has decreased from 28% in 2003/04 to 26.8% in 2004/05, which is slightly lower than the MSF group mean of 27.1% and the national mean of 27.9%.

- The percentage conversion of fingerprint identifications to primary detections has decreased from 55% in 2003/04 to 49.7% in 2004/05; however, this was higher than the MSF group average of 43.0% and the national average of 45.3%, ranking the force 3rd in the MSF group and 20th nationally.

- The percentage conversion of fingerprint identifications to total detections (including secondary) has decreased from 65% in 2003/04 to 56.8% in 2004/05, which was lower than the MSF group and national means of 83.7% and 82.5% respectively, ranking the force 5th in the MSF group and 34th nationally.

- The percentage DNA primary detections per match has decreased from 59% in 2003/04 to 49.2% in 2004/05. This, however, was still higher than the MSF group mean of 42.8%, ranking GMP third in the group.

- The percentage DNA total detections per match (including secondary) has decreased over the past two years from 71% in 2003/04 to 58.0% in 2004/05. This was lower than the MSF group and national means of 85.3% and 88.7%, ranking the force bottom of the MSF group and 38th nationally.

| 3F **Criminal Justice Processes** | **Good** | **Improved** |

Strengths

- The force sees the LCJB going from strength to strength. Recently a reappraisal of the partnership took place. Additional external support from agencies that previously had been involved with the LCJB, such as PA Consulting and the Office for Criminal Justice Reform, has now disengaged due to the success of the partnership.

- Nationally, GMP has been assessed as the seventh most improving force in the area of criminal justice. Sanction detection rates, previously at 16%, are now consistently at 20% and the force has now set a stretch target of 23%. The introduction of statutory charging caused a blip in performance; however, after a brief period of readjustment, performance continued to improve, a trend that is not mirrored in other parts of the country.

- A joint performance regime has been established between GMP and the CPS, with joint ownership of sanction detection performance. GMP has consistently provided the driving force behind the development of the LCJB. The LCJB is maturing as a partnership through the work of the partnership performance group.

- There are links to the developing diversity command whose influence can now extend to the full workings of the LCJB, engaging throughout the criminal justice process. Local criminal justice groups (LCJGs) have been established at the local level to feed into the LCJB. This follows a similar and parallel pattern to the move towards devolution by GMP.

- Operations Payback and Turn-Up produced excellent results. The Greater Manchester criminal justice area has been accepted as a pilot site for the new national warrant-handling strategy, which will be followed by a pilot for the new national enforcement service to be conducted in the North West region. GMP is a key player in this regard through the ACC (criminal justice and diversity) who holds the national ACPO lead on warrants and enforcements. The relationship between the LCJB and CDRPs through the GMAC is again very positive. The LCJGs have a common agenda and the performance issues are fed back to the LCJB. The LCJG agenda involves process improvement and change, performance and local issues.

- Comprehensive strategies exist for criminal justice procedures, including the persistent and prolific offender strategy, warrants, and TICs. Several are being refined, eg the use of penalty notices for disorder. A published agenda for criminal justice has been deployed across the force.

- A review to identify an optimum model and associated processes for custody was to be completed in April 2005. The implementation of processes is routinely underpinned by local performance process reviews.

- Policies and procedures are published through the Chief Constable's orders or on

the criminal justice department's website and promulgated through the criminal justice BCU champions' meetings. The criminal justice department publishes a custody update newsletter to ensure that changes in process and legislation can be communicated quickly.

- There is a robust performance framework within GMP and criminal justice issues form a key part of this. The criminal justice department produces its own monthly bulletin, which provides the force and BCU commanders with up-to-date performance data on a wide range of criminal justice issues. This data is linked into the GRIP process and the LCJB performance framework and, together with the criminal justice champions' meetings, is used to challenge poor performance as well as learn from best practice. This process is supported by reality-check site visits by the criminal justice performance review team to assess whether prescribed processes and best practices are being implemented.

- File quality testing, introduced through the criminal justice department, has improved file quality management. The joint police/CPS strategic performance framework has been mirrored through the organisation within each BCU, and through this forum issues of timeliness and quality are managed.

- Comment from the Chief Crown Prosecutor, Greater Manchester, includes: 'Discontinuance rates have remained fairly stable during the roll-out of statutory charging. In those places where it has been in place longest, there are clear signs that discontinuance rates and unsuccessful outcome rates are falling. Similarly, the rate of guilty pleas is going up.'

- The personal delivery plan for the ACC (criminal justice and diversity) expresses the key deliverables within the force in relation to criminal justice matters. It has been harmonised with the plans of the LCJB. The head of criminal justice has objectives that are aimed to deliver on these issues within her PDR. The criminal justice department has an overarching BCU plan that is underpinned by a number of unit plans.

- The criminal justice plan focuses on key objectives, including co-location with the CPS, which is partly linked to completion of the private finance initiative (PFI) sites. A chief inspector has been assigned to project manage the co-location with the CPS, and progress will be reported through the force prosecution team headed by the ACC (criminal justice and diversity) and the Chief Crown Prosecutor for Manchester. A CPS/police building-stock rationalisation process is under way.

- While responsibility for staffing criminal justice units rests at BCU level, the criminal justice department monitors the local resources and advises on resource and skill levels required to maintain a standard. The criminal justice department also provides a regular meeting forum for all the BCU judicial support unit (JSU) inspectors, to achieve consistency, identify tension points and disseminate policy and best practice.

- Through statutory charging there is a much closer and efficient working relationship with the CPS. Files are managed and prepared in accordance with the national manual of guidance for the preparation processing and submission of files. A force-

wide training/testing package on supervisory file quality has been deployed within the force in support of the work undertaken in the JSUs. The introduction of the National Strategy for Police Information Systems (NSPIS) case standard and a new model for custody and investigation will impact on future processes.

- The response from criminal justice partners about working with GMP was generally good. Feedback from the CPS was that GMP is now seeking CPS involvement in many aspects of operational policing and not just on a solicitor–client basis. GMP has embraced the opportunity to develop the prosecution team ethos, and statutory charging is seen as part of a much bigger involvement between the CPS and GMP.

- Victim Support is positive about the development of witness care units, due to be implemented by December 2005. The scheme is currently in operation at Ashton-Under-Lyne police station and supports the national No Witness, No Justice initiative.

- Comment from the Chief Crown Prosecutor, Greater Manchester, included: 'There is support for multi-agency projects to reduce re-offending, such as prolific offender units, restorative justice or drugs referral programmes. GMP has done a lot of good work on Greater Manchester's prolific offender strategy, building on inter-agency working on street crime. The number of offences committed by persistent offenders (using the old definition) brought to justice in Greater Manchester in 2003/04 was the highest for any metropolitan area and closest to target of any large area.'

- GMP has dedicated facilities at St Mary's for the reception and interview of rape/sex offence victims.

- The victims' charter was circulated to all criminal justice BCU champions and is accessible through the criminal justice department's website.

- The continued development of the integrated custody information system and its interface with other systems such as the Police National Computer (PNC) has impacted positively on bureaucracy and enabled improved overall performance in a number of areas, as well as impacting on officer availability. Process mapping has been used to identify optimum models for prisoner processing, and quality systems for custody are being developed within the custody review project is currently under way.

- The custody review is directly linked to an investigative capacity review, aimed at maximising detections, ensuring operational officer availability and supporting effective crime investigation. The project will ensure compliance with NSPIS case and custody standards and effective offender management. The new custody project seeks to recapture corporate control of standards needed to ensure the integrity of key processes.

- Within the custody review project, GMP is reviewing its existing estate and its suitability for purpose. Six of the force's older custody suites are being replaced by new PFI custody suites, all of which conform to Home Office guidance. As part of the project, a modelling exercise has been commissioned to assess and project future prisoner throughput and its likely impact on the current infrastructure. A

strategic estates programme board was established in January 2005 to ensure close working between estate managers and operational staff. GMP is also seeking early sight of the national doctrine on safe prisoner handling.

- The work done by GMP on statutory charging has been referred to as good practice by the criminal justice unit of the Home Office, particularly in the area of sanction detections.

- Each BCU in GMP has officers working with a dedicated youth offending team.

- The HMIC Bury BCU inspection report highlighted that relationships between the BCU and the local CPS are good. A joint CPS/criminal justice inspection team recently inspected the criminal justice arrangements within the BCU. Although the official report has yet to be published, the verbal feedback from the inspection was very positive.

- The number of sanction detections has increased by 4.6% from 61,180 in 2003/04 to 67,906 in 2004/05, which is considerably more than the MSF group mean of 50,299 and the national mean of 27,659.

- GMP was graded Fair in the HMIC assessment of its use of the PNC in April 2005.

Areas for Improvement

- The force and criminal justice partners are agreed that the LCJB needs a business manager, a role currently being carried out by the ACC (criminal justice and diversity). The business manager would support the board's remodelled delivery arrangements and delivery of its unified plan around the achievement of clearly defined outcomes.

- The Chief Crown Prosecutor noted: 'Performance on timeliness and quality remains disappointing. There are, however, signs that the quality is beginning to improve, particularly in places where shadow and statutory charging has been in place for some time. Experience suggests that it takes quite a long time for these results to show through, so the improvements will not be apparent throughout the force for some time.'

- Overall, relations and lines of communication between GMP and the magistrates' courts are improving. However, members of staff at magistrates' courts believe that the corporate message does not always influence practices at the grass-roots level. Examples given included performance with arrest to charge times with persistent young offenders. The courts find it difficult to meet some of their performance targets because of variable support from the police.

- Criminal justice partners expressed concern that consultation by GMP on key issues was intermittent. Examples given of incidents where consultation should have taken place included the movement of detainees to a central location, which caused problems for GSL in its logistical planning; the change from two to three Manchester BCUs, which caused problems for the courts that are having to be addressed; and the change from VHS to DVD facilities for the video recording of

evidence, which also had an impact on the courts.

• The CPS highlighted that the CJIP now known as the drugs intervention programme (DIP) has not worked as well as it might have done. There have been significant problems when communicating the results of compulsory drug tests to prosecutors. Partners are jointly seeking to learn the lessons of the pilots, which are largely around practical operational details. The programme is being rolled out across the force area.

• The HMIC Bury BCU inspection report highlighted that custody waiting times in the BCU are unacceptable and at busy times can drastically reduce the availability of resources. This fact is well known to the BCU and the force, and is the subject of an ongoing review of custody and the investigation process project.

• The percentage of court results entered onto the PNC in ten days has increased from 38.2% in 2003/04 to 44.4% in 2004/05; however, this is comparatively low, with the MSF group mean being 57.2% and the national mean 54.5%.

• The percentage of arrest summons entered onto the PNC in one day has increased from 26.5% in 2003/04 to 82.9% in 2004/05, missing the 90% target. This is below the level of the MSF group mean of 83.5%. The force is placed third in the group.

4   Promoting Safety (Domain 3)

The force policing priorities set out the commitment of GMP to provide reassurance to communities by increasing the visibility of police officers, tackling anti-social behaviour, improving responsiveness and working in partnership to contribute to community and road safety.

Area-based policing teams have been established within restructured BCUs. These deal with the quality-of-life issues that concern local communities. This aspect of the patrol function is supported by PCSOs who provide directed, visible reassurance patrols locally.

GMP has the highest number of Anti-Social Behaviour Orders (ASBOs) in the country.

4A   Reassurance

Fair	Stable

Strengths

- The force policing priorities set out the commitment of GMP to provide reassurance to communities by increasing the visibility of police officers, tackling anti-social behaviour, improving responsiveness and working in partnership to contribute to community and road safety. The ACC (territorial policing) is the chief officer lead.

- The force has restructured its BCUs to ensure co-terminosity with local authority boundaries, with local inspectors directly responsible for specific neighbourhood areas. The restructuring of the force is aimed at delivering a locally accountable policing service.

- The force has developed local communication strategies to improve awareness of the priorities for the area and also contact officers within the locality. Posters, leaflets and postcards have been displayed and distributed within local communities, giving the telephone numbers, email addresses and photographs of local inspectors and their teams. The Oldham reassurance project has trialled methods of communicating with local communities. A full-time public relations officer is assigned to the project.

- Oldham BCU is a pilot site for the national reassurance policing project. The Oldham pilot produces a weekly highlight report document, which is used to disseminate and share good practice via the territorial commanders' group and the GRIP process (both monthly). The Oldham reassurance group includes partners and stakeholders.

- Regular meetings are held with media representatives to discuss significant issues and improve working relationships. During recent months these have included discussions with the Asian media and Jewish newspapers. Media monitoring is undertaken with a daily media analysis to identify issues of local concern, or of concern to communities within Greater Manchester. This informs the work of both the public relations team and the press office.

- The internet is used to promote reassurance, with a regular message from the Chief Constable and access to key officers available via email. Each BCU now has an internal and external communications strategy.

- Area-based policing teams have been established within restructured BCUs. These deal with the slow-time incidents and the quality-of-life issues that concern local communities. This aspect of the patrol function is supported by PCSOs who provide directed, visible reassurance patrols locally.

- GMP has published a policy on the staffing of vehicles and patrols, covering risk assessments, staffing levels with single staffing of patrol vehicles as the default position, and foot patrol.

- Monitoring of PCSO activity shows that they spend the majority of their time on visible patrolling. A project board has been established to look at the future role of PCSOs, including GMP's position on new powers and powers of detention. The force is actively in negotiation at BCU level with local authority partners and others to sustain PCSOs for the long term.

- GMP has recruited, with the support of Home Office funding, a dedicated special constable recruitment and marketing officer and a recruitment assistant to form a new recruitment resource. The team has developed a marketing strategy and is currently linking with major employers to publicise the role of, and recruit, special constables, with employer support.

- Within GMP's restructured BCUs, members of the Special Constabulary are tasked through the relevant tasking and co-ordination mechanisms. Some BCUs have allocated special constables to geographic area-based policing units, while others have retained them as a central unit.

- The HMIC Bury BCU inspection report highlighted the following strength: the special constables were well trained. The special constables were particularly complimentary regarding the three-weekend induction programme, which is delivered corporately. The special constables were also very satisfied with their uniform provision. HMIC welcomed the fact that all the BCU special constables were in receipt of individually tailored body armour.

Areas for Improvement

- There is no single strategy document; the overall patrol strategy is informed by an intelligence-led and risk-assessed approach, which draws upon elements of the NIM in directing the patrol function. This is through locally driven TCGs and tasked briefing items within the broad framework of the force control strategy.

- HMIC BCU inspection activity found that, while very positive about their role within the BCUs, special constables were generally unaware of BCU priorities and did not understand their contribution to improving BCU performance. The approach to the deployment of these officers and the scheduling of their duties appeared to lack clarity and consistency, resulting in a lack of focus and direction.

- The HMIC Bury BCU inspection report highlighted the following area for improvement: there are occasions when there are no radios available for the special constables' use and, even when available, the batteries are not always in working order. HMIC encourages the BCU to make adequate provision of fully working Airwave radios to special constables.

