Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Lancashire Constabulary

October 2005

Contents

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Lancashire Constabulary'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 Lancashire in terms of demography, policing environment and other socio-economic factors: Avon and Somerset, Durham, Gwent, Hertfordshire, Humberside, Kent and South Wales. 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

Lancashire is strong in historical associations and synonymous with industry and commerce. The present-day Lancashire is only part of what history knows as Lancashire, when the great Duchy covered most of the North West of England.

Today Lancashire has a strong and diverse economic base, underpinned by a long urban and industrial tradition. Lancashire Constabulary covers an area of approximately 1,907 square kilometres. The county's resident population is 1.4 million, but this greatly increases during the summer months with an influx of visitors to resorts such as Blackpool, Lancaster and Morecambe, and to the Pennine foothills. Approximately 6.6% of the population of Lancashire is from black and minority ethnic groups - a significant increase since the last census (2001). The geography varies from the West Coast, with its large agricultural areas and tourist resorts, to moorland farming areas in the east.

Lancashire is one of the most populous and urbanised shire counties in Britain. In all, some 8 million people live within 50km of the county in one of Europe's most densely populated areas.

The county has a significant transportation network, with five major motorway links, namely the M6, M61, M55, M58 and M65. It also accommodates the busy ports of Heysham and Fleetwood, together with the main West Coast railway line. There has also been a steady increase in air traffic, with the expansion of Blackpool Airport.

Lancashire Constabulary currently employs 3,618 police officers, 1,897 police staff, 345 special constables, 161 police community support officers (PCSOs) and 394 volunteers. A total of 20.4% of police officers are female and 2.2% of police officers are from a minority ethnic background.

The constabulary headquarters are situated in Hutton, near Preston, one of the newest cities in the United Kingdom. The constabulary comprises six territorial divisions, or basic command units (BCUs), which are coterminous with the district councils and crime and disorder reduction partnerships (CDRPs). A seventh division provides specialist operational support to frontline officers across the county. Each division is headed by a chief superintendent, who is responsible for the delivery of targets within that division.

The Association of Chief Police Officers (ACPO) team consists of Acting Chief Constable Steve Finnigan, a deputy chief constable (DCC), an assistant chief constable (ACC) (operations), an ACC (criminal justice and standards), and a director of resources.

The chair of the police authority, Councillor Malcolm Doherty, has recently taken over the position from Baroness Ruth Henig, who had previously held that role since 1988. In Brian Aldred the authority has one of the first chief executives to be appointed in the country.

In terms of resources, Lancashire argues that it is funded poorly, with expenditure in terms of the precept the fourth lowest of all shire forces in 2005/06. The constabulary has made numerous efficiency savings over the past few years, indeed reducing the HQ budget in real terms by over £8 million in seven years.

Following recognition from HMIC last year that Lancashire Constabulary was one of the best performing forces in the country, the opportunity was taken to emphasise the commitment to

continuous improvement and innovation through the reinforcement of the constabulary 'Ambition', which is to be the best police service in the country. The five critical success areas that make up the Ambition – leadership, community engagement, delivering results, communications and resource management – were given further definition and cascaded through Chief Constable road shows across the force.

The principle of continuous improvement is now firmly embedded, with self-assessment using the European Foundation for Quality Management (EFQM) Excellence Model fully integrated within the annual divisional/departmental planning process. The constabulary achieved recognition for its commitment to continuous improvement by winning the Best Public Sector Organisation in the North West award in November 2004.

Lancashire's policing style is geographically based, with an emphasis on partnership and problem solving coupled with tight performance management. It has fully embraced the use of the National Intelligence Model (NIM) and has developed an IT framework to support the real-time briefing of frontline officers. This briefing system, SLEUTH, has received endorsement from the Police Information Technology Organisation (PITO) as national good practice as a means of briefing.

The constabulary has a history of leading new initiatives. It was the first force to implement Airwave, was a pilot force for the NIM, is a national reference site for problem oriented policing, and was one of the pilot forces for the National Reassurance Policing Programme (NRPP). This has led the constabulary to devise the police and communities together (PACT) initiative, which is a consistent approach to identifying and dealing with neighbourhood priorities. Similarly, the constabulary has been quick to embrace the police reform agenda with regard to the wider police family, and has made increasing use of PCSOs, volunteers and accredited organisations. Automatic number plate recognition (ANPR) is also extensively used on each division, as well as throughout the motorway network.

During 2005 the constabulary was awarded a UK commendation for Operation Nimrod, which is a constabulary wide plan to reduce open drug markets. A further problem solving initiative has been to reduce the incidence of 'missing from homes'. This and another project were two of the five finalists in the international Goldstein Awards. Initiatives such as the Tower Project have been recognised as an innovative way of reducing acquisitive crime relating to class A drugs, and have received national acclaim.

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

1   Citizen Focus (Domain A)

The Chief Constable is the constabulary diversity champion and demonstrates a strong personal commitment to fairness and equality issues. Lancashire Constabulary is working towards making the race equality scheme (RES) part of mainstream neighbourhood policing, taking on board diversity, equality and fairness. There is recognition that the core skills in diversity are the same as the core skills in neighbourhood policing and quality.

Lancashire Constabulary is well advanced in developing its approach to neighbourhood policing and is seen as the national lead in this area. Work carried out on PACT and the NRPP has enabled the constabulary to develop knowledge and good working relationships with partner agencies.

The Quality Counts programme is a fundamental element of Lancashire Constabulary's policing equation, alongside neighbourhood policing and diversity.

1A   Fairness and Equality

Good

Strengths

- The Chief Constable's priorities of quality, neighbourhood policing and diversity are all intertwined. Community and race relations issues are managed using NIM processes – making the language of delivery consistent with that of other force delivery mechanisms. The Chief Constable is the constabulary diversity champion.

- Objectives relating to diversity appear in chief officer performance development reviews (PDRs). Diversity is included in the constabulary control strategy – reviewed by chief officers monthly and discussed at the strategic tasking and co-ordination group (TCG). The constabulary has introduced the Diversity Excellence Model; strategic and local independent advisory groups; a cross cutting review of racism in the constabulary, and the gender agenda review, and is a pilot force for the sexual orientation initiative. The ACC (operations) reviews hate crime performance during the divisional quarterly reviews.

- The Chief Constable includes diversity issues when undertaking the Constabulary 'Ambition' road shows, and discusses diversity at staff appointment and promotion meetings. The deputy chief constable has made keynote addresses at internal and external diversity events.

- The Diversity Excellence Model has been trialled in northern division. The results have been shared across the constabulary in a seminar for diversity champions. The 2005–08 RES has been managed and introduced through a specific strategy group chaired by the Chief Constable. Under the strategy group is a working group undertaking the relevant development activity. This high level of both strategic and tactical activity ensures that the approach to race equality is compliant with the Race Relations (Amendment) Act 2000.

- The community and race relations strategy steering group holds operations managers and diversity champions to account for performance, within a rigid and

robust performance management framework for community and race relations indicators that stretch beyond HMIC section 95 returns. This work is witnessed by independent advisory group (IAG) members and the police authority. IAGs are present at both headquarters and on the BCUs, and play a significant part. There are additional processes within divisions and departments, e.g. quarterly performance reviews, tactical tasking and co-ordination, strategic tasking and co-ordination, an equality and diversity action group, and RES steering and working groups.

- The constabulary has developed a comprehensive community and race relations (CRR) strategy and has been involved in the CDRP's racial harassment group. The constabulary acted as host agency for the CDRP's jointly funded racial harassment self-referral officer, and also for a similar post designed to reach out to gay and lesbian communities.

- Joint working on diversity is taken forward through the Multi Agency Partnership for Eliminating Discrimination (MAPfED). The constabulary has a key role on this.

- The Chief Constable chairs key strategy groups, including the CRR strategy steering group and the RES steering group. The director of resources is a member of the Home Office Lawrence Steering Group sub-group on recruitment, retention and progression, and was involved in the drafting of *Breaking Through*, the action plan to promote minority ethnic employment in the police service.

- All recommendations from HMIC reports and the Stephen Lawrence enquiry have been included in the CRR strategy. *The Secret Policeman* initiated an internal cross cutting review of services for race issues. The resultant action plan was overseen by lay advisors and the police authority; all actions are now complete. The CRR strategy has been revised to become NIM compliant.

- The integrated competency framework (ICF) has been adopted. All new PDR profiles are based on the ICF and all these profiles contain 'respect for diversity' behaviour and promote 'equality, diversity and human rights' activity. A comprehensive modular training programme addressing diversity is ongoing, and includes specific inputs on the Race Relations (Amendment) Act 2000.

- Diversity is a golden thread that explicitly runs through all training provision. Community members are involved in training design, delivery and evaluation as a part of the community and race relations quality assurance panel, which includes police authority members. Stop and account training, relating to situations where members of the public are asked to stop and account for their actions but are not searched or arrested, includes a re-emphasis of roles and responsibilities regarding the quality of interaction.

- PACT is a structured engagement strategy with public meetings and citizens' panels for all community beat managers (CBMs). PACT addresses the top three local community issues and includes non-geographic communities, including hard-to-reach groups. These currently include gay, lesbian and youth. The issues feed into the BCU tasking process and are included in the operational briefings that drive police activity.

- Tactically, divisional minority teams analyse local tensions and respond accordingly. The constabulary's critical incident processes are clearly determined and effective in this regard. There is also a corporate risk assessment model based on economic, racial, political, social and criminal factors that we use to test community tension.

- The impact assessment under the RES and its associated processes for policy renewal ensure that policy owners retain responsibility for all policies under their governance. Policy owners are required to maintain an overview of these with regard to effectiveness overall. Policies are listed and published under the RES processes.

- The constabulary is Independent Police Complaints Commission (IPCC) compliant and is audited by the police authority quarterly. The authority also conducts dip sampling of cases, and representative groups are consulted and given access to cases. All investigators have been trained in complainant care, proportionality and diversity. The training was delivered with the participation of the IPCC and the Lancashire Black Police Association (LBPA).

- Discretionary powers that affect cohesion, such as stop and search, are subject to local scrutiny for disproportionality and issues highlighted at the CRR strategy steering group.

- Through the diversity champions the constabulary is currently conducting more in-depth qualitative and quantitative research to better understand stop and search figures and other areas of apparent disproportionality. Current performance shows that the arrest rate is near parity for the two ethnic groupings of white and minority ethnic, so the data does not suggest disproportionality in respect of the outcomes of stop and search.

- Robust monitoring mechanisms are in place within divisions. These are to be further enhanced by IT solutions through developments emanating from the Stops project. This is supported by a quality assurance process that includes re-contact with stop and search subjects, checking of grounds/object of searches, and the provision of feedback through supervisors.

- All relevant performance data is available throughout the constabulary on a real time basis. At quarterly performance reviews and the CRR strategy steering group, performance is analysed and actions are taken, where viable, to resolve disproportionality. Diversity champions are responsible for this work.