- The percentage of reported domestic violence incidents that involved victims of reported domestic violence incidents in the previous 12 months has increased from 38.6% in 2003/04 to 45.1% in 2004/05, which is higher than the MSF average of 42.3%.

- The percentage of domestic burglaries where the property has been burgled in the previous 12 months has increased from 9.4% in 2003/04 to 11.0% in 2004/05. This was a higher rate than the MSF group average of 9.4% and placed the force bottom of the MSF group.

- The British Crime Survey indicates that the level of public concern in Greater Manchester is higher than the MSF average in respect of the risk of household crime, the risk of personal crime, worry about burglary, worry about violent crime, and worry about public safety. In addition, there has been an actual increase in respect of the number of people worried about violent crime.

4B	**Reducing Anti-Social Behaviour and Promoting Public Safety**	**Good**	**Stable**

Strengths

- The ACC (territorial policing) and the ACC (criminal justice and diversity) are members of the Greater Manchester crime reduction steering group. The ACC (territorial policing) has provided the strategic support within GMP for the development of the NIM into a PBM. The Greater Manchester against Crime PBM has been embraced by all ten CDRPs and county-level structures. Based on strategic analysis, partnership opportunity strategies and delivery plans have been agreed by all partners, and they all include tackling anti-social behaviour as a priority. In addition, several partnerships have prioritised issues such as youth and town centre safety.

- The GMAC PBM provides a clear NIM-based performance management process that includes opportunity strategies underpinned by delivery plans. Strategic partnership business groups set priorities, make significant policy or resource decisions, and hold the 'doing group' to account. The 'doing group' is the tactical partnership business group, meeting either monthly or fortnightly. This group manages the delivery plans and the SARA problem-solving package delivery. The process operates at both local and county levels.

- Partnership NIM activity is co-ordinated through the BCU TCG fortnightly meetings. TCGs approve and monitor SARA, enabling BCUs to allocate resources and to task both police and partners in line with their control strategy threats.

- The SARA problem-solving model provides the BCU TCG with the ability to control and direct activity towards clearly defined priorities, using agreed tactics. SARA incorporates the decision-making process and accountability within its database. The SARA co-ordinator monitors these and updates the TCG with the results of crime reduction activity.

- GMP has the highest number of ASBOs in the country. All anti-social behaviour legislation and policy have been implemented and publicised on the Chief Constable's orders and are readily available to all officers. Each BCU has appointed at least one dedicated ASBO officer who acts as a link at local and force levels between partners, the CPS and the police authority.

- The criminal justice department acts as a point of contact for all anti-social behaviour queries, advice on best practice, etc and maintains regular contact with the region's CPS 'expert' to advise on relevant legislation (eg orders on conviction).

- Information-sharing protocols are in place and it is envisaged that regular practitioner meetings will continue to share information and good practice. Force solicitors make all applications for the closure of crack houses.

- The force uses the number of ASBO applications as a local performance indicator.

The data is reviewed and further collated by GMP's review to improve performance section (GRIP). It is then used in both the Chief Constable's quarterly reports to the police authority's corporate planning, performance and review committee and in the annual data return to the Home Office.

- GMP has its own strategy addressing the issue of partnership working for road safety and contributing to the local transport plan which contains elements of road safety; there is no overall arching strategy agreed with partner agencies. GMP is a member of the North West Local Authority Road Safety Officers' Association and the Greater Manchester group of road safety officers.

- The Camera Safety Partnership - Drive Safe and the regional neighbourhood renewal safety initiative are the main partnerships that drive road safety issues.

- Road safety enforcement strategies are implemented exclusively via the traffic network section's operational policing unit, to the roads policing staff. All initiatives are monitored against outputs (amount of enforcement) and some are also measured against outcomes, ie Christmas Drink Drive campaigns are measured against both outputs and collisions and casualties, and seat belt campaigns are measured against pre- and post-compliance.

- The number of road traffic collisions resulting in death or serious injury per 100 million vehicle kilometres travelled was 5.24 in 2004/05, which was lower than the MSF group mean of 6.34.

- The number of road traffic collisions resulting in death or serious injury per 1,000 population in 2004/05 was 0.38, which was the lowest in the MSF group where the average was 0.43.

Areas for Improvement

- It is recognised that evaluation is a weakness within the GMAC framework and this was identified in the Greater Manchester strategic assessment. The key issue is one of research and evaluation resources; however, the force and partners routinely use the SARA process which has assessment (evaluation) as a key element.

5   Providing Assistance (Domain 4)

Call handling is the key priority for the police authority which has acknowledged that there is a need to invest in the technical and physical infrastructure of the force as call-handling equipment is outdated. The police authority sees the point of contact with the public as being critical in maintaining public confidence.

The force's graded response policy covers the initial grading of all calls received. The policy is supported by an SLA established between the operational communications branch (OCB) and the BCUs.

The specialist operations branch (SOB) resources are directed to fighting crime and protecting people in support of BCU and force priorities.

The number of road traffic collisions resulting in death or serious injury continues to fall and the force is at the top of the MSF group for this indicator. This is excellent performance.

5A   Call Management

Poor	Deteriorated

Strengths

- The OCB is under the leadership of the ACC (territorial policing). The portfolio will transfer to the assistant chief officer (ACO) (resources) during 2005.

- An OCB performance structure was introduced in May 2004, including a monthly branch review of performance, followed by performance review meetings with individual room managers which are backed up by relief performance reviews between managers and relief supervisors. In addition, three performance review inspectors have been appointed with a specific remit to drive performance. This regime is currently developing to focus on specific areas and drill down on the causes of poor performance. This is alongside branch and staff association meetings and room quality action teams which feed into a best practice group.

- The graded response policy was introduced in March 2004 and covers the initial grading of all calls received. The policy is supported by an SLA established between the OCB and the BCUs. There are several supporting force policies which dictate the actions that call handlers should follow when reporting incidents such as hate crime, domestic violence, missing from home, sudden deaths or repeat victims. The Step Change programme has provided supporting information for call handlers to assist in dealing with particular offences such as burglary. The overarching branch strategies and plans include the best value improvement strategy for call handling and the OCB business plan 2004/05.

- OCB supervisors have monthly responsibilities for dip-sampling OCB work from the initial call through to resource allocation. The response function is the responsibility of BCUs and is clearly defined under the SLA for the graded response policy.

- A review of the graded response policy has shown OCB compliance at 95%. OCR

managers liaise with BCU senior management teams at bi-monthly resource allocation meetings. A further strategic meeting is held bi-annually between BCU commanders and the OCB commander.

- There are procedures in place governing the response to critical incidents. These incidents are electronically switched to the force duty officers for their assessment. They dictate any further actions which may include notifying senior officers or calling upon tactical advisers, negotiators or co-ordinators.

- The OCB now has its own administration function and has recruited a human resource (HR) manager.

- OCB training complies with national occupational standards and the national call-handling strategy. An emphasis has been placed on customer care and diversity throughout all training. The OCB fully complies with the national draft guidance on call grading. The OCB has taken all possible steps to follow national guidelines and the HMIC *Open All Hours* document as far as financial and organisational restrictions will allow.

- Two of the communications rooms have been subjected to a deep clean for health and safety, and maintenance purposes.

- Initial staff training has been extended from two to three weeks and mentor training has been redesigned, with the introduction of regular training days for mentors and supervisors.

Areas for Improvement

- The key priority for the police authority is to improve call handling by investing in the technical and physical infrastructure of the force. The call-handling equipment is now ten years old and housed in unsuitable buildings. The police authority acknowledges that the force is generally held in high regard by the public and if the point of contact with the public is not effectively managed then public perceptions can become negative.

- OCB management believes that Operation Step Change has been a painful process for the OCRs, particularly when auditing quality. They point towards tension between quantity and quality-based performance standards. The force has commissioned research by Lancaster University to provide clarity of purpose for developing the OCB. Branch management believe that the issues surrounding variable standards and the way in which different BCUs relate to the OCRs are influenced by BCU devolution and variable Step Change compliance. Increased levels of staff and better ICT are seen as potential solutions.

- The financial profile of the branch is influenced by expenditure on overtime to counteract high levels of sickness. Minimum staffing levels have been applied which were established in an arbitrary way.

- The management of graded response has resulted in some BCUs deploying staff within the communication rooms specifically to despatch resources to incidents.

The OCB points out that the availability of staff to attend incidents has been affected by the drive to deliver better quality at the initial point of contact through Operation Step Change. Members of staff are spending more time at incidents to deliver a better quality response.

- The HMIC Tameside BCU inspection highlighted the following area for improvement:

  – There is a significant reliance on BCU supervisors to reconfigure resources or allocate incidents where the control room cannot identify an available patrol to attend. This requires supervisors to review incident queues on the command and control system and reduces their availability for direct front-line supervision and support for patrol officers.

- The HMIC Bolton BCU inspection highlighted the following area for improvement:

  – There is a significant reliance on BCU supervisors to reconfigure resources or allocate incidents when the control room cannot readily identify an available patrol to attend. This requires supervisors, including inspectors, to review incident queues on the command and control system and reduces their availability for direct front-line supervision and support for patrol officers.

- Performance measures are in place, including monthly performance meetings with the room manager. On a daily basis, performance notice boards at all OCRs display current trends on performance and key performance messages. Supervisors were attempting to measure quality of service through an audit system; however, they questioned how effective this was, and the number of checks to be carried out causes problems. The audit system in place for measuring quality is the force Step Change audit and directly follows the guidelines set up by the Step Change team. The role of the performance review inspectors is not clearly understood by staff at the time of the assessment. The role of the performance review inspector has been set out in the branch newsletter and via the OCR notice boards. Additionally, in August 2005 meetings were set up with all supervisors in the branch to further explain the role of the performance review inspectors.

- It is the view of the OCB that the branch establishment does not take into account the further requirements of the Airwave radio system and current demand levels.

- The chief officer team is aware that the OCRs are an area for development and that they need a new strategic vision. There are a lot of HR issues connected to the project and a new HR manager has been appointed to the branch. Financial and administrative management is to follow. The force is aware that managing the risk to the organisation in communications, the impact of devolution and the change in portfolio needs careful handling. The handover from the ACC (territorial policing) to the ACO (resources) will be completed during 2005.

- OCRs suffer from significant staffing problems. They are characterised by high sickness levels, excessive amounts of overtime, and a high turnover of staff. The effect on performance is that there is an impact on the quality of the contact with members of the public. The proportion of police officers within the department is

40% and this is perceived to be high.

- The number of calls answered within the local target time has decreased by 19.4% and the percentage of 999 calls answered within the target time has also decreased from 86.9% in 2003/04 to 77.8% in 2004/05. This was lower than the MSF group mean of 83.1%. It is acknowledged that GMP continues to handle substantially more calls than the MSF group mean.

- The HMIC Bury BCU inspection report highlighted the following areas for improvement:

  − One particular area of concern, which has been raised as a health and safety issue, is the change of the radio channel arrangements. The BCU senior management team (SMT) are acutely aware that they need to conduct an immediate and urgent review of the radio channel practices to ensure that the most effective and safe operational solution is adopted. OCB commands have consulted with Bury command and a 'one radio channel' pilot scheme has been set up to address these health and safety issues.

  − HMIC recommends that the BCU SMT undertake an immediate and urgent review of the radio channel practices to ensure that the most effective and safe operational solution is adopted.

5B **Providing Specialist Operational Support** | Good | Stable |

Strengths

- The SOB has an annual business plan that directs its planned activity against the four main headings of the force strategic priorities. This document is subjected to a review process. In addition, the SOB has its own control strategy that addresses the main threats to the force and identifies tactics to deal with prevention, intelligence and enforcement. This document explains how the SOB supports the force and BCU priorities.

- The head of the special operations branch (SOB) has taken a proactive approach to ensuring a corporate stance on directing resources. A letter was sent to all supervisors in the branch, clearly stating the priorities for the branch and their relationship to the force goals.

- The SOB business plan and control strategy are both based upon the force business plan and control strategy. Units within the branch are deployed via their OPUs to priority BCUs highlighted within the force control strategy. A summary of the input, output and outcome is produced and fed back to the tactical TCG process to ensure that deployments are effective. A copy of this report is fed into the corporate performance system.

- Bi-weekly tactical TCG meetings, chaired by section heads, are informed by predictive and current analysis, prepared by the two section OPUs. These meetings identify short-term issues that require prompt action to prevent situations developing or deteriorating. It also monitors the progress of ongoing operations against current and predicted threats to the force. Against this background, force and BCU requests for assistance are assessed against the branch control strategy. The decisions and minutes from these meetings are fed into the force tactical TCG. With effect from January 2005, the force tactical TCG will be directly linked to the GRIP monthly performance meeting.

- Every month all headquarters departments attend the force GRIP meetings and performance is scrutinised alongside BCU colleagues. This scrutiny regularly focuses on the quality and quantity of support given to BCUs. Based on this, each section within the SOB is subject to a performance review every three months. In addition, a reality check sits in between each performance review, ensuring a performance assessment takes place every six weeks. The contents of these reviews are fed down to team performance review meetings that are held on a monthly basis.

- Operation Response is the force mechanism for drawing away BCU staff to deal with immediate, emerging or potential problems around the force. This operation has been tested twice within the last 12 months. In addition, planned abstractions are managed by forward planning.

- A review of force procedures has taken place over the last 12 months to comply with the firearms codes of practice manual. The firearms policy group, chaired by

an ACC, considers firearms-related matters on a quarterly basis and looks at policy changes when required.

- GMP implemented the operational deployment of TASER in December 2004.

- There have been three force firearms reviews in recent years. These have addressed the changing needs of the force to respond to firearms incidents. All authorised firearms officers are tested against national occupational standards and the new firearms curriculum. Firearms Silver Commanders must pass a firearms Silver Commanders course. They are then appointed a mentor and complete an accreditation booklet before being signed off as competent by the ACC (specialist operations and discipline and complaints). The force is in the process of selecting a cadre of experienced Silver Commanders.

- Joint counter-terrorism operations have been conducted. Significant collaboration is taking place across the North West region. This has resulted in cross-border agreement and in regional hostage rescue and rapid intervention protocols being agreed for mutual support. Other work to standardise training levels and standard operating procedures is being done at all levels to include suicide terrorism and CBRN (chemical, biological, radiological and nuclear issues).

- GMP and the Greater Manchester Ambulance Service have reviewed their firearms response protocol twice since March of 2004. The second review followed the High Moor Cross report. The policy will be checked for suitability every six months. The Greater Manchester Fire and Rescue Service is considering whether a similar policy needs to be created for its operational responders. GMP, the Greater Manchester Fire and Rescue Service and the Greater Manchester Ambulance Service have implemented an inter-agency liaison officer project, where fire and ambulance officers undergo training in police tactics and strategies in regard to firearms, public order, PolSA, counter-terrorism plans, communications, etc. This is aimed at achieving improvements in the management of major incidents.

- The force currently has over 6,500 of its staff public order trained. Public order commanders undergo a Bronze/Silver Commanders' programme and are trained to national level 2. There is a public order review group set up to review tactics, equipment, intelligence, and command and control issues for public order. In addition, the force has 13 CBRN Silver Commanders.

- The total number of operations involving the authorised deployment of authorised firearms officers where the issue of a firearm was authorised has decreased by 9.1% from 507 in 2003/04 to 461 in 2004/05, which was lower than the MSF group mean of 805.

- The number operations where the officers have not commenced operations before being stood down have decreased by 28.3% from 272 in 2003/04 to 195 in 2004/05.

- The HMIC assessment of the force's use of firearms and its level of compliance with the Home Office code of practice on police use of firearms and less lethal weapons and with the ACPO manual of guidance on the police use of firearms

identified the following strengths:

− The force has a nominated ACC to lead in relation to operational policy and practice on the police use of firearms and less lethal weapons. The force also has a nominated chief inspector practitioner lead.

− Gold Command is performed by five ACPO officers who can be supported by officers of a minimum rank of chief superintendent. Silver Command is performed by 70 officers with a minimum rank of superintendent. For spontaneous incidents where life may be immediately at risk, the force control room inspector may authorise firearms deployment. The duty Gold Commander is readily identifiable and easily contactable by the force control room. Silver Command is provided by BCU Silver Commanders during daytime, and nightshift is covered by a duty nightshift superintendent.

− Firearms training is provided in-house by a staff of one inspector, three sergeants and seventeen constables who provide all force training courses.

− Armed response vehicles are operated and deployed 24 hours a day, 7 days a week, with a crew of two officers per vehicle. Force policy requires a minimum of five armed response vehicles deployed and available at any time.

− The force has formalised the requirement to conduct community impact assessments, which are recorded in the firearms incident record for all operations, and is fully compliant in this area. HMIC considers GMP to be excellent in this aspect. Post-incident policy also provides for consideration of the involvement of community representatives and is considered to be good.

− Force policy dictates that the Independent Police Complaints Commission be notified of relevant incidents. The procedure is incorporated within the post-incident policy which accords with the ACPO manual of guidance on police use of firearms and the Home Office code of practice. The force has eight trained post-incident managers.

− The force has an established firearms user group chaired by the ACC (specialist operations and discipline and complaints) with representation of key stakeholders at a strategic level. In support of this is a firearms service provider group with key representatives at operational and tactical levels. This group meets quarterly and is intended to ensure that any lessons learnt from operations are addressed.

Areas for Improvement

• The HMIC assessment of the force's use of firearms was the first review of compliance with the code, and work is ongoing with the NCPE to assist forces in complying with the national police firearms training curriculum. Mindful that for this initial review forces have attempted to generate threat and risk assessments with no template, HMIC will identify best practice from those submitted and circulate a proposed model for the next review. The initial review overall assessment for GMP was Fair. The specific areas for improvement included the following key points:

- It appears the threat assessment has been a discrete procedure. HMIC was not provided with evidence to show that the threat assessment was used to ascertain or confirm that current levels were adequate. The force has been unable to articulate its rationale for the current firearms establishment. It is appreciated that this link has been difficult for all forces and work needs to be carried out on behalf of the whole service as to how this may best be achieved.

- HMIC considers that the force's approach to the selection and training of Gold, Silver and Bronze Commanders is good. The identification and training of Bronze Commanders was the subject of comment and a recommendation within the Police Complaints Authority's review of shootings by the police between 1998 and 2001 where this issue was identified.

- The area of particular concern to HMIC is that surrounding the reaccreditation of tactical advisers, Gold, Silver and Bronze Commanders. In fairness to many forces experiencing difficulties in this area, they have been awaiting assistance from the NCPE in achieving accreditation for the training they deliver in compliance with the national police use of firearms training curriculum published in 2004. The force has addressed this issue as best it can at this time and does have a system in place to reassess its Gold and Silver Commanders. HMIC considers that the force is fair in the way this is addressed. However, the force has not addressed this issue with regard to tactical advisers and Bronze Commanders and does not have a system in place to reassess them. HMIC considers that the force is poor in the way that this is not addressed. There is a scheme of accreditation for all tactical advisers where their skills and abilities are assessed and signed off by an ACC when competent.

- The force has an informal procedure for reporting the results of police investigations or reviews to ACPO or the NCPE and is considered fair in this area. Similarly it has no formal provision to notify ACPO of issues and good practice identified in force. If a more formal mechanism for notifying were incorporated into procedures, then this would indicate full compliance.

- Reporting of safety-critical incidents is an informal process and is considered to be fair. This could be improved with a more formal documented policy indicating with whom the responsibility rests.

- Records of grant and refusal of authority for planned operations is considered to be fair due to the fact that, while grant of authority is recorded in the authority book, refusals are not formally recorded. Grant and refusal by the call-handling inspector for spontaneous operations is recorded on the command and control system and in the firearms authority book held at force control room.

- GMP has 8,000 police officers. A total of 123 officers are authorised to carry firearms, which represents 1.54% of the total number of officers. The national average is 4.55%. The force maintains a tactical firearms team consisting of 20 officers. This full-time team provides limited dynamic intervention/entry capability.

5C Roads Policing

Good	Stable

Strengths

- The lead officer is the ACC (specialist operations and discipline and complaints). Support is provided by the chief superintendent, SOB and the superintendent, traffic network section (TNS). The superintendent, TNS has direct and sole command of all TNS resources including road policing units, the motorcycle unit, motorway patrols, the tactical vehicle crime unit, traffic wardens, the accident investigation unit, traffic management, road safety and abnormal loads.

- The number of road traffic collisions resulting in death or serious injury per 100 million vehicle kilometres travelled was 5.24 in 2004/05, which was lower than the MSF mean of 5.66 and places the force at the top of its group.

- The number of road traffic collisions resulting in death or serious injury per 1,000 population in 2004/05 was 0.38, which was the lowest in the MSF group where the mean was 0.43. The force is at the top of the MSF group on this indicator. These indicators show excellent performance.

- A performance focus has been introduced within the branch. A letter was sent from the branch commander to every member of staff, reinforcing the focus on priorities and performance.

- Overall, there has been a slight decline in those road traffic collisions where persons were killed or seriously injured (KSI). Pedestrian and cycle casualties have declined and levelled out and are in line to reach the 2010 target. Child KSI casualties have shown a decline and are in line to reach the 2010 target.

- Roads policing is centrally managed via the TNS and the OPU. There is an SLA between the territorial policing BCUs and the TNS. The TNS provides, through the roads policing units (RPUs), 24/7 operational cover for all ranks and provides force-wide traffic SIO cover and a pursuit capability on an area basis.

- The force's road policing strategy directs that roads policing resources will make an effective contribution to tackling crime and protecting people. The core functions of RPUs are tackling criminality, both on the roads and in support of BCU/force operations, promoting road safety through traffic enforcement, investigating serious incidents on the roads, and providing public reassurance through road patrol. RPUs provide resources to support BCUs as directed by the tasking and co-ordination process, force and local priorities.

- Tasking and resource commitment is managed through the TNS OPU. The OPU provides performance data to BCUs in relation to TNS deployments. Day-to-day resource issues are routed to the TNS OPU for assessment. Priority is given to support requests made through the force's problem-solving system (SARA), although consideration is given to expedite urgent issues that would be operationally impaired if routed through SARA. The TNS TCG monitors OPU

decisions and provides guidance on those areas of policing to be prioritised.

- The chief superintendent, SOB conducts reality checks with all ranks to monitor performance issues. Unit performance is measured in line with the branch performance reviews. Individual officer performance is measured against letters of expectations. Performance management information continues to be collated centrally for the staff within the TNS.

- During 2004 there were more than 400 roads policing-related problems assessed via the SARA system. Each problem was intelligence assessed in accordance with the NIM. The OPU has an establishment of three analysts for roads policing.

- The force has continued partnership working with a number of bodies. A major partnership is the Camera Safety Partnership established in 2003. Camera safety equipment is deployed via the Greater Manchester Camera Safety Partnership (Drive Safe) using nationally agreed procedures linked to actual collisions. The partnership, and the strategic direction that it gives in terms of enforcement, is the basis for the speed enforcement strategy in the force.

- On 1 April 2003, GMP implemented the investigative standards set out in the road death investigation manual. There is an in-force training programme for the role of SIO. Traffic officers receive a half-day's input on scene management during their traffic skills course.

- The neighbourhood road safety initiative is a regional (GMP and Lancashire) initiative with local authorities to target casualty reduction in wards identified within deprivation criteria. Funding is over a three-year period. The newly formed partnership has been involved with media initiatives and increasing awareness of risk.

- GMP has an agreement with VOSA for the examination of vehicles involved in serious/fatal collisions. The agreement is based on no financial remuneration; the force provides facilities for examination. This has reduced ongoing staff training costs. GMP has agreed the national pilot to accredit, as a community safety organisation, VOSA employees. This will enable more flexible working practices through the powers to stop.

- GMP has agreed partnership working with a variety of local authorities seeking to promote road safety that targets vulnerable users. January 2005 saw an extension of targeting schools within deprived areas of Salford. An enforcement stage builds on the education and assessment stages conducted in 2004. A three-year programme has been agreed with the Highways Agency. GMP is represented on the regional area project board for the Highways Agency, which deals with strategic issues across the network.

- GMP is the regional strategic lead for the development of Highways Agency regional control centres, traffic support officers and the national guidance framework for future operations. At a practitioner level there are a number of forums, eg to address working protocols and contractual agreements.

- GMP has a road safety inspector who provides a link with numerous groups, both statutory and voluntary. The RPU is also the link between the force and Oldham Council, the service provider for Greater Manchester's driver improvement scheme. Assessments of serious collision hotspots identified by OPU analysis are carried out by traffic management working alongside the local authorities.

- GMP has recently agreed a partnership procedure for assessing speed enforcement sites within areas of community concern. Nominated locations are assessed by the TNS TCG; decisions to enforce are made after consultation with the local authorities. Agreed sites receive a minimum of three months' enforcement from GMP plus directed targeting of educational actions by the local authority. Following this, a review of the site will determine the effectiveness of the supplied enforcement and partnership working.

Areas for Improvement

- The branch managers are seeking improvement on issues within the TNS, including shift patterns, performance and tasking. Processes to co-ordinate tasking between the headquarters OPU and BCUs need to be refined. There are additional concerns over the quality of analysis. Sickness has been a problem within the branch.

- There is currently no central assessment of the investigation and submission of fatal collision files within targets for quality and timeliness. The complexity of maintaining an accurate assessment of this issue has been recognised and a suitable system is to be explored.

6   Resource Use (Domain B)

GMP is migrating towards a decentralised HR management structure. This move is designed to release capacity for HR at the centre to develop more of a strategic role. The personnel director is a member of the key strategic groups within the force.

The force has a learning strategy that is very well aligned to relevant Home Office circulars and is particularly well aligned to organisational objectives. The strategy also clearly sets out the respective roles of client and contractor.

GMP's revised RES and accompanying action plan are fully compliant. Action-holders have been identified across the force, to ensure that initiatives and developments continue to be implemented.

The medium-term (strategic) planning group has been established within the force, chaired by the DCC, to address issues of alignment across all resource-dependent strategic planning, including estates, HR, IT and finance.

There is a comprehensive IT strategy that sets out the direction for IT and a five-year programme of work that is explicitly linked to the force strategic priorities.

Operation Step Change has had a positive impact on the quality of intelligence submissions, and also on the development of processes to ensure continuous improvement. BCUs utilise a force-wide electronic bulletin briefing system that is compliant with the national briefing model. Business planning and the NIM are integrated and inform the decision-making processes of the organisational intelligence group.

6A   Human Resource Management

Fair	Improved

Strengths

- Quarterly updates to the HR plan are presented to the GMPA. The personnel branch senior management also monitors progress against the plan on a monthly basis. Key performance data (ie sickness, recruitment, staffing levels, BME recruitment) are also monitored via the GRIP process. The police authority's personnel and finance committee also requests reports on specific issues arising from the regular reviews of the HR plan.

- The personnel director is tasked through GRIP to follow up issues that impact on performance (eg shortage of sergeants/CID officers). Meetings take place with BCU personnel officers to review HR issues that impact on front-line policing. Work is identified from the workforce survey and the reward and recognition survey.

- GMP is migrating towards a decentralised HR management structure. This move is designed to release capacity for HR at the centre to develop more of a strategic role. The personnel director is a member of the key strategic groups within the force.

- The annual HR plan has been developed and agreed with key stakeholders. This has enabled a number of key issues to be progressed: the introduction of performance appraisal – designed to support the force performance management system; a review of the promotion process to address shortages in sergeants and inspectors; and the leadership programme – to develop leadership capacity and support change in the organisation's culture.

- The NSPIS HR system has been implemented to provide a core HR system across the force. This will be followed by a duty management system that is more operationally based and allows minimum staffing and skills levels to be set. The NSPIS HR system is being used to provide data to target hotspots to reduce absence.

- Personnel policies and procedures and guidance are available on the force intranet site.

- The force reviews staffing levels in BCUs and branches to ensure a resource mix that reflects current workloads and priorities. Police numbers on BCUs are based on a staffing allocation formula that relates to recorded crime and incident levels. It is intended that the devolution process will allow greater flexibility in this area, including both police and support staff.

- Branch structures are regularly reviewed via the best value process, value for money and efficiency reviews. Changes are authorised by the personnel panel chaired by the ACC (personnel and training). The force has had an ongoing programme of civilianisation to ensure the release of police officers to operational duties.

- The integrated competency framework (ICF) has been embedded in the appraisal, selection and promotion systems for police officers and for police staff. The PDR system is compulsory for police staff and for police officers. The appraisal system forms a key part of the performance management framework. The ICF is utilised for recruitment, appraisal, promotion assessment and career development. Job descriptions are available on the force intranet site using the ICF.

- GMP has adopted the national recruitment standards for police officers, and targets for BME and female recruits. The force is reviewing the deployment of minority staff in specialist units. The ICF is used as the basis for all job descriptions and for the selection and promotion process. An integrated recruitment policy for police staff and specialist police posts has been agreed by the command policy group, and recruitment of police staff is now largely devolved to BCUs and branches. The positive action team has recently been reviewed – restructured with a broadened remit.

- The force addresses the issue of staff retention and low wastage rates through a number of schemes and facilities including work/life balance initiatives, staff support networks, organisational support such as the equal opportunities unit, development initiatives such as the positive action staffing group (PASG), policies and procedures, and flexible working practices.

- Force policies are audited against HR management standards. Personnel files have been merged/weeded to remove inappropriate or out-of-date records.

- The bonus payments guidelines developed for GMP specifically include the use of such payments to reward and support operational performance. Competency-related threshold payments and special priority payments have been implemented and regularly reviewed by force groups, including the Police Federation and the Police Superintendents' Association. A reward and recognition strategy has been agreed and is being implemented.

- Ceremonies take place to recognise long service, and commendations are given for individual and team achievements. Members of staff believe that reward and recognition for good work and good ideas frequently takes place. They feel that their opinions are sought on key issues and that what they have to say is acknowledged. Members of staff feel that the force's suggestion scheme is good and recognises suggestions put forward.