Areas for Improvement

- Lancashire Constabulary has identified a disproportionately high number of complaints against black and minority ethnic officers. This issue has also been raised by the LBPA. The constabulary is in the process of commissioning independent research to investigate the reasons for this situation. The issue of disproportionality was highlighted by the Morris Enquiry. Of concern to the Constabulary is not disproportionality among internal enquiries, but rather the number of complaints from members of the public.

- A number of performance indicators in respect of fairness and equality, including the percentage of victims of racist incidents satisfied with the overall service provided by the police, are below the MSF average and need to show improvement.

- The number of racially or religiously aggravated offences per 1,000 population increased during 2004/05 and was above both the MSF and national averages.

1B Neighbourhood Policing and Community Engagement | Excellent | Improved |

Strengths

- A programme board was set up at the end of 2004 to oversee the development of neighbourhood policing. The work carried out on the NRPP pilot scheme, and that done on PACT, will shape what neighbourhood policing will look like together with the Lancashire Constabulary brand. Good progress has been made with PACT, evidenced by good feedback from the community, the Government Office for the North West (GONW), partners and the police authority. PACT will provide a significant building block for the development of neighbourhood policing. The two NRPP project areas within the constabulary have provided a good understanding of the issues around neighbourhood policing.

- All of these developments, together with work on the extended police family, clearly demonstrate that Lancashire Constabulary is well placed to move forward on this area. The constabulary is represented at chief officer and chief superintendent level on groups that shape the national neighbourhood policing agenda.

- The Chief Constable's priorities of quality, neighbourhood policing and diversity are intertwined. CRR issues are managed using NIM processes, making the language of delivery consistent with that of other constabulary delivery mechanisms. Neighbourhood policing is seen as the key mechanism for delivery, and quality improvements are sought in other business areas – e.g. call handling – to increase its effectiveness.

- PACT is a structured engagement strategy with public meetings and citizens' panels for all CBMs in the first week of every month. Communities are invited to task their local CBM (and agencies if appropriate) with up to three of their local issues each month. A team headed by the ACC (operations) meets monthly to develop and progress PACT.

- Community engagement is a priority of the constabulary's 'Ambition'. There is an independent advisory group (IAG) at headquarters level and local IAGs in each BCU.

- Each BCU has both diversity and community engagement champions. Training is delivered to police and partners in respect of its expectations and aims.

- The Constabulary has been active in supporting the development of the partnerships, in providing officers for meetings, and in agreeing actions for the community safety strategies. The emphasis on using problem oriented partnerships (POPs) locally has fitted well with the constabulary's wider work in this area, making progress towards working collaboratively to reduce crime and make the best of the available resources. The constabulary holds an annual POP conference, and has gained recognition in national and international problem solving events such as the Tilley and Goldstein awards.

- The constabulary has a geographic local focus within a corporate framework with

tiered devolvement down to neighbourhood level, properly servicing local demands and building structures and systems to accommodate this. At the corporate level resources are managed and made available to BCU commanders, who ensure the correct fit with neighbourhood policing requirements.

- The annual policing plan and BCU annual plans support and reflect the same priorities as the community safety partnership audits, which include public consultation exercises. The current CDRP strategies reflect policing targets; PACT addresses the top three priorities or local issues for each CBM every month and has been extended to include non-geographic communities.

- A multi-agency data exchange (MADE) has been set up for all agencies, and is reviewed and updated every three months. This is used as a mapping and profiling tool and contains data at ward level from sources such as the police, the local authority, fire and rescue, health services, ambulance services and census data.

- PACT issues feed into BCU tasking and are used for daily briefings, which drive police activity in geographical areas via the SLEUTH operational information system. Multi-agency partnership (MAP) teams attend BCU tasking and co-ordination meetings. Community intelligence from these processes is fed into the constabulary intelligence systems.

- The police authority provides an opportunity to influence BCU priorities and service standards during its annual consultation exercise with elected members and other stakeholders.

- Lancashire Police Authority has embarked on a pilot local policing board project to trial new structures for police accountability. This is in response to an initiative of the Association of Police Authorities, which aims to test out new models for police scrutiny at a level between the local neighbourhood and the police force as a whole. In Lancashire, structures already exist for the police authority to hold the Chief Constable to account for overall constabulary performance, and the PACT initiative created strong public accountability at neighbourhood level for beat managers and PCSOs. The project aims at accountability at the BCU level.

- The constabulary and police authority regularly conduct the 'OPINION' citizens' panel survey among Lancashire residents, canvassing confidence levels, quality of service expectations and views on budget allocation. The last 'OPINION' survey included questions to inform the CDRP audit, which influenced local CDRP strategies. Further monthly consultation takes place at neighbourhood level at the PACT meetings.

- At the neighbourhood level, Lancashire Constabulary is working with Councils to develop local service level agreements, e.g. for the Talbot and Brunswick integrated neighbourhood improvement area, and was instrumental in the introduction of the Brunswick and Ingol NRPP projects and their subsequent extension in Revoe.

- The constabulary has committed police resources to multi-agency teams to address significant issues, e.g. the Tower and Axis projects to address reoffending, and MAP community safety teams.

- The community volunteer project has recruited 394 people, 69 of whom are CBM assistants. A further 18 volunteers implement community road watch schemes. The Neighbourhood Watch forum represents 1,822 schemes.

- Lancashire Constabulary has 11 community safety accreditation schemes. The constabulary was the first in the country to accredit a private security company, a housing association and a fire and rescue service. The constabulary has piloted the role of six emergency services community support officers (ECSOs) who represent police, fire and ambulance services. The constabulary has 161 PCSOs, all delivering neighbourhood policing, with an additional 57 to be recruited.

- Lancashire Constabulary has appointed a corporate marketing and media manager who manages its communications plan. The plan covers the general principles of how the constabulary will carry out its communications and marketing functions consistently across the organisation, in order to raise the profile of the constabulary and aims to inform, reassure and raise the confidence of its target audiences about the services it provides. The joint police/police authority newspaper *Newsbeat* is delivered to every household in Lancashire twice a year.

- The constabulary uses a corporate risk assessment model, based on economic, racial, political, social and criminal factors, to test community tension. The POP problem oriented partnership approach is used to deal with emerging situations.

Areas for Improvement

- Lancashire Constabulary is well advanced in developing its position on neighbourhood policing. It recognises that the neighbourhood policing project is actually about a change in mind-set, and not merely an extension of community beat management. The constabulary intends to make neighbourhood policing systemic to the organisation as a whole. It is taking its time to get this issue right, and to build on what it already has. The constabulary sees the importance of building on the work in neighbourhoods by other agencies, and is looking at contributing to agendas such as regeneration and neighbourhood renewal.

- Lancashire Constabulary is developing the organisation, including its partnerships, to encourage people to work outside the way in which they were 'brought up', to avoid silos and promote an organisation wide buy in to neighbourhood policing.

Good	**Stable**

1C   Customer Service and Accessibility

Strengths

- The Chief Constable is the lead on directing the constabulary's Quality Counts programme. He is also chair of the ACPO standards and quality committee.

- The Quality Counts programme is the Lancashire Constabulary approach to raising quality standards. The programme involves work across the constabulary, including training, PACT, diversity, PDR, and call management. The e-policing agenda is driven by the steering group and is on target to deliver all relevant services electronically, including alternative means of contact. The programme particularly addresses the follow-up and feedback process.

- The constabulary has undertaken the impact assessment for the quality of service commitment, and the implementation plan is due to be completed within the deadlines set by the Home Office. The constabulary is confident it will have implemented all of the recommendations by the deadline of November 2006.

- The constabulary priorities of quality, neighbourhood policing and diversity are intertwined. Community and race relations issues are managed using NIM processes – making the language of delivery consistent with that of other constabulary delivery mechanisms.

- The Burglary Project has redefined the process of investigating burglary and has now been extended to all victim centred encounters. Emphasis has shifted from servicing indicators to delivering a quality service. The facilitated presentation of performance to the strategic tasking and co-ordination meeting has, for the last four years, included service user satisfaction alongside the reduction and investigation of crime. The NRPP has also now been linked to lessons learnt on customer satisfaction to inform decision making within the NIM.

- The 'OPINION' survey, call handling quality assurance reports, and feedback from local questionnaires inform the performance management process, which is integrated with the NIM structures. In addition, the Burglary Project has broken new ground in understanding customer needs and tailoring appropriate responses. The constabulary can now prove that police activity increases satisfaction and confidence.

- All first-line contact staff have been trained and provided with material that supports the delivery of quality services. The approach that was originally developed under the Burglary project has now been extended to other service users.

- The constabulary recognised that the greatest concern among communities and stakeholders was call handling. This shaped the public assistance and service standards (PASS) protocols, which have been associated with improvements in performance and perceptions of call handling.

- During each quarterly performance review the ACC (operations) discusses the

current standing of the division with regard to public satisfaction levels, as measured in the police authority's surveys. The divisional commander's PDR review immediately follows, and community engagement, customer service and improving satisfaction all feature.

- Satisfaction surveys are carried out on an ongoing basis for call handling and communications: every week a sample of callers for each division is polled by telephone. A report is produced twice a year for each division and includes a public satisfaction section. This is discussed with the local commander, initially by the superintendent (communications) and at the next quarterly performance review by the ACC (operations). The constabulary believes that this process has contributed towards performance improvements, by promoting an understanding of the outputs that are most strongly associated with service user satisfaction outcomes.

- All chief officers have a programme of personal visits to victims and callers for service, from which they give direct feedback for service improvement. A programme of focus groups and telephone surveys has helped to develop an understanding of service user needs across all ranges of police activity. The Chief Constable has an ongoing web chat with the public via the constabulary website.

- The constabulary conducted a 'mystery shopper' exercise, engaging the services of an external company. Police stations received 160 visits, with a focus on customer service rather than integrity testing. The feedback on the customer service issues was good.

- The constabulary website development programme is integral to the corporate communications plan. The website includes corporate email for open access to the constabulary.

- New corporate identity guidelines have been commissioned; these will include consistent styling for customer areas. The five-year estates accommodation strategy, founded on the need to support front-line policing, was approved in 2001. The strategy includes a commitment to a corporate identity for the constabulary within the public enquiry areas, and has been aligned with the constabulary's move towards compliance with the Disability Discrimination Act. With over 94% of visitors currently able to access a police station, the constabulary is compliant with the Act as far as is practicable at present.

- The constabulary is embracing joint service and partnership working. Notable recent examples of this are the proposed community contact centre in Lytham, which will be accommodation shared with the local borough council, and a CBM base in a major new health and leisure centre development in Burnley. Discussions are in the early stages regarding the provision of a CBM/PCSO base within secondary schools – an initiative that is being piloted in Pennine division.

- By December 2004, under the constabulary's volunteer programme, 321 volunteers were contributing 2,670 hours per month. These focused primarily on updating callers for service (as per the quality of service commitment) and providing administrative support for CBMs, as well as extending the opening hours of police stations.