- Two independent assessments indicate the effectiveness of the performance appraisal process in GMP:

  – 'In May 2004, the Audit Commission audited the process and found that GMP has produced a comprehensive staff appraisal policy, which is designed to support achievement of the key objectives within the authority's policing plan. The process has put in place all the elements of recognised good practice and is well integrated with the force's people management strategy and other related policies. They reviewed a sample of appraisals and found that they were well linked to business planning, and were being utilised to identify training needs and develop staff.'

  – 'In November 2004, GMP underwent the Investors in People (IiP) assessment and achieved accreditation against the national standard. The (appraisal) process allows opportunities for feedback at individual level against work performance objectives and against behavioural competencies. People interviewed mostly felt that the process offered a positive opportunity to clarify work objectives, to discuss issues that they may have and to have feedback against common behavioural competencies. Almost all people felt that the new appraisal system was a vast improvement and agreed that feedback is now not only given as part of the appraisal but also on a regular basis as people are more accountable for their actions on a monthly basis.'

- The IiP report was extremely positive. One of the assessors commented that if Rochdale BCU was a standalone organisation it would have been one of the best inspections they had seen. Rochdale is one of the pilot areas for the devolution project, which included the introduction of a local HR manager.

- The sickness management group chaired by the ACC (personnel and training) reviews policy issues, including progress on the national strategy for a healthy police service, and adjustments to force policies are made as necessary. Guidance issued by the Home Office is analysed and a gap analysis undertaken. GMP is currently reviewing its attendance management policy.

- GMP has a post of health promotion co-ordinator. The force has invested in a mobile occupational health and welfare vehicle to be used for health promotion, management of sickness absence, and reviews of recuperative and restricted duties.

- A stress risk assessment has been launched. The stress strategy group meets regularly to update progress on the stress strategy, which is regularly discussed at the force health and safety committee.

- A member of the police authority has been appointed to lead on health and safety issues. The police authority has access to a range of professional health and safety advisers. The GMPA lead member has extensive personal experience of health and safety and sits on force health and safety committee, reciprocated by the ACC (personnel and training) who sits on the police authority health and safety monitoring group.

- There is clear responsibility and support from the executive officer team on health and safety issues. The Chief Constable, within the framework of the health and safety policy, has allocated responsibilities to staff. Accountability is achieved by monitoring local health and safety committee meeting minutes to ensure senior BCU and departmental involvement, and by an audit process.

- An enquiry into how GMP manages stress will be carried out by the health and safety executive. This will involve visits to the OCRs.

- Home Office funding was used to employ a temporary health and safety adviser to undertake an audit between July and December 2004. The results are currently under consideration to be used to develop action plans. All reports to the command policy group must make reference to the health and safety considerations of the proposal.

- The HMIC inspection of Bury BCU highlighted the following strengths:

  – There is evidence of an established reward and recognition system. Members of the inspection team were delighted to be invited to a reward ceremony during the inspection week. Officers and police staff were presented with BCU commendations and good work minutes for their involvement in a drugs operation. It was established that members of staff felt very proud of this recognition and that police staff, in particular, would benefit from further exposure to such formal awards.

  – The Bury BCU members of police staff feel happy, valued and integrated. Albeit, they do think that there is a lack of career opportunity. They are well managed and are very complimentary regarding the effective leadership of the BCU HR manager.

  – The performance appraisal system is well used and mainly enjoyed by all staff within the BCU. There was a little evidence that some police staff fail to understand the point of the appraisal system, particularly when they are

satisfied with their current role and have no desire for career progression. The appraisal audit revealed timely use of the appraisal system.

Areas for Improvement

- GMP has not achieved the targets set by the Government for recruiting from BME groups. The force has adopted the national recruiting standards and has achieved its own targets by recruiting over 10% of its intake from BME groups.

- The number of working hours lost due to sickness by police officers has increased by 17.8% from 79.04 per annum in 2003/04 to 93.13 in 2004/05. This is higher than the MSF group mean of 75.46, placing the force bottom of the MSF group.

- The number of working hours lost due to sickness by police staff has decreased by 3.9% from 101.64 in 2003/04 to 97.72 in 2004/05. This is still higher than the MSF group mean of 71.44, ranking the force bottom of the MSF group.

- The number of medical retirements per 1,000 police officers has increased by 49.9% from 1.23 in 2003/04 to 1.85 in 2004/05.

- The number of medical retirements per 1,000 police staff has increased by 25.6% from 3.57 in 2003/04 to 4.49 in 2004/05. This is higher than the MSF group mean of 2.36, ranking the force fifth in the MSF group.

- The HMIC Oldham BCU inspection team had some concern about the number of officers who were performing acting sergeant and acting inspector duties on the BCU, and about the length of time that officers served in acting and temporary ranks. They recognised that this was an issue not confined to Oldham and was causing frustration across GMP. The force has closed the gap between establishment and strength at inspector level and progress is also being made at sergeant level, which was being monitored through the HR branch plan 2004/05. The situation continues to improve.

- HM Inspector of health and safety has raised issues concerning the personal protection equipment available to PCSOs, their training in conflict resolution techniques, terms of reference, proper deployment and monitoring arrangements. The force has addressed the question of equipment with staff and with UNISON, and the equipment issued is considered appropriate. The question is to be reviewed in the event that powers are extended.

- The lack of opportunities for career progression is seen as real issue for some police staff, particularly those who are key time workers and/or work a shift pattern other than Monday to Friday shifts.

- The HMIC Oldham BCU inspection highlighted that there was a range of reward and recognition systems in place. However, a wide range of respondents commented that they perceived the process for putting staff forward for formal forms of recognition had become unduly cumbersome and bureaucratic. It is suggested that this process should be simplified and expedited, as it was discouraging staff from recognising and rewarding the good work of colleagues.

- The HMIC Bury BCU inspection highlighted that the SMART (specific, measurable, achievable, realistic, timely) objectives of appraisal need to be more tailored and more closely linked to the BCU priorities. HMIC encourages the further development of SMART objectives to be more tailored and closely linked to the BCU priorities.

6B Training and Development	**Good**	**Improving**

6B **Training and Development**

Strengths

- The force has a learning strategy that is very well aligned to relevant Home Office circulars and is particularly well aligned to organisational objectives. The strategy also clearly sets out the respective roles of client and contractor.

- The force has produced a detailed training plan and the costing element has been robustly applied. Good use is being made of various aspects of the model to provide management information in a structured manner that is also fed back to and scrutinised actively by the police authority.

- The force has produced an improvement plan that is clearly linked to organisational priorities, has clear targets and equally clear means of judging progress.

- The force has Centrex quality approval for the various providers of training covered by the learning and development branch. The award has been given in respect of the branch overall. Those providers of training over whom the head of learning and development has no direct control are also being offered consultancy by the branch to align their own practices to Centrex quality approval standards. The airport training function has also obtained Centrex quality approval.

- The HMIC Bury BCU inspection report highlighted the following strength: probationary constables are monitored utilising a Red, Amber and Green traffic light system known as Ragged. If a trainee is succeeding, and therefore assessed as Green, there is no intervention via the probationer development framework (PDF); if the trainee is showing development problems and attracting an Amber grading, the PDF will offer support to the relevant shift supervisors; and if the probationer is clearly having development difficulties, and being assessed as Red, then this will initiate direct intervention and action planning, by the HR manager and training sergeant. This process has shown itself to be so effective that is it now being extended to include the development of all police constables.

Areas for Improvement

- Some elements of training had been omitted from the costing process, although work was under way to address this at the time of the inspection.

- The force has agreed with the police authority to monitor training performance against achievement of the targets contained in the learning and development branch plan. While there is transparency and accountability in this approach, it will not facilitate comparison with other forces in the North West in the way a collaboratively developed suite of indicators would.

- It was acknowledged that the BVR had not engaged with communities on the issue of training and that a good deal of work remains to be done in this regard.

6C   **Providing Specialist Operational Support** | Good |

Strengths

- To support the delivery of the revised RES, the Chief Constable and the DCC have incorporated race and diversity into all aspects of their leadership programme. The DCC currently heads the Respect programme (GMP's response to the *Secret Policeman* documentary) which is guided by a board, where the majority of members are drawn from external agencies and communities.

- GMP's RES and accompanying action plan are fully compliant with the Commission for Racial Equality standard. Action-holders have been identified across the force, to ensure that initiatives and developments continue to be implemented, and they feed back to the RES progress group on a five-week basis. Respect and diversity action groups are being established in each BCU and branch across the force, to encourage and ensure local ownership of diversity issues. The local groups will report to a force group, which will take a strategic view of developments and monitor the progress of initiatives undertaken at local level.

- The HR plan and action matrix have defined diversity targets, which embrace all issues relating to the recruitment, retention and progression of minority groups within the force. All relevant force policies (identified under the race equality relevance assessment process) are in the process of undergoing impact assessment, to ensure that they do not discriminate against anyone from any minority groups.

- The force has significant resources dedicated to race and diversity issues, including the Respect programme, the equal opportunities unit, the positive action team, diversity training, community and race relations officers on BCUs, and the force race and diversity adviser. GMP has committed resources on a full-time basis to the national diversity team.

- The ACC (criminal justice and diversity) currently retains diversity and equality issues in his portfolio and also the development of the diversity and equality strategy. A diversity command is currently under development. Technically, Respect as a project terminated on the 1st April 2005, and was replaced by the diversity command. However, the term Respect and the Respect programme board will remain.

- The diversity command is about changing the behaviour and culture of the organisation and is intended to be 'action based', managing performance across all areas of diversity. The diversity command will have resources in the areas of performance analysis and data development, field action and support, tasking and tracking, and policy development. This will link to the Respect programme board and will use the HOLMES 2 process and systems for action management.

- Race and diversity issues have been implemented within the GRIP process.

- Every member of staff has 'respect for diversity' within their appraisal competencies and the force is looking at other ways to hold all staff to account under the new diversity scheme and other performance management mechanisms. However, BCU commanders have been given an appraisal objective within their PDR that is linked to pay. This requires the BCU commander to evidence the actions they have taken to meet the general duties of the RES locally.

- Equal opportunities and diversity-related policies are widely publicised within GMP, via the intranet, posters, briefings, and training sessions as appropriate (recent examples include promotion of the diversity promise and the amended RES).

- Annual workforce satisfaction surveys are undertaken that incorporate issues around equality. Separate surveys are undertaken on an ad hoc basis to monitor staff awareness and concerns, eg a bullying and harassment survey and a BME career development survey.

- GMP's diversity training unit was a national finalist for the Diversity in Action award. The award recognised good practice in diversity, including gender, race, sexual orientation and disability.

- Forums exist within GMP to facilitate consultation with internal and external minority groups and to provide opportunities for views to be heard and considered on the development and implementation of force policy, eg the Respect board, the policy advisory committee on race issues, the equal opportunities advisory committee, and the positive action staffing group. GMP uses electronic consultation with external groups, where appropriate, and holds corporate membership of the Employers' Forum on Disability, the Equality Exchange (the Equal Opportunities Commission) and the British Association of Women in Policing, and is a member of a number of regional diversity and equality forums.

- The force has targets and plans in place to ensure the recruitment, retention and progression of BME staff, women and other under-represented groups. GMP has specific recruitment targets for BME police officers and police staff and female police officers. The original Dismantling Barriers action plan (now Breaking Through) is revised and updated annually.

- A dedicated group, the PASG, has been established by the ACC (personnel and training) to review the recruitment, retention and progression of staff from all minority groups. The former BME recruitment group has now become a part of the wider PASG. The PASG brings together representatives from all minority groups within GMP, to ensure that the needs, concerns and experiences of all can be identified and addressed. The role and structure of the positive action team within the branch has been reviewed in order to improve accessibility to the needs of minority groups. Progress in these areas is also monitored via the Respect programme board, the policy advisory committee on race issues, the equal opportunities advisory committee, the PASG, the GRIP process and the GMPA personnel and finance committee.

- The force has a Disability Discrimination Act fund that provides contributory funding for staff who require aids, adaptations or reasonable adjustments in the workplace.

The range of disability forums within GMP and the GMPA (eg the disability focus group, the personnel branch disability steering group, the police authority disability working group and the developing independent disability group), together with ongoing membership of the Employer's Forum on Disability and the Police Disability Network, allows for continuous review of policies and practices and awareness of best practice.

- GMP is compliant with the employment equality regulations introduced in December 2003; the force has had its lesbian and gay men equality statement in place for eight years, and additional management guidelines and information were provided to coincide with the extension to the legislation.

- Force policy on managing religious observance in the workplace was introduced in 2003, to reinforce the need for managers to deal with issues in a sensitive and appropriate manner. A multi-faith group was brought together by the Respect programme to ensure that any issues around religion or faith at work are properly identified and addressed. GMP supports the Jewish Police Association, the Christian Police Association and the recently established Association of Muslim Police.

- An officer has been seconded to the equal opportunities unit to review the best means of introducing extended workforce monitoring, to incorporate sexual orientation and religion, which will assist the force further in ensuring that there is no institutional discrimination against any group within GMP.

- A programme of intervention training for managers has been piloted, and is currently being refined, to equip managers and supervisors with the necessary skills to challenge and address inappropriate behaviour at work. The professional and appropriate language policy and the accompanying power of language guide have been in place for over four years, and have been recognised internally and externally as a key factor in improving the workplace culture, informing people of acceptable terminology and providing individuals with support to challenge things they find offensive.

- Time and facilities are given to members of a range of staff support groups, including BAPA, LAGSA, the Disability Focus Group, the Jewish Police Association, the Christian Police Association, the Association of Muslim Police, and the Women's Issues Network. BAPA has two full-time posts; LAGSA has one post and the Women's Issues Network a part-time post. Members of all groups are invited to sit on a wide range of force committees and forums, and make a contribution to the development of policy and practice within GMP.

- Training needs analysis is undertaken by the training consultancy unit, and incorporated into the training plan. This is generally identified via environmental influences, such as the *Secret Policeman* documentary or the Macpherson Inquiry into the death of Stephen Lawrence. Intervention training for managers was initiated following an HMIC inspection. Performance appraisal meetings ensure that any training needs related to diversity are explored for all members of staff. Community members have been involved in the design and delivery of diversity training for several years.

- The percentage of police recruits from BME groups has increased substantially from 4.2% in 2003/04 to 12.5% in 2004/05, almost double that of the MSF group average (6.4%).

- The percentage of female officers compared with overall force strength has increased over the past two years from 21.5% in 2003/04 to 22.1%.

- The percentage of female police staff compared with total police staff has stayed fairly static over the past two years at 64%, which is slightly higher than the MSF group mean of 63%.

- The percentage of BME police officer applicants appointed increased from 13.1% in 2003/04 to 26.1% in 2004/05, which was higher than the MSF group mean of 15.4%.

- The HMIC Bury BCU inspection report highlighted the following strength: there is ample evidence that staff have received diversity training. In fact, 80% of Bury's staff have received diversity training in the last two years. The BCU is also proud to report 98% completion rate of the RES workbook, which has ensured statutory compliance with the RES.