- All BCUs have prearranged surgery systems for non-urgent calls. The PACT programme ensures that all communities in Lancashire have an open surgery in the first week of the month for police and partner agencies.

- NRPP sites have 'one stop shops' and joint tasking. A multi-agency 'one stop shop' domestic violence unit is being piloted in Lancaster city centre. This will be a 'proof of concept' for a family justice centre/public protection unit.

Areas for Improvement

- The percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions who were satisfied with the overall service provided was in line with the MSF average. Making contact with the police, action taken by the police, treatment by staff and being kept informed of progress had satisfaction levels slightly below the MSF average – though in line above the national average – and the constabulary needs to show improvement in these areas.

- The percentage of victims of racist incidents satisfied with the overall service is below both the MSF and national averages and needs to improve.

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 gradings for each force and, in addition, a national thematic inspection 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)

Lancashire Constabulary has seen a slight increase in overall crime during 2004/05, which puts it above both its MSF average and the national average. The increase follows on from an increase in 2003/04.

The key crime categories of domestic burglary, robbery and vehicle crime have all seen reductions during 2004/05, with particularly impressive reductions in domestic burglary. There remains a need to focus on violent crime, including violent crime committed under the influence of alcohol. The constabulary has been assessed as fully compliant with the National Crime Recording Standard (NCRS).

Lancashire Constabulary has a number of effective partnership arrangements in place in respect of hate crime.

There is active chief officer commitment to partnership working and the constabulary is a member of the strategic crime reduction partnership involving partners at all levels, including GONW.

2A   Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Stable

Strengths

- On taking up his post the Chief Constable retained the lead in respect of diversity issues, demonstrating a strong personal commitment to this area.

- BCU commanders are held to account for hate crime through the strategic TCG and the CRR steering group. Each BCU has, within the senior management team (SMT), a dedicated diversity champion who oversees all hate crime and provides proactive leadership.

- The policing plan has a specific objective to reduce and investigate crime, giving emphasis to crimes arising from prejudice.

- Hate crime is examined as a discrete subject in all quarterly performance reviews by the ACC (operations).

- BCU level weekly threat assessments and tension indicators inform the tasking process.

- Effective self-reporting and third party reporting systems are in place, including Islamophobia reporting packs. IAGs are in place across the constabulary.

- There is clear evidence of effective multi-agency working with a number of agencies, including MAPfED in Lancaster and Operation Middle Walk, a multi-agency POP to address violent crimes against gay men.

- The constabulary has been proactive in supporting a multi-agency domestic violence support centre, which engaged a local TV personality to promote the initiative.

- The percentage of reported domestic violence incidents with a power of arrest where an arrest was made increased from 78.3% to 86.9%. This was significantly above both the MSF and the national averages. The constabulary has part funded the county domestic violence co-ordinator's post to work on an enhanced strategy and harmonise the work of multi-agency partners. The percentage of partner-on-partner violence remained static.

- The percentage of racially or religiously aggravated offences detected increased during 2004/05 and remains significantly above both the MSF and national averages.

Areas for Improvement

- Publication of a revised hate crime policy has been delayed, awaiting publication of the ACPO hate crime manual. While appropriate, this should not be an undue delay.

- The number of racially or religiously aggravated offences has increased and is above the MSF and national averages.

- Lancashire Constabulary treats domestic violence seriously and has an appropriate domestic violence policy. However, there is acknowledgement that more needs to be done and a review is to be undertaken around the areas of reporting and intervention.

| 2B | **Volume Crime Reduction** | | **Fair** | **Stable** |

Strengths

- Lancashire Constabulary continues to take an intelligence-led approach in support of a problem solving philosophy. There are numerous examples of problem oriented policing initiatives, e.g. Bin the Banger, which targeted abandoned vehicles.

- The NIM is embedded at both constabulary and divisional level with effective briefing and tasking of staff. SLEUTH is a very effective self-briefing tool that has been recognised as good practice.

- The constabulary crime strategy has been subsumed into the control strategy with the move to full NIM compliance. The control strategy has been amended to include criminal damage and anti-social behaviour in response to the Public Service Agreement 1 (PSA 1) target and the crime and disorder strategies. The strategic crime reduction board provides a clear focus on this area.

- There is active police authority involvement in target setting and in the monitoring of performance in respect of all key performance indicators. This is evident through the stretch targets for a reduction in street crime.

- The constabulary has an effective performance management system in place to monitor and address performance on a constabulary, divisional and CDRP basis. Constabulary and divisional priorities are identified and differentiated targets set as appropriate.

- The key crime categories of burglary, robbery and vehicle crime all show a year-on-year fall in the number of offences recorded during 2004/05, with all three remaining below the MSF and national averages. These reductions are year-on-year reductions; the reduction in burglary of 24% is particularly impressive, building on what was already the lowest level for 15 years.

- The percentage of domestic burglaries where the property has been burgled in the previous 12 months fell during 2004/05 and was below both the MSF and national averages.

- The constabulary set long-term targets based on the 1998/99 baseline assessment in respect of domestic burglary, robbery and vehicle crime. All targets have been achieved ahead of schedule.

- Operation Nimrod, a county-wide operation targeting drug dealers; the effective targeting of persistent and prolific offenders; and the 'three strikes and you're out' sentencing policy are key initiatives that continue to contribute to the reduction in key crime offences.

- A partnership led initiative, Nightsafe, aimed at designing out alcohol related crime, continues to target violent crime. However, the constabulary acknowledges that more needs to be done in this area.

- Lancashire Constabulary has been proactive in the issuing of fixed penalty notices for disorder offences.

Areas for Improvement

- Total crime recorded increased slightly in 2004/05, following on from an increase in 2003/04. Performance now shows the constabulary above both the MSF and national averages.

- The increase in total crime is in the main attributed to a substantial increase in violent crime (17%), part of which is acknowledged by the constabulary as a true increase. Approximately 80% of violent crime involves other wounding, common assault and harassment. Violent crime is now above both the MSF and national averages.

- The key crime category of violent crime, and in particular violence committed in public while under the influence of intoxicating substances, needs to be addressed and show improvement.

2C   Working with Partners to Reduce Crime

Good	Stable

Strengths

- There is active chief officer commitment to partnership working and the constabulary is a member of the strategic crime reduction partnership involving partners at all levels, including GONW.

- The constabulary is well reported on by all partner agencies. The Southern BCU inspection report highlighted a strong commitment to partnership working, with a number of effective initiatives in place.

- In support of bidding for funding, the constabulary employs a commercial development officer. The Lancashire Partnership Against Crime provides support for match funded initiatives.

- Lancashire Constabulary has an established problem solving philosophy that makes effective use of partner agencies and the community. The constabulary has received national and international acclaim for its approach to problem solving, and was described by Professor Herman Goldstein as a world leader in problem solving.

- All 14 CDRPs have drugs as a priority and have established thematic sub-groups dealing with issues such as drug and alcohol misuse. The constabulary is fully engaged with the county drug action team, which is chaired by a chief officer.

- GONW highlights a number of examples of good practice emanating from the constabulary e.g. the Tower Project (independently evaluated by Huddersfield University, which has had a significant impact on offender behaviour.

- The National Centre for Policing Excellence (NCPE) assessment of the constabulary identified the continued development of access to knowledge products and the improved ability to maximise the benefits of information sources. The installation of IT links in prisons to provide direct access to prison liaison officers was seen as representing good practice.

- Lancashire has an effective performance management framework that reports at constabulary, BCU and CDRP level. CDRP targets form part of the BCU policing plans and are subject to scrutiny and review through the quarterly performance review process.

- In the Southern BCU inspection Her Majesty's Inspector of Constabulary commended the POP approach within the unit BCU. POP in Southern BCU is considered to represent good practice. The report stated: 'Overall, partnership working in the Southern BCU is effective and particularly strong in the West Lancashire area. There is a mutual respect between the BCU command team, local authority executive members and other partner agencies. Each area has a dedicated community safety officer and there is every indication that partnership working will go from strength to strength in all three areas.'

Areas for Improvement

- Total crime recorded increased in 2004/05, following on from an increase in 2003/04. Performance now shows the constabulary above both the MSF and national averages.

- The key crime category of violent crime – and in particular violence committed in public while under the influence of intoxicating substances – needs to be addressed and show improvement.

3   Investigating Crime (Domain 2)

Serious and organised crime features prominently in the Lancashire Constabulary strategic assessment. There is evidence that the constabulary has recognised the threat posed by level 2 criminality and actively seeks intelligence from a wide range of sources.

BCU commanders are held to account for hate crime through the strategic TCG and the CRR steering group. Each BCU has, within the SMT, a dedicated diversity champion who oversees all hate crime and provides proactive leadership.

In respect of volume crime investigation the HMIC crime detection reconnaissance highlighted a number of strengths, including the strong leadership of chief officers.

3A   Investigating Major and Serious Crime

Good

Strengths

- The constabulary has a detailed major investigation policy based on the major investigation manual. All major investigations are subject to appropriate review by chief officers. Lancashire Constabulary has adopted the operational principles set out in the ACPO murder investigation manual.

- Lancashire Constabulary is represented on a regional review group, ensuring the sharing of experiences and good practice.

- The constabulary has drawn up a definition of a critical incident, and this is available to all staff through the constabulary intranet. The PIVOT process is used to manage all critical incidents.

- Dedicated teams are in place in respect of the investigation of major and serious crimes. These teams comprise senior investigating officers (SIOs), deputy SIOs, office managers, and staff trained in the Home Office Large Major Enquiry System (HOLMES). They are supported by BCU personnel as appropriate.

- Major incident room standard administrative procedures (MIRSAP) have been adopted by the constabulary.

- An SIO team expansion programme has recently been undertaken to increase operational effectiveness. The constabulary has suitably equipped incident rooms in all the BCUs. The investment at Chorley police station is particularly praiseworthy.

- The constabulary's response to the Morecambe Bay tragedy (Operation Lund) has received local and national praise. Community impact assessments are undertaken as appropriate.

- Lancashire has dedicated incident managers on duty at all times to provide initial guidance and direction to all major or critical incidents. The introduction of a night

cover detective inspector aids the quality of the initial investigation of any crime or incident.

- On-call arrangements are appropriate in respect of SIOs senior investigating officers, negotiators, sexual offence trained officers, etc. This was evident in the constabulary's response to a kidnapping (Cunningham case).

- Lancashire Constabulary runs the SIO nationally approved module course. The constabulary is moving to an accredited one-stop model of training from September 2005.

- Financial management information is provided to BCUs and SIOs, with appropriate cost breakdowns for all investigations.

- Performance returns at the end of 2004/05 show improvements in detection rates for attempted murders, blackmail offences, manslaughter and rape. Performance was stable in respect of detections of murders and abductions, while the reduction in detection rate for kidnap still saw the constabulary above the MSF and national average. Lancashire Constabulary performs at a level higher than the MSF mean for all areas of detections for major and serious crime.

- The HMIC protective services review noted the following:

  - Homicide does not feature in the level 2 strategic assessment as a standalone issue. However, the focus of the strategic assessment is on major crime issues (e.g. terrorism, class A drugs and violent crime) and the homicide implications feature as part of the intelligence focus of the constabulary as a whole.

  - The force major incident team has demonstrated an ability to meet extraordinary demand, although the proactive capacity of the constabulary was significantly reduced.

  - The constabulary has considerable interoperability of internal intelligence systems via SLEUTH, the CLUE shared intelligence database, and INTEL2. A multi-agency data exchange is in place with some non-law-enforcement partners.

  - The process of Osman warnings is understood and actioned via the threat assessment document. This is a comprehensive threat assessment model used by staff at all levels and readily available via the intranet.

  - Lancashire Constabulary actively gathers intelligence and assesses risks via continuous community tension monitoring. This is considered at biweekly scanning meetings, which have a broad membership (including Special Branch) and are documented and monitored. Resources are moved in line with demand or increased tension.

  - Integrated emergency plans are developed by the local resilience forum, the Lancashire Major Incident Co-ordinating Group. Data is shared between non-law-enforcement partners through MADE. The constabulary is leading a multi-

agency project to identify the top 100 vulnerable families in Lancashire to enable multi-agency activity to be targeted towards the most vulnerable members of the community.

− Rehearsed contingency plans are in place for public order and firearms incidents. IAGs are in place in divisions and at headquarters to help minimise the impact of any escalation. These have been tested in real incidents.

− The constabulary has the capability and capacity to manage a number of simultaneous critical incidents without calling upon mutual aid. No formal protocols exist outside national agreements, with the exception of communications support and dynamic entry capability (Lancashire Constabulary provides a dynamic entry capability to regional forces).

Areas for Improvement

- While the constabulary saw decreases in major and serious crime in respect of murder and manslaughter during 2004/05, both remained above the MSF and national averages. In contrast there has been an increase in rape (5%) albeit this figure is below the MSF and national averages. An increase was also seen in respect of offences of blackmail and kidnapping which the constabulary attribute to a pro-active response to 'bad on bad' incidents.

- The HMIC Protective Services Review identified the following in respect of major crime:

- Formal protocols with neighbouring forces do not exist, with the exception of telecommunications support and standard national mutual aid protocols.

- There is limited intelligence sharing with neighbouring forces.

3B   Tackling Level 2 Criminality

Good

Strengths

- Lancashire chairs the regional strategic and tactical TCGs and the regional intelligence group (RIG). Constabulary NIM products feature in regional and national strategic assessments.

- The ACC (operations) sits on the ACPO NIM implementation team, ensuring appropriate use of NIM in tackling level 2 criminality in Lancashire.

- All chief officers and BCU commanders sit on the level 2 strategic TCG, ensuring a close link between operational intelligence products and performance.

- Lancashire has initiated a number of regional operations, including Operation Lemongrass, Watchman, Vault, and Atlas. Regional ANPR days of action are held as appropriate.

- The identification of criminal networks operating in Lancashire is assessed through the annual strategic assessment. Organised crime groups identified through constabulary and BCU intelligence units are targeted through dedicated source units using the CLUE database to disseminate actionable intelligence.

- The major crime unit financial investigators and asset recovery team target organised crime groups for money laundering, asset recovery and confiscation under the Proceeds of Crime Act. A fraud syndicate tackles level 2 fraud.

- There are a number of examples of cross-border collaboration; Operation Nimrod, which targets open drug markets, has received local and national acclaim.

- The constabulary makes effective use of other agencies. For instance, the probation service and the immigration service have staff based within the constabulary on a part-time basis. A number of joint operations have been undertaken: Atlas, South Carolina, Sycamore and Ruin. The region has established a regional asset recovery scheme, which is led by Lancashire.

- Data sharing protocols exist with both Greater Manchester Police and Merseyside Police to access force intelligence databases, and a protocol with British Transport Police is being established.

- The HMIC protective services review noted the following:

  - Serious and organised crime features prominently in the strategic assessment. There is evidence that the constabulary has recognised the threat posed by level 2 criminality and actively seeks intelligence from a wide range of sources.

  - The constabulary plays a lead role in regional intelligence groups, where intelligence packages are discussed.

- − Lancashire Constabulary has used intelligence products to identify 99 organised crime groups, against which it prioritises operations.

- − The constabulary has committed considerable resources to proactive level 2 capability. However, given the predicted demand, the constabulary only has the capacity to deal with 10% of these groups at any one time.

- Lancashire Constabulary has resourced the Special Branch to accommodate the significant demands placed on it in terms of terrorist activity. All BCUs have terrorism on their control strategies.

- The constabulary has a dedicated witness protection unit in line with national guidelines.

- Lancashire Constabulary has secured 144 convictions at court, with an average sentence of six years' imprisonment. The total value of assets seized amounts to £8.5 million.

- Effective use is made of the Proceeds of Crime Act, with confiscations amounting to £2.8 million; 42 cash seizures totalling £1.98 million; five referrals to the ARA, and six referrals to the regional asset recovery scheme.

Areas for Improvement

- The regional TCG has experienced difficulties in resourcing regional operations. As a result, the TCG suffers from a lack of intelligence products. While this is not the sole responsibility of Lancashire Constabulary, it is an area to be addressed across the region.

- The HMIC protective services review noted the following:

  - − The interoperability of IT intelligence systems between neighbouring forces is very limited and consists of terminals from neighbouring forces (mainly Merseyside) being sited in certain Lancashire police stations.

  - − Lancashire has a comprehensive performance assessment framework, which is used to monitor cost benefit analysis of operations. However, many of the indicators are quantitative in nature and there is little evidence of an outcome focus.

Good	Stable

3C   Investigating Hate Crime and Crimes Against Vulnerable Victims

Strengths

- On taking up his post the Chief Constable has retained the lead in respect of diversity issues, demonstrating a strong personal commitment to this area.

- BCU commanders are held to account for hate crime investigation and detection through the strategic tasking and co-ordination group and the CRR steering group. Each BCU has, within the SMT, a dedicated diversity champion who oversees all hate crime and provides proactive leadership.

- The policing plan has a specific objective to reduce and investigate crime giving emphasis to crimes arising from prejudice.

- Effective self-reporting and third party reporting systems are in place, including Islamophobia reporting packs. IAGs are in place across the constabulary at both constabulary and divisional level.

- There is clear evidence of effective multi-agency working with a number of agencies, including MAPfED in Lancaster and Operation Middle Walk, a multi-agency POP to address violent crimes against gay men. Targets are set for the investigation and detection of hate crime offences and are monitored through the strategic TCG and the CRR steering group and by the police authority. Hate crime is examined as a discrete subject in all quarterly performance reviews by the ACC (operations). BCUs have to demonstrate proportionality in the investigation of hate crime.

- The percentage of racially or religiously aggravated offences detected increased during 2004/05 to 49%, which is above both the MSF and national averages. Race Equality Council racial harassment members of staff work in partnership with the constabulary to gather evidence for the investigation of hate crime.

- Dedicated detectives are in place in relevant BCUs to undertake the investigation of all hate crimes. This is in addition to the minorities teams that are in place in every BCU. All hate crimes are subject to robust assessment and management through the crime management units (CMUs).

- Lancashire has amalgamated the disciplines of domestic violence, child and vulnerable adult abuse and high risk offenders into three geographically based public protection units. The constabulary champion for public protection (DCI level) ensures the effective cascade of policy through monthly thematic practitioner meetings. A suite of performance indicators is to be derived from NCPE guidance.

- The percentage of domestic violence incidents with a power of arrest where an arrest was made increased in 2004/05 to 86.9%, which was significantly above both the MSF and national averages.

- The constabulary has a detailed and professional approach to vulnerable missing persons. This has received national acclaim from a number of bodies, including the National Missing Persons Helpline.

Areas for Improvement

- The number of racially or religiously aggravated offences increased during 2004/05 and is now above both the MSF and national averages.

- The percentage of victims of racist incidents satisfied with the overall service provided is below both the MSF and national averages.

- In a recent BCU inspection Her Majesty's Inspector of Constabulary urged the command team to satisfy itself that the philosophy behind positive action in respect of domestic violence is fully understood by officers, and first line supervisors closely monitor and supervise such incidents.

3D   Volume Crime Investigation

Good	Stable

Strengths

- The constabulary crime strategy is NIM compliant. A minimum standard of investigation policy is applied.

- The HMIC crime detection reconnaissance highlighted a number of strengths, including strong leadership from chief officers; crime registrar's commitment; joined-up IT systems; a detections action plan, Operation Converter; custody reception teams, and the use of penalty notices.

- Lancashire was a pathfinder force in respect of professionalising the investigative process. Central BCU runs a reception desk staffed by a detective sergeant to assist officers and maximise opportunities for detections.

- Operation Converter provides a framework for fast tracking forensic submissions with potential for detections.

- The constabulary has been proactive in the use of penalty notices. This has had a number of benefits, including productivity, efficiency and visibility of operational officers. Notices are targeted at offences such as disorder, criminal damage and shoplifting.

- The ACC (operations) has responsibility for volume crime investigation and undertakes a robust performance review process. Performance also features at the strategic TCG and the monthly 'narrowing the justice gap' meetings.

- Lancashire has undertaken a number of successful operations targeting offenders. Operation Nimrod, aimed at street level drug dealing, has received national acclaim and was commended by the Home Office in the tackling drugs supply awards.

- Effective use is made of ANPR across the constabulary and capacity is provided in all the BCUs. A number of notable arrests have been made.

- The introduction of a night cover detective inspector aids the quality of the initial investigation of any crime or critical incident and provides appropriate support to staff.

- All officers have received training in respect of crime scene management and crime scene preservation, which are included in the ICF. A BCU inspection highlighted clear evidence of this: a police house is set up to simulate a crime scene and is used to test and enhance officers' skills. Her Majesty's Inspector of Constabulary considered this represented good practice.

- A proactive approach is being taken to all aspects of training, with tier 3 interviewing courses commencing in May. Home Office good practice in respect of burglary and violent crime is available to officers. Tier 2 and tier 5 courses are being developed.

- Scientific support takes a proactive approach to informing and educating staff in forensic awareness. Dedicated training sessions are held and use is made of *aides-mémoire* outlining basic crime scene management and the 'dos and don'ts' for the first officer at the scene.

- Lancashire has seen improved performance in respect of the percentage of offences detected in respect of the key crime categories of total crime, domestic burglary, robbery, violent crime and vehicle crime. All categories are above both the MSF and national averages, and with the exception of violent crime all are in the top quartile.

- The sanctioned detection rates for all the key crime categories have also increased, and are above or in line with the MSF and national averages.

- The percentage of racially or religiously aggravated offences resulting in detection, at 49%, shows good performance against the MSF and national averages of 37% and 36% respectively.