Areas for Improvement

- GMP recruitment from BME communities in the last 12 months is 13.4%. The force takes an adventurous position over positive action, which has been questioned recently by the CRE; nevertheless, GMP is committed to its approach, which it believes is serving the organisation well.

- The force is currently meeting its targets for the recruitment of both police officers and staff. The 2004/05 targets are for 40 police officers and 20 police staff from a BME background, and for 30% of police recruits to be female. The force is unlikely to meet the 2009 Home Office targets in relation to BME (7% by 2009) at current rates of progress.

- Feedback was received from representatives of support associations that, at the present time, the area of diversity has too great a focus on race issues. Concerns were also expressed over the lack of, and poor standard of, training around diversity issues. Although training has had a focus on race, the learning and development branch has mainstreamed diversity in its widest sense within lesson plans. GMP is currently rolling out Disability Discrimination Act training and all members of staff have completed a RES workbook. The learning and development branch and the diversity command are working jointly to achieve the national race and diversity learning and development implementation plan and to implement the guiding principles from *Involving communities in police learning and development*. The IAG for learning and development provides regular community involvement in all aspects of the learning cycle.

- GMP support associations also believe that there is a lack of co-ordination at force level. LAGSA and BAPA come within the remit of the ACC (personnel and training); however, the diversity command is now under the ACC (criminal justice and

diversity). The diversity command has the overarching diversity policy role and an independent role from staff associations and diversity functions that fall under the ACC (personnel and training). This enables the diversity command to take account of the national requirement for race and diversity and allows the learning and development branch to work with the diversity command and Centrex to develop a robust training product.

6D	**Resource Management**	**Good**	**Stable**

Strengths

- The medium-term (strategic) planning group has been established within the force, chaired by the DCC, to address issues of alignment across all resource-dependent strategic planning, including estates, HR, IT and finance. The group oversees the production of the medium-term financial forecast (five years) and is now aligning all planning timescales to those of the force strategic threat assessment.

- The force continues to pursue improvement in its finance and resource services, including the development of electronic processing, the use of monthly pay for police, and participation in national benchmarking.

- The external auditor has commented favourably on the PFI scheme, with seven of the new police stations already implemented. The auditor also commented that the force will need to link this investment with performance improvements once the scheme is completed in 2006.

- A devolution pilot has been in operation during 2004/05. Full devolution of payroll, personnel and budgetary responsibilities was due to take effect from April 2005 for all BCUs and other departments. Controls have been assessed as part of the pilot and continue to be reviewed through the implementation teams led by the force finance director and the force personnel director. New posts of finance and administration managers (with a professional link to the force finance director) are seen as important to ensure that control is maintained.

- An ongoing programme of training is in place to raise the profile and financial awareness of BCU management teams and administrators to support the devolution of budgets. There has been a change in emphasis in the way the accountancy department works to spend more time in BCUs and branches for one-to-one advice and training. It is anticipated that the group training will also help to reduce the demand for one-to-one support.

- The treasurer and the finance director set the financial regulations and the manual of financial procedures. The treasurer's audit members of staff test compliance with the rules. Finance branch sections identify and raise concerns over breaches of the rules through routine work. A protocol on working practices has been set up to provide guidance on the action taken when rules are not adhered to.

- There has been increased local ownership of the force efficiency plan, with the introduction of BCU and departmental efficiency 'champions' and targets.

- The BVR on maximising business opportunities commenced in May 2004 to improve effectiveness and efficiency. The review is looking at three strands of work: the front-line policing measure, the procurement function and HR.

- There are a number of examples of activity-based costing information being used to

assist with managing resources, efficiency planning and BVRs. Activity analysis collected from surveys on PCSOs has been used as documentary evidence to support a Home Office funding bid for January 2005.

- The finance department has specific section-based performance indicators. They are reviewed monthly as part of a peer review (branch GRIP) within the finance senior management team.

- The force uses the NSPIS HR computerised system for recording and tracking personal details, postings, location, etc. The next phase of the development of this system will see the introduction of the duty management system. It is envisaged that this will provide more detailed information to enable local workforce planning. This system is under the ownership of the personnel branch, with BCUs and departments having the responsibility for inputting local records and ensuring accuracy. A project has been established within corporate performance and development to introduce workforce planning across the force allied to the devolution of budgets.

- Sheffield University is working with GMP (and two other forces) looking at part-time working for police officers.

- The procurement strategy is a jointly owned document between GMP and GMPA; the purpose is to achieve best value and to align procurement activity with corporate goals. Emphasis is given to working with other forces, public sector bodies and appropriate partners while being mindful of corporate and social responsibilities. There is a jointly owned competition policy with GMPA which ensures that competition is used to drive improvement and innovation in service delivery, including a robust process of option appraisal. GMP actively participates in the development of regional and national collaborative contracts to achieve maximum efficiency through aggregated spend.

- The force produces a three-year cash releasing action plan (procurement), the delivery of which is monitored by the ACO (resources). Procedures are being established to ensure that detailed savings are removed from budgets. Established relationships with the local authority purchasing partnership provide similar opportunities.

- GMP represents the forces of the North West region on the management board of the North West centre of excellence .The head of procurement is a member of the police efficiency strategy implementation group, the procurement working group with ACPO, the Association of Police Authorities and the Home Office.

- The force's estate strategy was first established by GMPA in 1998 following detailed consultation with all key stakeholders, including building users, force command, the police authority, local authority partners and other interested groups. Formulation of the strategy was endorsed by the Audit Commission's review, *Action Stations*. The strategy is kept under constant review and change is overseen and approved by force command and the GMPA.

- The estate strategy is now well under way, with nine new police stations and a

number of major refurbishments having been delivered in the last 12 months.

- GMP is a founder member of the police property managers' group benchmarking club and uses the output from this resource to check and demonstrate that the implementation of the strategy is having a positive impact on the performance of the estate and therefore operational policing.

- The GMP fleet management strategy ensures that vehicle specifications are fit for purpose and conform to customer requirements. This is achieved through the gathering of customer feedback and the formation of the vehicle specification panel meetings. Vehicles are replaced at an identified optimum point.

- The transport function is continuously benchmarked against both public and private sector organisations in order to establish best practice and best value. The ACO (resources) is the national ACPO lead for fleet management.

- The transport function is performance managed through the application of the business excellence model and through the use of the business services branch, whereby the performance of the branch is regularly monitored and reviewed. The business plan is directly linked with both local force priorities and national policing priorities.

- Total spending per police officer has increased from £55,585.61 in 2003/04 to £57,757.89 in 2004/05, which remained lower than the MSF group mean of £61,003.82.

- Total spending per 1,000 population has increased from £178,142.29 in 2003/04 to £185,273.18 in 2004/05, which was similar to the MSF group mean of £182,871.57, but substantially lower than the national mean of £320,496.85.

- The HMIC inspection report of Bury BCU highlighted the following strengths:

  – The BCU operates an effective health and safety policy, with regular quarterly health and safety meetings chaired by the HR manager. The meetings would benefit from the attendance of operational SMT police officers. This would mainstream health and safety issues into operational policing activity. HMIC urges operational SMT police officers to attend health and safety meetings.

  – Health and safety issues are fairly well managed within the BCU, with health and safety posters displayed in prominent locations. The BCU monitors the hours worked by staff and ensures that they are compliant with European working time regulations. The SMT record and monitor their hours. Work has recently been carried out to assess safe staffing levels to inform the size of the new area teams. HMIC welcomes this work.

- The police authority and the force will be aware, from the 2004 baseline assessments, of the importance of implementing and developing the national activity-based costing model. In the Audit Commission national activity-based costing data quality report, issued in May 2005, the results for the constabulary are

shown as:

2003 Issues	Costing	Internal Controls	Information Sources	Reasonableness	Use of Costing Data
Excellent	Good	Good	Weak	Excellent	Good

- The constabulary has demonstrated its commitment to implement activity-based costing and will now, with the police authority, wish to continue to develop the use of activity-based costing, and activity analysis in particular, as a key element of management information to drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission, with results included in future baseline assessments.

Areas for Improvement

- The force has in place a resource management group comprising staff from BCUs, corporate development and performance and the personnel branch. The group is chaired by a BCU commander and its primary role is to look at all aspects of shift patterns. Operation Step Change highlighted that existing shift patterns were not fully aligned with demand indicators. The group has been tasked with reviewing this issue. It is planned that this area will be kept under scrutiny and possibly be included in the GRIP process. A number of trial shift patterns have recently been tested.

- Instructions have been published with regard to monitoring working hours. There is currently no force-wide time-recording system; however, the IT branch is at the procurement stage for such a system.

- Concern was expressed about the negative impact of the performance culture on operational officers. Uniformed officers are carrying a greater caseload, mainly due to improving quality of investigation having the effect of slowing down the turnaround time of cases. Similarly, detective officers in BCUs are carrying a high caseload, including serious crime investigations. There is a suggestion that the criteria for deployment of the force MIT would be expanded to include other categories of investigation.

- The force has a resource allocation mechanism that was approved by chief officers in February 2002. It was applied in April 2003 to allocate the increase in resources secured for the 2003/04 financial year. It was also used in 2004 to determine where resources were to be sourced to fund areas of high priority when no growth was available. The formula uses key workload determinants of recorded crime and incidents. The current allocation formula is under review.

- The estate has been strengthened, with the introduction of new buildings funded through PFIs. Users are now finding problems with the buildings, particularly in areas such as custody. The specification for the buildings was put together within the framework of a different organisational structure.

- The percentage of police officers in operational posts has decreased from 93.3% in

2003/04 to 91.7% in 2004/05, which was slightly lower than the MSF group mean of 92.9%.

- The Bury BCU inspection report highlighted the following area for improvement: GMP introduced devolution of police officer salaries to BCUs on 1 April 2005. It is therefore still early days to highlight emerging issues in respect of financial management. The force is still in the process of actually fully designing the rules surrounding virement opportunities.

6E	**Science and Information Technology Management**	**Fair**	**Improved**

Strengths

- There is a comprehensive IT strategy which sets out the direction for IT and a five-year programme of work that is explicitly linked to the force strategic priorities and the departmental business plan. An internal audit (July 2004), conducted on behalf of the police authority, reviewed the management of the IT strategy with very positive conclusions and no further action required.

- The IT strategy is under review and the key themes are information management, call handling, mobile data, partnerships and performance management.

- The governance framework for IT is set out at section 4 of the IT strategy. This section sets out the IT policies and procedures, together with a clear definition of roles and responsibilities for chief officers, the information systems support group (ISSG) and the IT branch. In support of this, the capital bid process is scored (by ISSG members) according to contribution to corporate goals.

- The IT director reports to the ACO (resources) who is a full member of the chief officer team and the chairs the ISSG. The IT director is a member of a number of the force business groups: the medium-term planning group, the organisational intelligence group, the GRIP process, and the strategic TCG.

- There is a programme support office within the IT services branch that takes responsibility for ensuring that project management standards are applied and kept up to date. There are three groups of standards and their application depends on the complexity of the project and the risk of failure. A monthly report is produced showing the status of all projects; this is considered on a monthly basis by the IT services branch SMT and on a bi-monthly basis by the ISSG. Reports are also published on notice boards and the force intranet. Performance of the programme is one of the IT services branch performance indicators.

- There is a separate stream of projects within the programme dealing with infrastructure. A published technical architecture provides a means of optimising existing technology and of identifying future technology, and a framework for the controlled acquisition of hardware, software and communications products.

- Users' needs are identified through account management, user groups, and a service desk. Information and feedback are provided through publication of monthly performance indicators, service level statements, account meetings, and a customer survey as part of the ACPO benchmarking exercise.

- Staffing requirements for proactive work are identified at the time of the project bid (if increase is required) and then in detail on a monthly basis (for existing resources) as part of the project managers' monthly highlight reports. Staffing requirements for reactive work are based on service level agreements, with the

ability to contract agency staff as part of a preferred supplier arrangement for unexpected peaks.

- The force has, for the last two years, had penetration tests carried out. To back up the technical arrangements, the force also has a number of relevant policy documents in place most notably IT security and legitimate usage of IT policies. The force is moving towards the implementation of government protective marking.

Areas for Improvement

- A review of the information systems/IT strategy is currently taking place, a time when the force is migrating from an IT focus towards an information management focus. The main priorities for development can be summarised as making the technology work properly, giving the users what they need, and cleaning up the corporate databases.

- The key priority for the police authority is to improve call handling by investing in the technical and physical infrastructure of the force. The call-handling equipment is now ten years old and housed in unsuitable buildings.

- The introduction of a new digital network was followed by a period where 'bedding in' problems were experienced. There were particular issues around the resilience of telephony systems.

- The HMIC Bolton BCU inspection highlighted the following area for improvement: the officers were generally happy with the level of equipment provided but expressed concerns at the arrangements in respect of the issue and maintenance of the radios reserved for their use. Instances were cited whereby batteries were regularly discharging prematurely due to overcharging and some radios were in need of urgent repair but no action was taken. There appears to be lack of ownership of this issue.

- The HMIC Oldham BCU inspection highlighted the following area for improvement: over the course of the inspection a number of respondents in a variety of different roles identified gaps in the availability of necessary operational equipment. This included ready access by operational officers to the computer terminals required to access intranet-based systems for crime intelligence and crime reporting systems. This extended to appropriate technical aids required in proactive and enforcement roles. It was noted at the time of the inspection that the availability of fax machines used for transmission of necessary paperwork to the CPS had been restricted due to a technical problem and this was affecting efficient case preparation.

- Comment from the GONW included: 'Performance information and management is now core to GMP's work. The GRIP process is proving effective. However, the analytical functions still need to be strengthened. More could be achieved if police officers had better access to appropriate analyses of crime and disorder.'

6F **National Intelligence Model (NIM)**	**Good**	**Improved**

Strengths

- The ACC (crime) is the chief officer lead for NIM implementation and the chair of the force TCG. There is a NIM implementation team, which reports to the NIM project board, again chaired by the ACC (crime) and attended by key personnel from IT, the criminal justice department, data protection, business planning, training and performance management.

- Operation Step Change has had a positive impact on the quality of intelligence submissions, and also on the development of processes to ensure continuous improvement. BCUs utilise a force-wide electronic bulletin briefing system that is compliant with the national briefing model.

- Business planning and the NIM are integrated and inform the decision-making processes of the organisational intelligence group.

- The GMAC PBM is the common business process for all ten CDRPs across Greater Manchester. The NIM is the basis upon which the PBM has been developed. The partnership business model determines the way in which the force and all BCUs engage through the NIM with their partners in the GMAC.

- The force introduced the organisational intelligence (Oi) process to sit alongside the existing strategic assessments in identifying the internal organisational priorities. Oi follows the NIM process in identifying priorities from the Oi assessments at levels 1 and 2, followed by tasking and co-ordination of activity. The force planning framework was revised and piloted during 2003. The pilot, now fully implemented, has aligned planning to the NIM process at both force and local levels. Development in this area is now looking at the further alignment of local and force planning linking in with the GMAC.