- The constabulary has also seen a slight increase in the percentage of notifiable/recorded offences resulting in a charge, summons or caution, or taken into consideration at court, which again is above both the MSF and national averages.

- Lancashire was graded green in the NCRS audit undertaken by the Audit Commission. A rigorous auditing system is in place in respect of NCRS compliance.

Areas for Improvement

- The category of violent crime remains an area of concern for the constabulary and is having an impact on overall performance.

- The constabulary needs to improve customer satisfaction in respect of a number of indicators. In particular, the percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied, very satisfied or completely satisfied with the actions of police in Lancashire Constabulary, while higher than the national average, is lower than the mean for MSFs.

3E   Forensic Management

Excellent	Improved

Strengths

- The police standards unit forensic science assessment for 2004/05 graded Lancashire Constabulary green in respect of the provision of forensic services.

- The business plan sets key performance indicators. Forensic performance is reviewed as part of the ACC (operations) quarterly review process.

- Lancashire has a forensic strategy group that focuses on all aspects of scientific support. Current focus is on the forensic budget and specific major enquiries. The department is striving to achieve cost effectiveness and has developed the capability to carry out in-house screening to ensure a more efficient application of techniques. Scientific support facilities are excellent.

- A quality assurance team has been introduced to review forensic products in-house before they are subject to external scrutiny. The constabulary ensures that all costs are understood and makes effective use of alternative suppliers.

- A tripartite agreement is in place with forensic suppliers and the Crown Prosecution Service (CPS), defining needs and responsibilities.

- All officers have received training in respect of crime scene management and crime scene preservation, which are included in the ICF.

- The inspection of Southern BCU highlighted an area of good practice in the provision of premises for crime scene training for operational officers.

- Lancashire Constabulary is engaged in a facial recognition project with PITO in collaboration with Greater Manchester Police and West Yorkshire police. A project to develop the capacity to take fingerprints in public places using hand held computers is taking place, again with PITO.

- Crime scene investigators have been devolved and are managed within the BCUs. However the management of standards and performance is undertaken centrally in order to ensure corporacy. The use of assistant crime scene investigators is cost effective and also ensures appropriate succession planning.

- A number of key performance indicators show positive performance, including the percentage conversion of fingerprint identifications to total and primary detections; the percentage of DNA primary detections per match, and the percentage DNA total detections per match, all of which were above the MSF and national averages.

- This supported good performance in respect of the percentage DNA and fingerprint recovery from scenes of burglary and from motor vehicles.

Areas for Improvement

- Charging mechanisms have changed and this, together with budgetary restrictions, means that the development of forensic services depends on the constabulary 's ability to drive down costs and achieve a more efficient application of services. The department was significantly overspent at the end of 2004/05. However, the impact of this was reduced by the application of cost controls. The police authority has approved a growth in budgetary provision in this area for the year 2005/06.

- The percentage of burglary dwelling and motor vehicle scenes examined were both below the MSF and national averages.

- Lancashire Constabulary is looking to improve capability and capacity in respect of DNA.

- The constabulary is looking to develop the involvement of scientific support at the planning stage of proactive operations.

- The inspection of Eastern BCU highlighted the need for a review of all aspects of crime scene visits.

3F   Criminal Justice Processes

Good	Improved

Strengths

- The commitment of the constabulary to the local criminal justice board (LCJB) has been recognised. The ACC (criminal justice and standards) leads on narrowing the justice gap and improving the number of offences brought to justice. The head of criminal justice chairs a number of LCJB sub-groups and has line management responsibility for the LCJB performance, communications and administration officers. The ACC is the constabulary representative on the Lancashire youth justice chief officer steering group.

- The effective integration of community safety and criminal justice activity is acknowledged by GONW.

- Criminal justice departments are locally based within the BCUs, with policy and performance issues driven centrally to ensure corporacy. Criminal justice targets are determined at the LCJB and 'narrowing the justice gap' meetings.

- An effective and robust performance review process is in place. Reviews take place every six weeks (one BCU every week) and involve all relevant agencies: the police, the CPS, Probation, Magistrates' Court and Crown Court. The ACC holds quarterly performance reviews. In addition, a six-monthly strategic performance review has been introduced to ensure that a holistic approach is taken to corporate performance across all functions. Criminal justice processes are also assessed through the strategic headquarters TCG.

- The constabulary was set a target of an 11% increase in offences brought to justice for 2004/05. The target was achieved four months early. All criminal justice targets have been met, including the lowest ever ineffective trial rate for both Magistrates' and Crown Courts.

- The HMIC crime detection reconnaissance highlighted a number of strengths, including strong leadership from chief officers, joined-up IT systems, a detections action plan, custody reception teams, the use of penalty notices, and the criminal justice inspector working ethically to push detection boundaries.

- The head of criminal justice has undertaken a fundamental review of all criminal justice processes. Comprehensive procedure manuals are in place and are subject to continuous review. Case building support to operational officers is treated as critical to business success, having previously been identified as an area of concern.

- Lancashire Constabulary continues to pilot a number of national initiatives and seeks to be at the forefront of developments in the criminal justice arena. Recent initiatives include statutory charging across the constabulary; an effective trial management programme; a conditional cautioning pilot; and the introduction of penalty notices. (The constabulary is a pilot for penalty notices for 10 to 15 year olds.)

- The constabulary is well reported on by all partner agencies. There is strong evidence of effective partnership working. An example given was the Tower Project, involving Preston City Council as a provider of advice on welfare benefits and debt. Tower has received national recognition as the best in class at reducing drug related criminality.

- Witness care units are being introduced across Lancashire from February 2005, in line with the No Witness, No Justice provision. In two areas a full witness needs questionnaire is completed for every Crown Court witness or victim. This identifies individuals' specific needs and prompts a tailor-made service.

Areas for Improvement

- The HMIC crime detection reconnaissance highlighted the need for the implementation of a rigorous auditing process that supports detections.

- The constabulary acknowledges that VIPER, the video identification parade electronic recording system, is not as corporate as it could be in terms of quality and standards.

- The inspection of Central BCU highlighted a number of areas for development in respect of offences brought to justice. It is acknowledged that issues that arose related to partner agencies as well as to Lancashire Constabulary.

- There is a planned programme of improvements in respect of custody provision, with an acknowledgement that new operating centres may be required. The inspection of Central BCU recommended a review of the operating procedures and health and safety issues within the custody suite.

- The HMIC Police National Computer (PNC) audit identified the areas of security and training as areas of concern. As a result, the constabulary was graded Fair in respect of PNC compliance.

4 Promoting Safety (Domain 3)

The policing plan has as its headline objective 'to reassure the public'. A programme board was set up at the end of 2004 to oversee the development of neighbourhood policing. The work carried out on the NRPP pilot scheme and on PACT will shape what neighbourhood policing will look like together with the Lancashire Constabulary 'brand'.

There are numerous examples of partnership interventions to address anti-social behaviour, managed through the tasking and co-ordination process. Major among these is Operation Summer Nights, a multi-agency crime reduction and public reassurance campaign to prevent anti-social – particularly alcohol-related – behaviour. It will be running across the whole of Lancashire throughout the summer. Partners include the fire and rescue service, the ambulance trust, the strategic health authority, the coastguard, youth offending teams, the youth and community service, the LCJB, the CDRPs, the CPS and the arson reduction team. This is the first time that all partners have come together in such force to reduce incidents of anti-social behaviour.

4A Reassurance

Good	Stable

Strengths

- The policing plan has as its headline objective 'to reassure the public'. A programme board was set up at the end of 2004 to oversee the development of neighbourhood policing. The work carried out on the NRPP pilot scheme and on PACT will shape what neighbourhood policing will look like together with the Lancashire Constabulary 'brand'. Good progress has been made with PACT, as shown by good feedback from the community, GONW, partners and the police authority.

- Community engagement is a priority of the constabulary's 'Ambition'. There is an IAG at headquarters level and a local IAG in each BCU. Each BCU has both diversity and community engagement champions. Training is delivered to police and partners in respect of their expectations and aims.

- NRPP sites have 'one stop shops' and joint tasking. A multi-agency 'one stop shop' domestic violence unit is being piloted in Lancaster City Centre. This will be a 'proof of concept' for a family justice centre/public protection unit.

- Lancashire Constabulary has appointed a corporate marketing and media manager who manages the constabulary communications plan. All divisions have a press officer, and critical events are managed at an agreed level appropriate to the issue, in line with the media strategy. The NRPP has a strong communication theme, which is measured and audited as part of the project for effectiveness. The joint police/police authority newspaper *Newsbeat* is delivered to every household in Lancashire twice a year.

- The constabulary has a geographic local focus within a corporate framework with tiered devolvement down to neighbourhood level, properly servicing local demands and building structures and systems to accommodate this. At the corporate level

resources are managed and made available to BCU commanders, who ensure the correct fit with neighbourhood policing requirements.

- The NIM underpins the patrol strategy for the constabulary. Strategic and tactical tasking, reinforced at daily tasking meetings, determines which areas are patrolled and at what times, backed up by comprehensive problem profiles that specify the objective of patrol and the activities to be undertaken. The operational information and communications technology (ICT) system SLEUTH provides the framework for communicating patrol plans. It allows activity to be recorded and intelligence accrued for feedback into the NIM.

- CBMs are seen by the constabulary as key to delivering quality policing. Their numbers have been increased by the police authority in the last two years and the constabulary now has a total of 275 posts. The aim is for all ward areas to have a named CBM with responsibility for that area, supplemented by PCSOs. The target for time on beat areas is 90%, and divisions are required to monitor and report on abstraction levels.

- The annual policing plan and BCU annual plans support and reflect the same priorities as the community safety partnership audits, which include public consultation exercises. The current CDRP strategies reflect policing targets; PACT addresses the top three priorities/local issues for each CBM every month, and has been extended to include non-geographic communities.

- A MADE has been set up for all agencies, and is reviewed and updated every three months. This is used as a mapping and profiling tool and contains data at ward level from sources such as the police, the local authority, fire and rescue, health services, ambulance services and census data.

- The Chief Constable's priorities of quality, neighbourhood policing and diversity are intertwined. Community and race relations issues are managed using NIM processes, making the language of delivery consistent with that of other constabulary delivery mechanisms. Neighbourhood policing is seen as the key mechanism for reassuring the public, and improvements are sought in other business areas – call handling, for instance – to increase its effectiveness.

- During each quarterly performance review the ACC (operations) discusses the current standing of the division with regard to public satisfaction levels as measured in the OPINION! surveys. The divisional commander's PDR review immediately follows, and community engagement, customer service and improving satisfaction all feature.

- PACT is a structured engagement strategy with public meetings and citizens' panels for all CBMs in the first week of every month. Communities are invited to task their local CBM (and agencies if appropriate) with up to three of their local issues each month.

- The constabulary recognised that the greatest concern among communities and stakeholders was call handling. This shaped the PASS protocols, which have been associated with improvements in performance and perceptions of call handling.

- The constabulary has been active in supporting the development of the partnerships, in providing officers for meetings and in agreeing actions for the community safety strategies. The emphasis on using POPs locally has fitted well with the constabulary's wider work in this area, making progress towards working collaboratively to reduce crime and make the best of the available resources. The constabulary holds an annual POP conference and has gained recognition in national and international problem-solving events such as the Tilley and Goldstein awards.

- At the neighbourhood level Lancashire Constabulary is working with councils in developing local service level agreements, e.g. the Talbot and Brunswick integrated neighbourhood improvement area, and were instrumental in the introduction of the Brunswick and Ingol reassurance (NRPP) projects and their subsequent extension in Revoe.

- The community volunteer project has recruited 394 people, 69 of whom are CBM assistants. A further 18 implement community road watch schemes. The Neighbourhood Watch forum represents 1,822 schemes. By December 2004, 321 volunteers were contributing 2,670 hours per month, primarily focused on updating callers for service (as per the quality of service commitment) and providing administrative support for CBMs, as well as extending the opening hours of police stations.

- The constabulary was the first in the country to establish an accreditation scheme and accredit local authority wardens. Local authority warden schemes have undergone training provided by the police and attend NIM tasking meetings, where they are tasked and account for their patrol activity. Lancashire Constabulary has 11 community safety accreditation schemes totalling 66 persons. The constabulary has piloted the role of six ECSOs, who represent police, fire and ambulance services.

- PACT issues feed into BCU tasking and are used for daily briefings, which drive police activity in geographical areas via the SLEUTH operational information system. Multi-agency partnership teams attend BCU tasking and co-ordination meetings. Community intelligence from these processes is fed into the constabulary intelligence systems.

- The burglary project has redefined the process of investigating burglary and has now been extended to all victim-centred encounters. Emphasis has shifted from servicing indicators to delivering a quality service.

- The constabulary is embracing joint service and partnership working. Notable recent examples of this are the proposed community contact centre in Lytham, which will be accommodation shared with the local borough council, and a CBM base in a major new health and leisure centre development in Burnley. Discussions are in the early stages regarding the provision of a CBM/PCSO base within several new large secondary schools. This initiative is being piloted in Pennine division.

- The British Crime Survey shows improvement in the levels of reassurance in respect of violent crime and disorder.

Areas for Improvement

- The constabulary is moving to make neighbourhood policing systemic to the organisation. The constabulary is building on what is already in place, and sees the importance of building on the work in neighbourhoods by other agencies, looking at contributing to agendas such as regeneration and neighbourhood renewal.

- Lancashire Constabulary is developing the organisation and work with partnerships to encourage a buy-in to neighbourhood policing.

- The level of special constables in Lancashire Constabulary has fallen and is lower than both the MSF and national means. The recruitment, training and deployment of the Special Constabulary could be reviewed in the context of reassurance policing and community engagement.

- The British Crime Survey shows deterioration in levels of reassurance for people in Lancashire for fear of burglary and vehicle crime. Levels of public concern for all BCS indicators were higher than the MSF average in 2004/05.

| **4B** | **Reducing Anti-Social Behaviour and Promoting Public Safety** | **Excellent** | **Improved** |

Strengths

- The annual policing plan and BCU annual plans support and reflect the same priorities as the community safety partnership audits, which include public consultation exercises. The current CDRP strategies reflect policing targets; PACT addresses the top three priorities or local issues for each CBM every month and has been extended to include non-geographic communities.

- The Chief Constable sits on the chief officers' crime and disorder reduction board, comprising all of the executive level partners. BCU commanders sit on CDRPs and, in many cases, chair them. All CDRPs have a community safety strategy. In virtually every case, anti-social behaviour and reassurance issues feature in the strategy. The strategic crime reduction board has evolved from the street crime initiative and has developed a forum that brings together all the CDRP chairs. The negotiation for PSA 1 has allowed CDRPs and BCUs to analyse criminal damage and less serious assaults as indicators of anti-social behaviour to be addressed in the plans to deliver on target.

- The constabulary uses the scanning, analysis, response, assessment/problem analysis triangle (SARA/PAT) model for problem solving and this is utilised extensively in the operational environment. Management meetings also follow the SARA format and the constabulary maintains a POP database. The constabulary holds an annual POP conference, and has gained recognition in national and international problem solving competitions such as the Tilley and Goldstein awards. Numerous examples exist of evaluated anti-social behaviour operations across the constabulary area. Lancashire Constabulary is viewed as a national leader in POPs.

- PACT is a structured engagement strategy with public meetings and citizens' panels for all CBMs in the first week of every month. Communities are invited to task their local CBM (and agencies if appropriate) with up to three of their local issues each month.

- The Southern BCU inspection report stated: 'Her Majesty's Inspector of Constabulary commends the BCU command team for the introduction of, and ongoing commitment to the PACT meetings.' These meetings are empowering local communities to agree with local officers' policing priorities; they are breaking down barriers to provide strong community engagement and are highly valued by the community. Her Majesty's Inspector considers this to be good practice.

- The constabulary has conducted a Best Value review (BVR) on anti-social behaviour and is using the implementation of the national standard for incident recording to achieve data standardisation, identified as a key issue in the review. Headquarters based solicitors co-ordinate civil Anti-Social Behaviour Order work. A specialist CPS anti-social behaviour prosecutor is in post and is developing Criminal Anti-Social Behaviour Order applications/protocols for the constabulary.

- At the neighbourhood level the constabulary is working with councils in developing local service level agreements, e.g. the Talbot and Brunswick integrated neighbourhood improvement area, and was instrumental in the introduction of the Brunswick and Ingol NRPP projects and their subsequent extension in Revoe.

- The constabulary is embracing joint service and partnership working. Notable recent examples of this are the proposed community contact centre in Lytham, which will be accommodation shared with the local borough council, and a CBM base in a major new health and leisure centre development in Burnley. Discussions are in the early stages regarding the provision of a CBM/PCSO base within several new large secondary schools – an initiative that is being piloted in Pennine division.

- A MADE has been set up for all agencies, and is reviewed and updated every three months. This is used as a mapping and profiling tool and contains data at ward level from sources such as the police, the local authority, fire and rescue, health services, ambulance services and census data.

- PACT issues feed into BCU tasking and are used for daily briefings, which drive police activity in geographical areas via the SLEUTH operational information system. Multi-agency partnership (MAP) teams attend BCU tasking and co-ordination meetings. Community intelligence from these processes is fed into the constabulary intelligence systems.

- Numerous examples exist of partnership interventions to address anti-social behaviour, managed through the tasking and co-ordination process. Major among these is Operation Summer Nights, a multi-agency crime reduction and public reassurance campaign to prevent anti-social – particularly alcohol-related – behaviour. It will be running across the whole of Lancashire throughout the summer. Partners include the fire and rescue service, the ambulance trust, the strategic health authority, the coastguard, youth offending teams, the youth and community service, the LCJB, the CDRPs, the CPS and the arson reduction team. This is the first time that all partners have come together in such force to reduce incidents of anti-social behaviour.

- The community volunteer project has recruited 394 people, 69 of whom are CBM assistants. A further 18 implement community road watch schemes. The Neighbourhood Watch forum represents 1,822 schemes. Volunteers are vetted to a similar standard as full-time staff. By December 2004, 321 volunteers were contributing 2,670 hours per month, primarily focused on updating callers for service (as per the quality of service commitment) and providing administrative support for CBMs, as well as extending the opening hours of police stations.

- The Constabulary was the first force in the country to establish an accreditation scheme and accredit local authority wardens. Participants in the local authority warden schemes have undergone training provided by the police and attend NIM tasking meetings, where they are tasked and account for their patrol activity. Lancashire has 11 community safety accreditation schemes totalling 66 persons. The constabulary was the first in the country to accredit a private security company, a housing association and a fire and rescue service. The constabulary has piloted the role of six ECSOs who represent police, fire and ambulance services.

- The constabulary has 161 PCSOs all delivering neighbourhood policing, with an additional 57 to be recruited.

- The ACC (operations) is the lead officer for road safety and sits on the Lancashire road safety partnership. Road collisions and casualties are discussed at quarterly performance reviews conducted by the ACC. All road safety indicators and targets are considered at strategic and tactical co-ordination groups. The core objective of the strategy is to reduce the number of people killed and seriously injured. The partners take responsibility around enforcement, education and engineering.

Areas for Improvement

- Anti-social behaviour most frequently manifests itself as calls for service logged on communication room systems. There is a need for improved consistency of recording. The constabulary recognised this issue in its BVR of anti-social behaviour. The constabulary postponed its plans to address data quality, pending the availability of the national standards for incident recording. Divisions do use certain incident classifications in target setting, particularly with partners who also provide data, and certain crime types such as damage are used as indicators of anti-social behaviour and are routinely examined in performance management reviews. Nevertheless, a more robust and reliable means of monitoring and evaluation of anti-social behaviour is required.

5   Providing Assistance (Domain 4)

The constabulary has recently introduced a new call management policy, which has been compiled in accordance with constabulary policy management criteria, including full consultation.

The communications plan concerns itself with general principles of how the constabulary should carry out its communications and marketing functions consistently across the organisation, in order to successfully raise the profile of the constabulary and ensure that its many audiences are knowledgeable about, reassured in and confident of about the services it provides.

The constabulary's annual policing objectives were agreed in consultation both with local authorities and with the public, with a high emphasis given to road safety. All CDRPs within Lancashire include community safety strategies with specific road safety objectives.

5A   Call Management

Good	Stable

Strengths

- The constabulary has recently introduced a new call management policy, which has been compiled in accordance with constabulary policy management criteria, including full consultation. The call management policy has a specific procedure concerning incident grading. Referred to as PASS, the procedure outlines five grades of response, with target attendance times. Performance data is being developed and it is intended that it will be available alongside current BCU performance data. The policy clearly states who is responsible for management of incidents and has created a new role of dynamic deployment managers. Response time is agreed with the caller. Recent data, although immature suggests that Lancashire Constabulary is attending in excess of 80% of non-emergency incidents within the agreed time.

- The inspection of Southern BCU noted that operational staff interviewed during the inspection overwhelmingly supported the introduction of PASS. They felt that it placed greater emphasis on quality resolution for the public, and improved prioritisation to ensure that only those incidents where value could be added were allocated to operational staff, freeing up their time for more focused operational activity.

- Integral to the call management policy is a deployment model called the public assistance and service standards protocols, linked to the NIM. This combines to deliver a system called 'directed communications' which also deals with demand management. All operators are multi-skilled and offer a 'one stop shop', and there is a central crime recording bureau, which, along with BCU CMUs, ensures that crime recording standards are maintained. Help desks, surgeries and incident management units are set up as required to meet BCU demand.

- The communications plan concerns itself with general principles of how the constabulary should carry out its communications and marketing functions

consistently across the organisation, in order to successfully raise the profile of the constabulary and ensure that its many audiences are knowledgeable, reassured and confident about the services it provides.