- The force TCG is aligned with the GRIP in order that performance management is intelligence led. The GRIP performance reviews include a NIM compliance inspection of nominated BCUs. The NIM implementation team has participated in the drafting of a new crime investigation standard and the recent Operation Faliro major crime review, which highlighted some of the strategic management issues around the deployment of level 2 resources. The force intelligence bureau has been organised into a desk system to service the intelligence needs of key crime areas at level 2.

- OPUS is GMP's data warehouse incorporating command and control, crime and incident, intelligence, custody and forensic data and a number of action management systems, including SARA and missing persons. SARA allows access to all control strategies, supports the TCG processes and is a means of sharing best practice force-wide.

- The GMAC has provided 14 analysts – partnership strategic analytical co-ordinators

(PSACs) – who are based in the community safety unit of each CDRP, with joint line management from the community safety manager and the local authority liaison officer. The GMAC has provided a dedicated data hub containing partnership and demographic data, hosted by GMP and networked out to each community safety unit.

- The PDU has three PSACs providing local support and central analysis. County-wide GMAC structures include a crime and disorder research and development group, where all PSACs and other partner analysts meet frequently to share experience and good practice and to provide feedback to the GMAC project team.

- Offenders are targeted in line with the prolific and other priority offender strategy, and managed via the persistent offender management system and SARA systems within the OPUS information system. Offenders are scored on a matrix in line with the strategic and tactical priorities, and targeted in line with TCG-sanctioned actions.

- GMP achieved compliance with the NIM minimum standards by April 2004 and plans are being implemented to comply with the NIM minimum standards 2 document.

- All BCUs have now been restructured to be neighbourhood based and each BCU is served by an OPU which collates, manages and disseminates intelligence, provides NIM products, generates briefing packages for operational staff, and co-ordinates daily and fortnightly tasking and co-ordination.

- Each BCU has a dedicated source unit that complies with the minimum standards and incorporates sterile corridor and covert human information source protection measures.

- Efficiency improvements have been identified and acted upon by applying an IT solution to the transfer of data between the central operational policing unit (COPU) and the police informant management system (PIMS), and this is currently being carried out on a full-time basis by two members of staff.

- The performance of intelligence analysts has improved. Key factors have been improved salaries and providing the opportunity to work more closely with field intelligence officers.

- The regional intelligence group (RIG) meets to decide upon targets to be proposed at the regional TCG, but this area is also developing. Lead forces within the region have been nominated to collate information on specific crime areas, such as firearms, drugs and cash in transit robbery, and this information is forwarded periodically to the NCIS to assist in the production of the regional tactical assessment.

Areas for Improvement

- The use of forensic intelligence and crime scene linking is still developing and will be enhanced by a new forensic action management system to be launched soon;

this will ensure that forensic hits are researched and allocated more effectively.

- The force IT strategy was redrafted to incorporate the Bichard recommendations. It is available via the force intranet, along with force tasking and co-ordination policy and NIM product templates.

- The force has recognised the danger that the intelligence function can be confused with that of the management information function, in particular the impact of performance targets on intelligence-led policing. These issues are being addressed on a number of fronts, including the Bichard sub-group, Operation Step Change and through the work of the NIM implementation team.

- There have been a number of issues around people assets arising from the BCU restructuring. A number of OPU members of staff are being given a number of roles and this tends to divert them from a dedicated approach to intelligence. A Red Circle policy is currently being drafted to ensure that this situation does not persist.

- Important posts supported from funding streams and not from mainstream funds is a problem. The affected members of staff feel insecure and inevitably seek more stable employment elsewhere.

- The NIM gap analysis, conducted in September 2003, identified areas of development for the full implementation of the NIM. The issues identified included the implementation of the government protective marking scheme (GPMS), the physical security of OPUs, the 'red circling' of intelligence posts, management awareness of the analyst's role, and the timing of level 1 TCGs. Force tasking and co-ordination is becoming more focused. This has been an incremental process in which the size of the force and having levels 1, 2 and 3 issues on the same agenda were taken into account. The establishment of the force OPU was a significant development in the implementation of the NIM. BCUs are at different stages of development of the NIM and OPUs. The NIM implementation team will therefore stay in place for a further two years.

- The HMIC Oldham BCU inspection highlighted the following area for improvement: the BCU holds fortnightly tasking and co-ordination meetings, which also serve as a forum for managing performance. These meetings are followed by a meeting between the chief inspector (operations) and the area inspectors, during which tasking takes place. In the weeks when tasking and co-ordination meetings are not held, another meeting is held between the chief inspector (operations) and the area inspectors, which is intended to update on previous actions and hold inspectors to account for performance. One of these meetings was observed by members of the inspection team. The meeting lacked rigour and did not appear to be an effective mechanism for directing resources or managing performance.

- The regional tasking and co-ordination process is still developing and there are resource constraints that inhibit regional forces' desire to provide operational level 2 resources for cross-border problems. This is overcome for specific operations when alternative arrangements are made, and cross-border problems are resourced on an ad hoc basis when forces agree to co-operate on specific operations.

- All BCUs hold TCG meetings and tactical TCG meetings in accordance with the NIM, although it has been identified that there is a need to co-ordinate all level 1 meetings on the same day. This has been agreed at ACPO level for implementation in 2005. The delay has been due to a review of level 2 tasking and co-ordination and the establishment of a central force OPU in order to manage the deployment of level 2 resources more effectively. There is some variance in the compliance and effectiveness of TCGs, but steps are being taken to ensure more consistency and standardisation across all BCUs, particularly in relation to attendance, agenda and partnership involvement.

- The HMIC Bury BCU inspection report highlighted the following areas for improvement:

  − The NIM is becoming increasingly more embedded in the BCU; however, there is a lack of awareness in some quarters as to how the NIM can improve operational performance. Greater marketing of the role of the OPU will improve everyone's understanding in this regard. However, the NIM is beginning to reach a level of maturity where it is driving activity within the BCU.

  − There was evidence of focused tasking, which showed that the briefing was driving policing activity. However, sometimes the content of the briefing was described as repetitive, dated and having too many entries to retain all the information. The briefing is not updated for use on Sundays and bank holidays.

7   Leadership and Direction

The police authority states that the Chief Constable has a clear vision which has been well communicated to the force. There is clear evidence that the Chief Constable empowers staff both among the chief officer team and in respect of BCU commanders.

The force has seen significant improvement in performance in a number of key areas from the April 2003 benchmark.

The force vision underpins policing activity, including that undertaken in partnership. The force priorities are aligned with the PPAF and linked to local partnership delivery mechanisms through the GMAC. The priorities have been developed in consultation with other stakeholders, the police authority, local authorities, criminal justice agencies, representative groups, businesses and the public. The force and the police authority have developed a joint community engagement strategy.

The IiP external review report highlighted that performance management is now embedded across GMP and is consistently applied at all levels.

7A   Leadership

Good

Strengths

- GMP has a clear vision for policing. The message has been consistent during the time of the Chief Constable and is continually reinforced. A leadership seminar involving all senior members of staff has been held and a number of road shows relating to leadership have been undertaken by the Chief Constable and the DCC. These have been targeted at sergeant and inspector level.

- GMP has experienced stability and continuity within the chief officer team and no changes are anticipated within the next 12 months.

- The Chief Constable and chief officers continue to develop an open and effective relationship with the media and this has been demonstrated on many occasions when issues have arisen. The Chief Constable has used the media to promote GMP's vision statement both locally and nationally.

- Each chief officer has a personal delivery contract with the Chief Constable, and the Chief Constable with the police authority. The contracts include personal development outcomes, outputs and responsibilities, and are reviewed regularly. The contracts are linked to the planning process. There is a constructive and professional working relationship between the police authority, the Chief Constable and all members of the chief officer team.

- Feedback from the chair of the police authority highlights the leadership provided by the Chief Constable: 'The Chief Constable has a clear vision which has been well communicated to the force. He is a respected individual who has charisma. He is a leader, a good communicator who is riding on the crest of having delivered

improved performance. There is clear evidence that the Chief Constable empowers staff both among the chief officer team and in respect of BCU commanders. The area of devolution has been handled well with BCU commanders being accountable for their areas of responsibility.'

- The force has seen significant improvement in a number of key areas of performance from the April 2003 benchmark. Reductions in respect of offences of domestic burglary and robbery are particularly impressive.

- The Respect programme is chaired by the DCC. The Chief Constable regularly attends the meetings. Recent changes in chief officer portfolios have seen the creation of a diversity command headed by an ACC.

- Every chief officer holds a monthly policy advisory group to discuss proposed policy with senior managers.

- Each chief officer undertakes a minimum of one day per month 'on patrol' within a BCU or department.

- The DCC chairs the reducing bureaucracy group who meet regularly to discuss and promote new ideas within the force. This has resulted in a clear communication strategy being developed, eg using the force website as a launch pad together with the force newspaper.

- All key strategic project groups are chaired by a chief officer. Chief officers also hold regular forums with BCU commanders. All chief officers attend Police Federation open meetings and take part in question and answer sessions. Every sergeant and inspector training course is closed by a chief officer. All stage 5 probationer parades are attended by a chief officer. The Chief Constable meets regularly with all of the staff associations and support groups.

- The force conducts a comprehensive workforce survey with all staff, and a working group chaired by the DCC leads developments arising from the results. Police authority members are represented on this group.

- The force suggestion scheme received over 1,000 ideas from staff during 2004, and has won national recognition. The scheme gives financial awards to staff who contribute. BCUs and larger branches have a dedicated 'bonus awards' allocation for staff who demonstrate exceptional performance or undertake tasks in adverse circumstances. Smaller branches combine and a bonus payments panel co-ordinates awards.

- The ACC (criminal justice and diversity) and the ACC (territorial policing) are members of the Greater Manchester crime reduction steering group. Membership is presently being reviewed to include the Chief Constable as a direct result of county-wide structure reviews and the development of the GMAC. The ACC (community and internal affairs) has provided the strategic support within GMP for the development of the NIM into a PBM. The GMAC PBM has been embraced by all ten CDRPs and county-level structures. The GMP partnership development unit, within the community affairs branch, has been involved in the conception,

development and delivery of the GMAC across the force area.

- The police authority and GMP are actively engaged in both best value and performance issues. The police authority has developed a scrutiny process to address performance issues. As part of the scrutiny process, visits to BCUs are carried out by the police authority. The GRIP process continues to hold staff to account for performance – a post-GRIP process has recently been introduced. The police authority is now invited to attend the GRIP process which is a welcome development.

- The force has reviewed corporate governance arrangements and has introduced a revised structure to ensure both corporacy and consistency. This has included the force strategic management board, the chief officer group, the organisational intelligence group, and the medium-term (strategic) planning group.

- The GMP leadership development programme addresses the need to develop leadership at all levels of the organisation. The command team programme is being developed at a small number of sites and will eventually be rolled out across the whole organisation. It involves a 360-degree appraisal of BCU command team performance.

- The Prospects scheme seeks to mirror the high potential development scheme (HPDS) by providing opportunities for police officers and police staff in GMP to develop their potential within the organisation. There were over 40 applicants, of whom 12 were successful, for the first round of the scheme. GMP is developing the concept of 'leadership for all'. This scheme is not specific to rank but seeks to develop all members of staff.

- The HMIC Bury BCU inspection report highlighted the following strengths:

  – Following periods of sickness among previous members of the SMT, the BCU commander requested that the force occupational psychology unit undertook an extensive stress audit on each member of the team. The results indicated that certain issues needed addressing. The SMT have recently engaged in a team-building exercise and have taken direct action to support each member. This was a brave approach, which has paid off and resulted in establishing team cohesiveness. HMIC commends this transparent approach. This process is due to be shared among other SMTs across GMP.

  – There is a good understanding of policing business among members of the SMT and all BCU inspectors. It was widely felt that this has been achieved through active involvement in the daily tasking and co-ordination process.

  – The organisational culture of the BCU is friendly and respectful. The inspection team saw positive relations across the various specialists, disciplines and roles within the BCU.

Areas for Improvement

- The force has highlighted devolution and the change in the chief officer portfolios as

operational risks and is moving away from the initial improvements made, towards setting up a framework of portfolios that covers gaps identified at the strategic level, for example the establishment of the diversity command.

- Leadership was previously identified as an area for development within the force. A leadership charter and a detailed programme of leadership development have been introduced. A leadership seminar involving all senior members of staff has been held and a number of road shows relating to leadership have been undertaken by the Chief Constable and the DCC. These have been targeted at sergeant and inspector level.

- The HMIC Bury BCU inspection report highlighted the following areas for improvement:

  - There was no evidence of SMT members going out on patrol and only a little evidence of visits to outlying stations. The SMT have very recently introduced a visibility strategy, which if implemented in full will improve the SMT visibility, accessibility and approachability. HMIC recommends the introduction of a diarised programme of visits and contacts that will increase the visibility, accessibility and approachability of the SMT.

  - HMIC recommends that the SMT design and implement a comprehensive communication strategy that will allow all staff to have access to BCU information.

Good	**Stable**

7B Strategic Management

Strengths

- The force vision underpins policing activity, including that undertaken in partnership. The force priorities are aligned with the PPAF and linked to local partnership delivery mechanisms through the GMAC. The priorities have been developed in consultation with other stakeholders, the police authority, local authorities, criminal justice agencies, representative groups, businesses and the public. The force and the police authority have developed a joint community engagement strategy.

- Force and BCU-level planning have been integrated with the NIM cycle. The national policing plan, the force strategic threat assessment and consultation inform force priorities. BCU-level planning is informed by the strategic threat assessment.

- The force has formed a medium-term (strategic) planning group specifically to align the business, financial, personnel and other resource planning cycles. This group also directly links to efficiency planning. In drawing up plans, chief officers task budget-holders with identifying the resources required and the costs to be incurred to deliver strategic objectives.

- There is a relationship between the force strategic aims through to BCU objectives and individual priorities. Force targets are publicised on the intranet and internet in the form of the policing strategy and annual policing plan.

- The Oi process identifies risks and threats to the force priorities. The process is linked to the police authority through the risk management and internal audit function. The Oi process, in combination with wider corporate governance mechanisms, is the means by which the force determines resource priorities. In addition, activity-based costing data is used to further inform resource allocation decisions.

- The environmental scanning officer feeds into the Oi process, the force OPU, the GMAC and the force strategic management board. An environmental scanning bulletin is circulated on a fortnightly basis. A summary of issues is also circulated to inform branches and BCUs of key issues to be aware of when assessing organisational intelligence in their area of work. The Oi assessments feed into the strategic organisational intelligence group, which then informs the force strategic management board when determining organisational priorities.

- The police authority has developed a lead member system. The planning steering group, which consists of staff from GMPA and GMP, drives the planning process. The purpose of the group is to steer force-level planning through the policing strategy and annual policing plan.

- The strategic and business planning processes have been designed to be compliant with the NIM and are reviewed and revised in line with the force control strategy. The plans are regularly reviewed via the police authority's corporate planning, performance and review and audit committees and also via the scrutiny

processes.

- The devolution project went live at the beginning of April 2005. The potential benefits were tested on a pilot basis on three sites. It became apparent that HR management, finance and administration skills were needed at BCU level. The project board is now being closed down and replaced with an implementation team, supported by a risk assessment framework.