- BCU commanders are responsible for their call management performance and are answerable to the ACC (operations) through quarterly performance reviews. The call management unit has recently moved into the corporate development portfolio and is responsible for the independent monitoring of performance and development of policy and procedure. Therefore, the DCC has chief officer lead over this element. A police authority member has special interest in call management, attends the call management steering group and has responsibility for reporting on performance and development matters to the authority.

- The monitoring of performance is greatly aided by the use of Symposium software, which automatically routes calls to the next available operator, presenting the call as soon as an operator is free.

- Symposium provides daily, weekly and monthly reports on performance from individual to room level. These are used locally and by the CMU to monitor performance. This data forms part of an independent monthly review carried out by the CMU and used by the ACC (operations) at BCU quarterly performance reviews. The data is also fed back via regular meetings between BCU senior managers and the CMU. The information is used for development plans within PDRs.

- Performance targets set in April 2004 are being met. The target for emergency calls was to answer 90% within 10 seconds; performance for 2004/05 was 93.8%. For non-emergency calls, the target was to answer 80% in 20 seconds and at least 90% within 60 seconds; performance for 2004/05 was 85% and 92% respectively. Accountability is achieved through quarterly performance reviews, with each communications room undergoing six-monthly thematic inspections that feed into the review process.

- The constabulary closely monitors abandonment rates, which are in the region of 1% on non- emergency calls after 60 seconds. This compares well with the best performers in the MSF group.

- Satisfaction levels show that 96% of non 999 callers were satisfied with the time taken to answer their call. This is significantly higher than the level that achieved for the previous years. Males and females were equally likely to indicate satisfaction with the time taken to answer their non-999 call. No significant differences exist in the satisfaction levels of different age groups or by ethnicity. Respondents were asked additional questions relating to the call taker and how the call was handled: 94% said it was easy to contact the police, 96% said they were dealt with in a reasonable time and 91% said that the first person was able to take all the details. Some 93% of respondents said their call was taken seriously and 89% said that at the end of the call they had a clear understanding of what the police response would be. Customer surveys of people who have contacted the communications rooms within the previous 24 hours give qualitative information, and this forms part of the performance reviews.

- The Eastern BCU inspection report highlighted the fact that the communications room enjoys a high level of technical and managerial support from constabulary headquarters. This manifests itself in the provision of centralised performance monitoring, clear and unambiguous performance targets, dissemination of best practice, a call allocation and monitoring system, customer/officer satisfaction surveys and consultancy services.

- All call centres have staff levels based on the recognised Erlang formula. Rotas are developed and managed in line with demand. Each centre has a core shift rota, which is supplemented by flexible working arrangements in line with the work/life balance tool kit. Currently overtime accounts for 2.45% of spending on communications.

- Each communications centre is well equipped with IT systems to support the business. Support is provided by in-house ICT and a 24-hour help desk. The constabulary has an e-policing strategy. An external email facility has been delivered and the constabulary intranet system is available to all staff to access information for the public. The constabulary internet site is available for direct access by the public.

- Airwave use is being developed with the fire service to assist in the management of incidents. The Airwave extension scheme is being utilised to allow local authority accredited staff to use the system.

- Voicemail and telephone answering standards are available to all staff via the intranet. Language Line and Type Talk are available to all communications rooms and Minicom is available in two rooms. The call management steering group has strategic overview of all communications issues. The room managers' meeting is a strategic and tactical meeting attended by CMU staff and divisional representatives. The communications user group deals mainly with technical issues.

- Critical incident procedures were developed as a result of public order disturbances in 2001. The definition of a critical incident and the procedures are available to all staff via the intranet. Constabulary incident managers ensure that incidents are dealt with appropriately and contact divisional operations managers or on-call senior officers. Further action is then to be dictated by the operational contingency plan that is appropriate to the incident.

- The constabulary complies with the ACPO security systems policy, and reduced responses to false alarms by 36% in 2003 and 19% in 2004. The constabulary is assisting with the completion of the national call handling standards and will seek to comply with its requirements.

Areas for Improvement

- A review has taken place of the way in which the responses to calls have been graded. The PASS system introduced a five-grade response policy. Some issues remain around level 3 and 4 incidents, particularly in relation to anti-social behaviour.

- The single non-emergency number is being phased in on an incremental basis.

- The constabulary is in the process of implementing the national standard for incident recording.

- The command and control IT system is due to be replaced in 2006/07 and the finance has been set aside to achieve this.

5B   Providing Specialist Operational Support

Good	Improved

Strengths

- G division is an amalgam of the headquarters-based operational departments and has BCU status within the organisation. The main benefit of this arrangement is that a blockage to progress has been removed and any bid from territorial BCUs for headquarters' resources has a single point of contact. Work has been carried out over the last 12 months to provide a performance management framework to monitor activity within the division.

- The ACC (operations) holds quarterly performance review visits with all departments and units within G division, on the same basis as BCU reviews.

- Operations services manage certain specialist resources, which include the air support unit, mounted branch and underwater search. They support the constabulary and BCU priorities through centrally co-ordinated tactical tasking, via the level 2 tactical tasking and co-ordination group (TTCG). Each unit provides a written update on its performance to the TTCG the following month, and quarterly at the ACC performance review. Within the department, the operations support services co-ordinate all specialist resources across the constabulary to provide assistance to territorial divisions. This could include detectives for murder enquiries, level 1 support unit officers, drugs/explosives dogs, and 'missing from home' house managers and police search advisers.

- Lancashire Constabulary's policies are up to date and in line with the ACPO manual of guidance and are available to all staff on the constabulary intranet.

- All firearms officers are selected, trained and assessed in accordance with national standards. The constabulary firearms risk assessment identified areas of vulnerability with regard to selection and assessment of commanders, and decisions have recently been taken to ensure that all those involved in the command of firearms operations are properly selected and assessed in accordance with national standards. All firearms commanders work an on-call rota, which ensures that they are regularly exposed to command and maintain their skills.

- The constabulary's firearms policy includes the need for debriefs of all firearms incidents. Relevant points are recorded and collated by the firearms support group, which conducts a quality assurance process. An electronic recording process is being developed; this which will provide a searchable database of learning points from debriefs and include feedback on performance of all those involved. Constabulary post-incident procedures highlight lessons learnt and these are documented and circulated to appropriate officers.

- Regional collaboration exists in training and operational support in respect of firearms and critical incident response. The North West region has signed up to a mutual aid arrangement with regard to the provision of specialist dynamic intervention-trained officers, complementing the regional course that is run in Lancashire.

- In accordance with the code, Lancashire has nominated the ACC (operations) to lead within the constabulary in relation to operational policy and practice on the police use of firearms and less lethal weapons. There is also a nominated practitioner lead at chief inspector level.

- In completing the threat assessment for the police use of firearms, the constabulary has undertaken a great deal of work in ascertaining the level and nature of threats that it may encounter. Consequently the constabulary is considered to be Good in this area. The requirements of the codes of practice and the constabulary threat/risk assessment are driving a review of firearms provision, which will clearly have an impact on policy, allowing Lancashire Constabulary to be doctrine compliant within the required timescales. Firearms training will be brought into the department in the near future, and a recent review has been sent to the NCPE for quality assurance purposes.

- A BVR of uniformed operational specialists was completed in September 2004.

Areas for Improvement

- The HMIC initial review of Lancashire Constabulary's compliance with the code of practice for the police use of firearms and less lethal weapons graded the constabulary as Fair. The assessment acknowledged that much work is going on with 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.

- HMIC considers the Constabulary's approach to the selection and training of Gold and Silver Commanders to be good. However, the procedure adopted for Bronze Commanders is poor. This is an issue the force should address as a matter of priority. The identification and training of Bronze Commanders was the subject of comment and a recommendation in the Police Complaints Authority's *Review of shootings by the police between 1998 and 2001*.

- The area of particular concern to HMIC is that surrounding the reaccreditation of tactical advisers and Gold, Silver and Bronze Commanders.

- The Central BCU inspection report highlighted the need to improve tasking of specialist resources, e.g. dogs, armed response vehicles and ANPR.

5C   Roads Policing

Good	Improved

Strengths

- The ACC (operations) is a proactive lead officer for roads policing, and has worked alongside roads policing units and ANPR intercept teams heading force-wide operations. The ACC reviews roads policing operations with all divisional commanders on a quarterly basis. Part of this review looks at each BCU's performance in relation to road casualties and 'killed or seriously injured' (KSI) targets. The ACC has launched a number of road safety initiatives over the last 12 months, including drink-driving and mobile phone use campaigns.

- The constabulary's annual policing objectives were agreed in consultation both with local authorities and with the public, with a strong emphasis given to road safety. All CDRPs within Lancashire include community safety strategies with specific road safety objectives. One of the key corporate objectives is to co-ordinate operations aimed at reducing road casualties and changing driver behaviour. Constabulary policy includes adherence to ACPO speed enforcement guidelines and a formal cautioning policy in relation to speed enforcement. Education of offenders is a key strand within the strategy, as is intelligence-led targeting of offenders in relation to both road safety and the use of vehicles to commit crime.

- The roads policing strategy has seen a number of new initiatives, including:

  – a live tetra link to ANPR, which reduces operating costs considerably;

  – the introduction of roadside breath analysis; and

  – an alcohol harm reduction campaign with the drug action team and the NHS.

- Roads policing units within the constabulary are fully devolved to BCUs under the control and direction of each BCU commander. The constabulary has a centralised motorway unit, accident investigation unit and motorway ANPR team. These resources support divisional activity through level 2 tasking. Performance data is reviewed at monthly meetings to ensure that road safety objectives and measures are on target.

- Each BCU has dedicated roads policing and ANPR teams that are tasked through the BCU tasking process and deployed in line with divisional priorities. Roads policing teams make a significant contribution to crime arrests, and the ANPR teams recently reached 1,000 prisoners. All roads policing teams target force-wide criminality and integrate with other force resources on pre-planned operations. In addition, regional and national campaigns (e.g. Atlantis and Department for Environment, Food and Rural Affairs (DEFRA) operations are supported and co-ordinated centrally. Drink driving campaigns are run a number of times each year. The constabulary actively involves the media in all road safety campaigns.

- Monthly strategic tasking meetings review performance against targets. Monthly reports showing crime and casualty reduction statistics are published on the

constabulary intranet. Monthly tactical tasking includes an update on KSI and slight collisions. Quarterly performance reviews allow divisional/department activities to be reviewed by the ACC (operations). Quarterly roads policing supervisor meetings are held to facilitate the sharing of good practice as well as reviewing casualty reduction targets and trends. The constabulary operates a PDR process to link individual targets to departmental and constabulary plans. ANPR data is captured and benchmarked locally and nationally.

- The constabulary fully implemented the road death investigation policy in April 2003, and ran an extensive training programme for SIOs and family liaison officers. The constabulary has recently reviewed SIO cover to ensure that a more co-ordinated rota is in place. The number of family liaison officers and SIOs is reviewed quarterly, and training courses are in place to ensure resilience.