- The DCC has responsibility for the Government's police reform change programme. The programme of work is co-ordinated by HMIC liaison within the corporate development branch. The force has developed a programme management structure in consultation with the PSU.

- As part of the operation Step Change programme, a project to improve internal communications has been in place for the last 12 months. Key improvements include the appointment of local communicators, revision of Chief Constable and BCU orders and an enhanced video package for the whole organisation. An internal communications manager has been appointed to oversee the process.

- A reducing bureaucracy working group, chaired by the DCC, has been set up to oversee the process of reducing and streamlining forms and paperwork. The group, which has police authority representation, has developed a number of successful measures to counter bureaucracy.

Areas for Improvement

- The force commitment towards performance has been sustained beyond PSU disengagement. The relationship between the GRIP performance management process and the force TCG is an area for development and this is recognised by the force. The intention is to make the force TCG responsive to performance threats, based not only on operational intelligence but also on organisational intelligence. The force tasking and co-ordination function is to be developed to provide a clear focus for the organisation, avoiding tension when looking to improve performance in the areas of volume crime and serious crime investigation.

- Devolvement processes have been slowed down due to lack of funding. For example the benefit of civilianisation is restricted because resources are not available to implement the programme to its fullest extent.

7C   Performance Management and Continuous Improvement

Good	Improved

Strengths

- The IiP external review report highlighted the following: 'Performance management is now embedded across GMP and is consistently applied at all levels. This is an area where previously GMP did not meet the standard but one which has changed so significantly that it would be regarded as good practice in many organisations.'

- The Chief Constable's philosophy is to give people the freedom to succeed through devolution of authority, to deliver good performance in certain areas. Corporacy is ensured through the GRIP process, PDR and problem solving. The force believes that devolution will take BCU commanders to the next level of decision making and accountability.

- The Chief Constable leads on performance and chairs the monthly GRIP meeting. The DCC has the strategic lead for delivering performance and each ACC has a contract tied to delivery of key force priorities. BCU commanders have local performance management systems to hold SMT members to account. This is then replicated at neighbourhood level. The divisions that have restructured and are now BCUs have a nominated superintendent responsible for driving performance and those remaining have this feature within draft plans.

- A revised post-GRIP review process, whereby the chief officer's team attend BCUs and branches to conduct reality checks, has enhanced the role of chief officers in driving performance. Leadership is an area that is always examined and mirrors the focus of the HMIC baseline.

- The force has recently established an OPU that enables strategic planning and the NIM to be integrated with the GRIP process. This ensures that commanders are held to account against the control strategy.

- There has been a sustained investment in infrastructure to ensure continuing improvements in performance. GRIP as a performance management process is now embedded in the organisation and no longer relies totally on key personalities to drive it. The monitoring of Operation Step Change is now part of the GRIP process.

- Any BCU or branch identified as underperforming is highlighted for a post-GRIP review. The GRIP team will then visit to inspect and, in addition, offer guidance through expertise in areas where improvements can be made. A system for live advice has been developed, offering the branch head or BCU commander the opportunity to put right areas that can be improved without having to wait for the full report. Where appropriate, the force command team have challenged BCU SMTs where there is evidence to suggest that underperformance has not been managed.

- Every branch, as with BCUs, has been required to have a process in place whereby

members of staff are held to account locally. A number of these have been inspected regarding compliance.

- The GRIP process addresses all aspects of the PPAF. The GRIP data system already includes a number of qualitative performance indicators, which are supported by a suite of qualitative measures within the performance analysis tool developed to support the Step Change work.

- The force believes that early improvements in performance were attributable to leadership and focus. Sustained improvements should now be achieved through investments in infrastructure, quality, processes and skills.

- The IiP report stated the following:

  - 'As leadership has improved at the top, management of front-line employees was reported to have improved significantly. Line managers (sergeants) were now felt to have improved their management skills and were 'communicating', 'supporting', 'trusting' and recognising front-line PCs. Considerable investment has been made to improve the training for new sergeants who also agreed that they felt better prepared for their role as managers of people.'

  - 'GMP has improved its ability to link the training priorities to the organisation priorities, and this is leading to improvement of organisational performance in key areas such as crime detection, sanctions and arrests. However, the force has also started to be proactive in developing skills for the future.'

- A workforce survey of all staff is undertaken to inform a wide range of areas for ongoing development, and this is benchmarked against other public sector bodies for additional information. The force suggestion scheme has received over 1,000 submissions from staff in 2004 alone and demonstrates the force's commitment to listening to and learning from members of staff. The customer feedback database is an innovative mechanism for gathering feedback, both positive and negative, to inform organisational development and continuous improvement.

- The OPUS repository provides performance information regarding key crime and other measures on a daily basis. It has been developed by a broad user group, which ensures that it is user friendly.

- The performance measures linked to crime priorities are published via the intranet monthly once they have been audited. This document is referred to as the monthly performance bulletin. The information within this bulletin is used as the basis at the GRIP plenary meeting and at BCU level to determine performance in this area. This data is also used in the tasking and co-ordination process at BCU and force levels. Performance is also measured in relation to organisational matters, such as finance and the status of projects, at the GRIP plenary meeting. The GRIP system provides a BCU, neighbourhood and individual view regarding productivity.

- The force and the police authority have a well-developed and agreed reporting mechanism, providing full information to the police authority. The police authority has refined and developed its monitoring processes, including reality checking,

visits, and specific reports of lead members. Key police authority members have attended the force GRIP meetings.

- Best value is integrated with the day-to-day work of the force by its recently revised planning process. BVRs are carried out, using the authority's best value methodology, by a dedicated team of corporate development support staff and seconded staff from relevant areas of the force. All BVRs produce a strategic performance improvement plan, which is scrutinised by the police authority's RIG. Each review also has a SMART implementation strategy document which serves as a detailed action plan.

- Reality checking of departmental and BCU business plans is now undertaken by the police authority's scrutiny panel. BVR performance improvement plans are scrutinised via the police authority's RIG. Both the scrutiny panel and the RIG report to the police authority's corporate planning, performance and review committee.

- The police authority's consultation team conducts consultation as part of the review process and works jointly with the force to analyse results and provide feedback to the public.

- The police authority's consultation team conducts consultation as part of the review process and works jointly with the force to analyse results and provide feedback to the public. In January of each year, the best value programme for the following year is determined jointly by the force and the police authority. This is timed to coincide with development of the annual policing plan in support of the three-year local policing strategy. The timing also allows access to the annual strategic partner's consultation meeting outcomes and incorporation of public, HMIC and Audit Commission feedback.

- The HMIC Bury BCU inspection report highlighted the following strengths:

  – Performance issues are seen as important in the BCU. The performance management culture is well embedded and supported by appropriate accountability mechanisms. The appraisal system is well used and would benefit from further development of the objectives being more tailored and closely linked with the BCU priorities, which are well known by all staff.

  – The ACC (territorial policing) agrees the PDR for the BCU commander and holds regular meetings with him. The BCU is also subject to examination and visits by the force-level team that supports the GRIP process. These processes have improved performance and have brought a necessary focus on productivity and outcomes for all staff within the BCU and throughout the force.

  – The whole of the GRIP process is supported by a computer-based performance system known as GRIPS. This system is seen as an excellent management tool. GRIPS is supported by the OPUS computer system, which provides a range of frequently updated performance information. GRIPS has removed the need for managers to collect information on an individual basis for use at the monthly GRIP meeting.

- There is a strong culture of performance management throughout Bury BCU. This focus was evident at SMT level and well embedded throughout all ranks, including inspectors, sergeants and constables. Staff did not always like the performance culture and in some cases did not understand how their activities could impact on the BCU's performance. However, the BCU's priorities were universally known, in particular the requirement for every officer to contribute towards increasing sanction detections.

- There is performance data displayed throughout the BCU. This data is clear, colourful, and easy to understand and it is regularly updated.

- Formal accountability mechanisms are a key factor in the performance management culture being so well embedded within the BCU. Supervisors are keen to introduce a qualitative context when examining the quantitative indicators at their performance meetings. HMIC urges the SMT to continue to monitor this performance and to understand the data in a qualitative context.

Areas for Improvement

- The IiP report highlighted the following: 'Although leadership and management are perceived to have improved considerably, this remains an area where GMP needs to continue its focus. The leadership charter has been developed and, during the on-site visit, the Chief Constable was presenting road shows explaining the charter, and the expectations and support available for management development. This now needs the time to have impact across the workforce. In particular, people felt that although line managers of front-line employees have improved, there was more inconsistency in management style at middle management level, and while there are some excellent, dynamic people-focused managers, there remain some who do not have the same people skills.'

- The HMIC Tameside BCU inspection highlighted the following areas for improvement: consideration should be given to tailoring individual targets to the role, experience and development requirements of the individual. Qualitative as well as quantitative targets should be set and the targets for individuals should relate to the breadth of BCU-level targets and indicators (albeit each officer should have a manageable level of targets and indicators of performance).

Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	40.2%	N/A	45.6%	5 out of 6	48.6%	30 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	65.8%	N/A	70.8%	5 out of 6	71.5%	28 out of 37
% of white users very/completely satisfied with respect to the overall service provided **(SPI 3b)**	N/A	59.4%	N/A	58.5%	3 out of 6	56.8%	17 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	43.5%	N/A	46.6%	5 out of 6	44.1%	32 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	15.9 pts	N/A	11.8 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	78.6%	N/A	81.0%	4 out of 6	78.0%	20 out of 37
% of users from BME groups satisfied with respect to the overall service provided **(SPI 3b)**	N/A	69.9%	N/A	75.0%	5 out of 6	71.2%	31 out of 37
Difference between satisfied rates (SPI 3b)	N/A	8.62 pts	N/A	5.98 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest **(SPI 3c)**	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest **(SPI 3c)**	*	*	*	*	*	*	*
Difference between PACE arrest rates **(SPI 3c)**	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups **(SPI 3d)**	N/A	25.3%	N/A	30.9%	4 out of 4	24.7%	28 out of 34
% detected violence against the person offences for White victims **(SPI 3d)**	N/A	32.1%	N/A	35.7%	4 out of 4	34.6%	25 out of 34
Difference in violence against the person detection rates. **(SPI 3d)**	N/A	6.832 pts	N/A	4.85 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	1.13	1.27	*11.8 %*	0.91	6 out of 6	0.70	41 out of 42
% detected racially or religiously aggravated offences	33.4%	29.5%	*-3.9 Pts*	31.9%	5 out of 6	36.4%	39 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of people who think that their local police do a good job **(SPI 2a)**	N/A	45.3%	N/A	47.2%	4 out of 6	48.6%	32 out of 42

* This data was not available at time of publication

1C: Customer Service and Accessibility							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police **(SPI 1a)**	N/A	65.1%	N/A	66.2%	3 out of 6	65.9%	25 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police **(SPI 1b)**	N/A	55.0%	N/A	55.6%	3 out of 6	54.9%	23 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	43.6%	N/A	41.8%	3 out of 6	38.8%	11 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	71.5%	N/A	69.3%	2 out of 6	69.5%	20 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided **(SPI 1e)**	N/A	58.0%	N/A	57.4%	3 out of 6	55.6%	18 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police **(SPI 1a)**	N/A	84.8%	N/A	89.1%	4 out of 6	87.8%	30 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police **(SPI 1b)**	N/A	73.0%	N/A	77.7%	4 out of 6	75.4%	29 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	63.3%	N/A	64.3%	3 out of 6	58.5%	9 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	86.9%	N/A	89.3%	4 out of 6	87.8%	25 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided **(SPI 1e)**	N/A	77.8%	N/A	80.4%	4 out of 6	77.3%	22 out of 37
% of people who think that their local police do good job **(SPI 2a)**	N/A	45.3%	N/A	47.2%	4 out of 6	48.6%	32 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	40.2%	N/A	45.6%	5 out of 6	48.6%	30 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	65.8%	N/A	70.8%	5 out of 6	71.5%	28 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	71.6%	82.8%	*11.2 Pts*	79.4%	2 out of 6	76.9%	16 out of 38

* This data was not available at time of publication

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	67.0%	68.6%	*1.6 Pts*	66.7%	2 out of 4	55.7%	16 out of 28
% of partner-on-partner violence **(SPI 8b)**	67.1%	72.2%	*5.1 Pts*	76.3%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	1.13	1.27	*11.8 %*	0.91	6 out of 6	0.70	41 out of 42
% detected racially or religiously aggravated offences	33.4%	29.5%	*-3.9 Pts*	31.9%	5 out of 6	36.4%	39 out of 43

2B: Volume Crime Reduction							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	8.3%	9.4%	*1 Pts*	4.8%	6 out of 6	5.3%	38 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	27.3%	25.7%	*-1.6 Pts*	20.4%	6 out of 6	17.9%	42 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	35.36	25.46	*-28 %*	20.07	6 out of 6	14.40	42 out of 43
Violent crime per 1,000 population **(SPI 5b)**	26.24	25.37	*-3.3 %*	23.86	4 out of 6	22.44	37 out of 42
Robberies per 1,000 population **(SPI 5c)**	3.65	2.98	*-18.4 %*	2.06	5 out of 6	1.68	40 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	23.42	19.74	*-15.7 %*	17.33	6 out of 6	13.99	41 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	1.50	1.40	*-6.5 %*	1.00	5 out of 6	0.61	41 out of 42
Total recorded crime per 1000 population	145.38	128.26	*-11.8 %*	118.87	6 out of 6	105.37	39 out of 42
Violent Crime committed by a stranger per 1,000 population	6.60	7.52	*13.9 %*	9.23	2 out of 5	9.87	19 out of 34
Violent Crime committed in a public place per 1,000 population	18.62	18.18	*-2.4 %*	15.67	4 out of 5	13.86	31 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	1.77	2.22	*25.5 %*	3.40	2 out of 5	4.16	8 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	0.64	0.52	*-19.5 %*	1.27	1 out of 5	1.44	3 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	9.4%	11.0%	*1.6 Pts*	9.5%	5 out of 5	8.3%	34 out of 37

* This data was not available at time of publication

2C: Working with Partners to Reduce Crime							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	8.3%	9.4%	*1 Pts*	4.8%	6 out of 6	5.3%	38 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	27.3%	25.7%	*-1.6 Pts*	20.4%	6 out of 6	17.9%	42 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	35.36	25.46	*-28 %*	20.07	6 out of 6	14.40	42 out of 43
Violent crime per 1,000 population **(SPI 5b)**	26.24	25.37	*-3.3 %*	23.86	4 out of 6	22.44	37 out of 42
Robberies per 1,000 population **(SPI 5c)**	3.65	2.98	*-18.4 %*	2.06	5 out of 6	1.68	40 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	23.42	19.74	*-15.7 %*	17.33	6 out of 6	13.99	41 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	1.50	1.40	*-6.5 %*	1.00	5 out of 6	0.61	41 out of 42
Total recorded crime per 1000 population	145.38	128.26	*-11.8 %*	118.87	6 out of 6	105.37	39 out of 42

3A: Investigating Major and Serious Crime							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	1.50	1.40	*-6.5 %*	1.00	5 out of 6	0.61	41 out of 42
Number of abductions per 10,000 population	0.154	0.004	*-97.4 %*	0.015	4 out of 6	0.016	20 out of 42
% of abduction crimes detected	20.5%	200.0%	*179.5 Pts*	47.1%	1 out of 6	34.9%	1 out of 43
Number of attempted murders per 10,000 population	0.38	0.43	*12.5 %*	0.23	6 out of 6	0.14	42 out of 42
% of attempted murder crimes detected	68.8%	50.0%	*-18.8 Pts*	64.8%	6 out of 6	72.7%	39= out of 43
Number of blackmail per 10,000 population	0.312	0.26	*-16.5 %*	0.25	4 out of 6	0.28	37 out of 42
% of blackmail crimes detected	60.8%	24.2%	*-36.5 Pts*	32.4%	6 out of 6	26.2%	29 out of 43
Number of kidnappings per 10,000 population	0.822	0.74	*-10.1 %*	0.61	5 out of 6	0.53	39 out of 42
% of kidnapping crimes detected	59.1%	48.1%	*-11 Pts*	47.1%	5 out of 6	44.3%	24 out of 43
Number of manslaughters per 10,000 population	0.028	0.036	*28.6 %*	0.025	6 out of 6	0.025	30 out of 42
% of manslaughter crimes detected	128.6%	33.3%	*-95.2 Pts*	85.7%	6 out of 6	119.2%	31 out of 43
Number of murders per 10,000 population	0.186	0.198	*6.4 %*	0.194	4 out of 6	0.138	39 out of 42
% of murder crimes detected	91.5%	82.0%	*-9.5 Pts*	88.1%	5 out of 6	94.5%	34 out of 43
Number of rapes per 10,000 population	3.34	3.55	*6.3 %*	3.08	5 out of 6	2.65	40 out of 42
% of rape crimes detected	32.4%	29.9%	*-2.5 Pts*	28.0%	3 out of 6	29.5%	19 out of 43

* This data was not available at time of publication

3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population **(SPI 5b)**	26.24	25.37	*-3.3 %*	23.86	4 out of 6	22.44	37 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	1.50	1.40	*-6.5 %*	1.00	5 out of 6	0.61	41 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.15	0.27	76.1 %	0.34	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	16.9%	25.1%	*48.6 %*	22.2%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	57.9%	49.9%	*-13.8 %*	50.4%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	1.00	1.00	*0 %*	2.50	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	4	10	*150 %*	8.8	N/A	6.78	N/A
No. of confiscation orders	122	358	*193.4 %*	42.3	N/A	43.16	N/A
Total value of confiscation orders	£1,739,838	£3,334,993	*91.7 %*	£583,660	N/A	£1,179,340	N/A
No. of forfeiture orders	0	4	*	11.8	N/A	18.21	N/A
Forfeiture value	£0	£2,625	*	£54,733	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.51	0.53	*4.1 %*	0.52	4 out of 6	0.45	35 out of 42
% detected trafficking in controlled drugs offences	90.8%	81.5%	*-9.2 Pts*	87.9%	6 out of 6	91.7%	40 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	67.0%	68.6%	*1.6 Pts*	66.7%	2 out of 4	55.7%	16 out of 28
% of partner-on-partner violence **(SPI 8b)**	67.1%	72.2%	*5.1 Pts*	76.3%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	1.13	1.27	11.8 %	0.91	6 out of 6	0.7	41 out of 42
% detected racially or religiously aggravated offences	33.4%	29.5%	*-3.9 Pts*	31.9%	5 out of 6	36.4%	39 out of 43

* This data was not available at time of publication

3D: Volume Crime Investigation							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% detected of vehicle crimes **(SPI 7e)**	6.5%	6.7%	*0.2 Pts*	10.5%	6 out of 6	10.1%	40 out of 43
% detected of violent crime **(SPI 7c)**	51.9%	48.4%	*-3.5 Pts*	50.5%	5 out of 6	49.5%	35 out of 43
% detected of domestic burglaries **(SPI 7b)**	9.4%	9.4%	*0.1 Pts*	14.5%	6 out of 6	15.9%	42 out of 43
% detected of robberies **(SPI 7d)**	16.6%	17.9%	*1.3 Pts*	22.1%	6 out of 6	19.9%	38 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	16.6%	20.9%	*4.3 Pts*	22.6%	5 out of 6	21.4%	35 out of 43
% total crime detected	22.3%	22.9%	*0.6 Pts*	25.1%	5 out of 6	25.7%	37 out of 43
% sanction detected of vehicle crimes	5.9%	6.3%	*0.4 Pts*	9.6%	6 out of 6	9.3%	40 out of 43
% sanction detected of violent crime	31.9%	39.8%	*7.9 Pts*	39.7%	4 out of 6	34.3%	18 out of 43
% sanction detected of domestic burglaries	8.6%	8.9%	*0.3 Pts*	12.8%	6 out of 6	14.3%	41 out of 43
% sanction detected of robberies	15.0%	17.0%	*2 Pts*	20.3%	5 out of 6	17.2%	37 out of 43
% detected racially or religiously aggravated offences	33.4%	29.5%	*-3.9 Pts*	31.9%	5 out of 6	36.4%	39 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	57174	67828	*18.6 %*	50085	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	15.1%	20.9%	*5.8 Pts*	22.5%	5 out of 6	20.7%	29 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.15	0.27	*76.1 %*	0.34	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	16.9%	25.1%	*48.6 %*	22.2%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	57.9%	49.9%	*-13.8 %*	50.4%	N/A	43.7%	N/A

* This data was not available at time of publication

3E: Forensic Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Burglary Dwelling - % scenes examined	76.0%	79.2%	*3.2 Pts*	82.7%	4 out of 6	85.4%	30 out of 42
Theft of motor vehicle (MV) - % scenes examined	38.0%	27.6%	*-10.4 Pts*	41.9%	6 out of 6	40.1%	41 out of 42
% fingerprint recovery from burglary dwelling scenes examined	19.0%	30.0%	*11 Pts*	27.8%	3 out of 6	32.1%	32 out of 42
% fingerprint recovery from theft of MV scenes examined	43.0%	61.2%	*18.2 Pts*	48.4%	1 out of 6	48.9%	8 out of 42
% DNA recovery from burglary scenes examined	5.0%	5.7%	*0.7 Pts*	7.5%	6 out of 6	8.2%	38 out of 42
% DNA recovery from theft of MV scenes examined	19.0%	14.6%	*-4.4 Pts*	19.9%	5 out of 6	20.1%	35 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	14.0%	13.8%	*-0.2 Pts*	18.4%	5 out of 6	16.8%	32 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	46.6%	*N/A*	39.4%	1 out of 6	35.5%	6 out of 42
% DNA matches from recovery at theft of MV scenes	*	45.3%	*N/A*	33.9%	1 out of 6	38.3%	10 out of 42
% fingerprint idents from recovery at theft of MV scenes	28.0%	26.8%	*-1.2 Pts*	27.1%	3 out of 6	27.9%	19 out of 42
% conversion of fingerprint idents to primary detections	55.0%	49.7%	*-5.3 Pts*	43.0%	3 out of 6	45.3%	20 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	65.0%	56.8%	*-8.2 Pts*	83.7%	5 out of 6	82.5%	34 out of 41
% DNA primary detections per match	59.0%	49.2%	*-9.8 Pts*	42.8%	3 out of 6	49.5%	26 out of 42
% DNA total detections per match (incl. secondary)	71.0%	58.0%	*-13 Pts*	85.3%	6 out of 6	88.7%	38 out of 42

3F: Criminal Justice Processes							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	57174	67828	*18.6 %*	50084.5	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	15.1%	20.9%	*6 Pts*	22.5%	5 out of 6	20.7%	29 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	26.5%	82.9%	*56.5 Pts*	83.5%	3 out of 6	82.0%	22 out of 43
% of court results entered onto the PNC in 10 days	38.2%	44.4%	*6.2 Pts*	57.2%	4 out of 6	54.5%	29 out of 43
Number of sanction detections	61,180	67,906	*11 %*	50,299.0	N/A	27,659.4	N/A
PYOs arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

* This data was not available at time of publication

4A: Reassurance							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
BCS Fear of Crime (% very worried about burglary) **(SPI 10a)**	15.7%	15.7%	*0 Pts*	14.1%	4 out of 6	11.3%	37 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	18.9%	16.0%	*-3 Pts*	16.8%	3 out of 6	12.5%	35 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	21.7%	20.3%	*-1.4 Pts*	19.6%	5 out of 6	15.1%	39 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	20.5%	19.5%	*-1 Pts*	18.6%	4 out of 6	15.8%	36 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	38.6%	45.1%	*6.5 Pts*	42.3%	3 out of 5	37.8%	25 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	9.4%	11.0%	*1.6 Pts*	9.5%	5 out of 5	8.3%	34 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	5.24	*	6.34	*	5.69	15 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.38	*	0.43	1 out of 5	0.51	4 out of 34

5A: Call Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
The local target time for answering 999 calls (secs)	15.	15.	*0 %*	13.33	N/A	11.1	N/A
Number of calls answered within local target time	501,841	404,490	*-19.4 %*	358,817	N/A	254,988	N/A
% of 999 calls answered within locally set target time	86.9%	77.8%	*-9.1 Pts*	84.3%	4 out of 6	87.3%	35 out of 39

* This data was not available at time of publication

5B: Providing Specialist Operational Support							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	507	461	*-9.1 %*	805.7	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	272	195	*-28.3 %*	35.5	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	5.24	*	*	1 out of 5	5.69	15 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.38	*	0.43	1 out of 5	0.51	4 out of 34

6A: Human Resource Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Number of working hours lost due to sickness by police officers **(SPI 13a)**	79.04	93.13	*17.8 %*	75.46	6 out of 6	70.57	31 out of 37
Number of working hours lost due to sickness by police staff **(SPI 13b)**	101.64	97.72	*-3.9 %*	71.44	6 out of 6	63.72	37 out of 37
Medical retirements per 1,000 police officers	1.23	1.85	*49.9 %*	2.	4 out of 5	2.9	7 out of 39
Medical retirements per 1,000 police staff	3.57	4.49	*25.6 %*	2.36	5 out of 5	2.16	33 out of 39

* This data was not available at time of publication

6C: Race and Diversity							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of police recruits from BME groups **(SPI 12a)**	4.2%	12.5%	*8.3 Pts*	6.4%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	7.0%	N/A	8.2%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (White officers: visible minority ethnic officers)	1: 0.63	1: 1.01	*60.6 %*	1: 1.41	3 out of 5	1: 1.47	20 out of 37
% of female officers compared to overall force strength **(SPI 12c)**	21.5%	22.1%	*0.6 Pts*	22.3%	3 out of 6	21.2%	14 out of 42
% of female police staff compared to total police staff	64.2%	64.4%	*0.2 Pts*	63.0%	3 out of 6	62.3%	17 out of 42
% of white police officer applicants appointed	28.6%	259.0%	*230.3 Pts*	18.2%	N/A	26.9%	N/A
% of BME police officer applicants appointed	13.1%	26.1%	*12.9 Pts*	15.4%	N/A	24.0%	N/A
Difference in % of applicants appointed	15	232	*21700 Pts*	2.7 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	28.2%	150.8%	*122.6 Pts*	21.4%	N/A	29.1%	N/A
% of male police officer applicants appointed	26.9%	101.4%	*74.6 Pts*	15.9%	N/A	24.2%	N/A
Difference in % of applicants appointed	1.3	49	*4770 Pts*	5.5 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 1.08	1: 1.85	*71.2 %*	1: 1.52	5 out of 5	1: 1.41	32 out of 39

6D: Resource Management							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of police officer time available for frontline policing **(SPI 11a)**	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	93.3%	91.7%	*-1.5 Pts*	92.0%	3 out of 6	88.2%	16 out of 41
Total spending per police officer	£55,585.61	£57,757.89	*3.9 %*	£61,003.82	N/A	£121,668.41	N/A
Total spending per 1,000 population	£178,142.29	£185,273.18	*4 %*	£182,871.57	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ACC   assistant chief constable

ACO   assistant chief officer

ACPO   Association of Chief Police Officers

ANPR   automatic number plate recognition

ASBO   anti-social behaviour order

BAPA   Black and Asian Police Association

BCS   British Crime Survey

BCU   basic command unit

BEST   behaviour and educational support team

BME   black and minority ethnic

BVR   Best Value Review

CAI   child abuse investigation

CBRN   chemical, biological, radiological and nuclear

CDRP   Crime and Disorder Reduction Partnership

Centrex   the national police training organisation

CID   Criminal Investigation Department

COMPASS   a national information technology system for tracking, managing and recording caseload information

CPS   Crown Prosecution Service

CRE   Commission for Racial Equality

CRISP   cross-regional information sharing project

CRRO   community and race relations officer

CSI	crime scene investigator
DCC	deputy chief constable
DES	diversity and equality scheme
DNA	deoxyribonucleic acid
DV	domestic violence
FSS	Forensic Science Service
FSU	family support unit
GMAC	Greater Manchester against Crime
GMP	Greater Manchester Police
GMPA	Greater Manchester Police Authority
GONW	Government Office North West
GRIP	GMP Review to Improve Performance
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HR	human resource(s)
IAG	independent advisory group
ICF	integrated competency framework
IiP	Investors in People
IS/IT	information services / information technology
ISSG	information systems support group
KSI	killed or seriously injured
LAGSA	Lesbian and Gay Staff Association
LAP	local action partnership

LCJB	local criminal justice board
LCJG	local criminal justice group
Level 2 Criminality	Criminal activity that takes place on a cross-boundary basis
LGBT	lesbian, gay, bisexual and transgender
LSP	local strategic partnership
MAPPA	multi-agency police protection arrangements
MIRSAP	major incident room standardised administrative procedures
MIT	major incident team
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NCTT	national community tensions team
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems
OCB	operational communications branch
OCG	organised crime gang
OCR	operational communications room
Oi	organisational intelligence
OPU	operational policing unit

OPUS	operational policing unit system
PA	police authority
PACE	Police and Criminal Evidence Act
PASG	positive action staffing group
PBM	partnership business model
PCSO	police community support officer
PCU	priority crime unit
PDR	personal development review
PFI	private finance initiative
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PSAC	partnership strategic analytical co-ordinator
PSU	Police Standards Unit
PYO	persistent young offender
QA	quality assurance
RART	regional asset recovery scheme
RES	race equality scheme
RIG	review implementation group
RNIB	Royal National Institute of the Blind
RPU	roads policing unit
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a

signed 'taken into consideration' schedule

SARA   scanning, analysis, response, assessment

SGC   specific grading criteria

SIO   senior investigating officer

SLA   service level agreement

SMT   senior management team

SOB   specialist operations branch

SPI   statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'

TCG   tasking and co-ordination group

TICs   (offences) taken into consideration

TNS   traffic network section

UNISON   the trade union for people delivering public services

ViSOR   Violent and Sex Offenders Register

Volume Crime   not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery

VOSA   Vehicle and Operator Services Agency