- The Lancashire Road Safety Partnership is a strong partnership that is heavily involved in supporting casualty reduction.

- Lancashire Constabulary works effectively with partner agencies, including the Driver and Vehicle Licensing Agency, the Department for Work and Pensions, the Vehicle and Operator Services Agency, HM Revenue & Customs (formerly Inland Revenue and HM Customs and Excise) and court enforcement. A recent operation saw a large number of vehicles stopped, resulting in 12 arrests, 221 offences detected, and the recovery of a stolen vehicle valued at £15,000. Driver and Vehicle Licensing Agency officers clamped 11 vehicles and 33 more were prohibited from further use on the roads because of their dangerous condition.

- The constabulary is represented on a working group promoting road safety through health visitors, schools, colleges, etc, and has been instrumental in designing the education programme Drive to Survive. Involvement with mosque leaders and minorities officers has driven campaigns specifically for the Asian community. The constabulary also has a number of schemes that have won national awards, e.g. speed awareness.

- For the period 2004/05 there were 18 fewer KSI collisions, which represents a reduction of 2%. Overall, fatal casualties dropped from 92 to 63 – a fall of 31.5% – with motorcycle deaths down from 19 to 8.

- Lancashire Constabulary has introduced civilian speed enforcement technicians, who are employed centrally but are tasked on a divisional basis. The constabulary has also seconded an officer to the road safety partnership. The central roads policing co-ordinator ensures a corporate approach and co-ordinates activities.

- The constabulary is on course to meet the 2010 targets by end of March 2006, having seen a 12% reduction in KSI during 2004/05 against a target of 6%.

- Lancashire Constabulary has embarked on creating a new traffic management system that will enhance existing processes. The constabulary has recently reviewed the quality and timeliness of fatal file submissions, and has amended procedures to streamline and improve processes to ensure that information is entered on the system within 72 hours, with regular dip sampling to ensure

compliance.

- The Eastern BCU inspection report stated: 'Her Majesty's Inspector of Constabulary commends the SMT in fully integrating its roads policing team within NIM and in developing the team as a proactive unit while still meeting stringent roads policing targets.'

- The HMIC protective services review noted the following:

  − Lancashire Constabulary has a strategic roads policing plan and is looking to elevate roads policing to the level 2 strategic intelligence requirement at the next review.

  − The roads policing function is tasked via the NIM, and the superintendent (operations) conducts biweekly scanning meetings at which resources are directed towards emerging priorities. ANPR resources are tasked to patrol crime corridors.

  − The constabulary has demonstrated that it has the capacity and capability to deal with predicted demand. There is a formal review mechanism to consider resource levels on an annual basis and this informs the corporate obligations document.

  − Lancashire Constabulary investigates fatal collisions in accordance with the road death manual. The Lancashire Road Safety Partnership, together with CDRPs, provides evidence of partnership engagement in relation to road safety.

  − The constabulary has demonstrated that it can cope with predicted demand, and has also coped with extraordinary demand such as the three-day closure of the M6. This was achieved without undue impact on divisional policing at level 1.

Areas for Improvement

- The number of road traffic collisions resulting in death or serious injury is above both the MSF and national averages.

- The Southern BCU inspection report stated: 'Her Majesty's Inspector of Constabulary considers that casualty reduction is an area of some concern in Southern BCU and urges the BCU command team to consider making it a priority within the NIM control strategy. This will ensure that enforcement activity complements the work being undertaken with partners on education and engineering.'

- Frustration was expressed at the constabulary's response to the concerns of residents, councillors and council officers in some parts of Lancashire.

- The HMIC protective services review noted the following:

− Roads policing is not identified as a key issue in the constabulary level 2 strategic intelligence assessment, nor does it appear in the level 1 force strategic intelligence assessment.

6   Resource Usage (Domain B)

The constabulary has utilised its Strategy for a Healthy Police Service funding to good effect. Over the last two years the constabulary has managed down sickness to an all-time low.

The constabulary captures all training in the costed training plan and applies the national costing model to BCU training.

The Chief Constable is the constabulary diversity champion and has made a significant contribution to race and diversity issues. He has a close and effective working relationship with all the staff associations.

Strategic financial planning has been in place for many years and the financial forecast is regularly updated and agreed by chief officers and the police authority. Budgets have been fully devolved for six years (approximately 85%) and divisions develop their policing plans in full knowledge of the financial constraints, budgetary arrangements and staffing structures within which they will operate.

Within the area of information management there is a clearly defined statement of purpose, ambition and values, which are developed in direct support of the constabulary's Ambition.

The NCPE review of the NIM stated: ''the constabulary has recognised the NIM as the key business process to drive performance.'

6A   Human Resource Management

Good	Stable

Strengths

- Accountability and relationships with the centre are managed through monthly meetings with the head of human resource (HR), supported by the director of resources on a bimonthly basis. Examples of central development and local delivery include absence management and the new electronic PDR system.

- The Eastern BCU inspection report stated: 'Her Majesty's Inspector of Constabulary was impressed with the work being undertaken here and would encourage the BCU SMT to celebrate its commitment.'

- The Central BCU inspection report stated: 'HR issues form a standing item at weekly SMT meetings and each month there is a meeting of the recently constituted resource management committee, which focuses on specific individual cases for discussion, the balance of teams across the BCU and sickness absence. Attendees include the HR manager, the BCU commander, the superintendent (operations), the FAM, all available chief inspectors and the staff associations. Minutes are subsequently circulated to all attendees and the divisional training officer (DTO).'

- The constabulary has created the post of resource manager within the HR department. The role looks at the deployment of staff to BCUs and aligns the appointment of probationers to areas of need.

- The constabulary appointed eight officers – equal to 5% of the total recruitment – from black and minority ethnic backgrounds during 2004/05. Six of these officers were probationers and two were transferees.

- In March 2004 the constabulary held its first Police SEARCH® (Structured Entrance Assessment for Recruiting Holistically) national assessment centre (NAC). Six applicants from black and minority ethnic backgrounds attended and five of them were successful. In November 2004 when the second NAC was held, 16 applicants were from black and minority ethnic backgrounds and 13 of these were successful.

- The constabulary has a style of succession planning that works well for the organisation and effectively prepares people for the role of superintendent. Some concerns were expressed about the number of superintendents within the context of an ongoing review of call-out arrangements.

- A new electronic PDR system, fully compliant with the National Strategy for Police Information Systems, was implemented in January 2005, having been delivered within a six-month period. The system allows rating of competence and electronic signatures, provides management information, and enables monitoring at the centre. Strategic feedback from the system enhances the quarterly performance reviews. The system has been well received.

- The Central BCU inspection report stated: 'The BCU had a robust PDR system, which had been driven in its implementation by the BCU commander. The BCU adapted the constabulary system into one that had a more rigorous performance focus, rather than a competency-based review. The aim of the BCU commander was to bring about a greater personal performance focus for staff. The PDRs for sergeants and above include performance priorities which are very much tied into the performance of the staff under them. This makes the line managers accountable for the performance of their staff and generates ownership for performance among the 'front line' supervisors.'

- Lancashire Constabulary has introduced a new attendance policy supported by an occupational health, safety and welfare (OHSW) team that has been proactive in supporting senior managers in managing attendance. Attendance management is to remain a key priority within the OHSW plan for 2005/06, with the OHSW manager working with HR managers and other senior managers to achieve yet more challenging targets.

- The constabulary has utilised its Strategy for a Healthy Police Service funding to support fast track medical interventions. This has had a positive impact on attendance levels and shows a very positive cost–benefit analysis.

- A new, more effective approach to physiotherapy provision was launched in June 2004. This has proved to be a well received, cost effective service.

- There is a current focus on attendance management. Training will be provided to all line managers to improve the availability of skills in this area. Areas of good practice have been identified and are being applied across the board.

- Over the last two years the constabulary has managed down sickness to an all-time low. Critical success factors include a very capable occupational health manager, who has a good working relationship with an equally good medical officer. Central control is the key, together with a review of the attendance policy and a reaffirmation of line management responsibilities. The force medical officer and the occupational health manager visit BCUs and carry out a review of the top ten cases of long-term absences. This is seen to be effective practice.

- The Central BCU inspection noted: 'There is a proactive approach to reducing sickness which incorporates positive action (letters acknowledging good attendance, feedback on effective performance) and a fast track medical intervention scheme for those staff who sustain injuries.'

- The constabulary is looking at sanctions for non-attendance, and disposing of people's services for non-attendance and poor performance, and are building robust systems to deliver in these areas.

- The constabulary has maintained exceptionally low levels of ill health retirements for the past two years. The robust management of ill health does not appear to have been to the detriment of sickness rates.

- Lancashire has an effective reward policy, developed to support operational performance. This includes the Pride of Lancashire Awards evening, where police officers from around the county are honoured for their bravery. This is a joint ceremony with Lancashire Fire and Rescue Service and Lancashire Ambulance Service.

- The Southern BCU inspection stated: 'During inspection of Southern BCU both formal and informal acknowledgement of good work was evident. In particular, the awarding of BCU commander's commendations at the start of SMT meetings was considered a very effective way of ensuring those concerned felt that their work was recognised and highly valued. Between April 2004 and February 2005, 38 members of staff (police officers and police staff) and two members of the public have received such commendations.'

- The Central BCU inspection report stated: 'The majority of staff felt valued and appreciated, although not all staff interviewed believed that good work is recognised or rewarded by the SMT.'

- The grievance procedure process is monitored centrally and managed locally. Grievances are not increasing. Reporting mechanisms are more robust than ever and the monitoring of quality is managed from the centre. A matrix has been developed to help manage the process.

- In 2002 the Health and Safety Executive began a five-year inspection plan designed to identify the strengths and weaknesses in the health and safety management systems, and to monitor improvements in performance over that period of time. Following inspection against the plan, the Health and Safety Executive considers that the constabulary has achieved in three years what it was expected to do in five. There is now a clear commitment to continuous improvement

and an intention to integrate health and safety into mainstream operations and to make it part of the culture.

Areas for Improvement

- The management of change policy is in draft form and the process was brought about in anticipation of a budgetary shortfall and the need to manage compulsory redundancies. The constabulary will acquire the process by which it can apply compulsory redundancies in the future as a last resort should it need to do so.

- The Southern BCU inspection stated: 'While acknowledging the significant achievements the BCU has made in submission rates and marketing of the new PDR process, Her Majesty's Inspector of Constabulary would encourage the BCU command team to develop and implement a quality assurance system for PDR.'

- Unions expressed a view that a longer term approach for planning, training and development of police staff would improve the organisation. The HR focus seems to be more to do with sickness and attendance management rather than police staff development.

- Unions expressed a view that police staff development is not taken as seriously by the organisation as police officer development.

- Staff associations highlighted some concerns around sickness management. There are some cases where members of staff have been absent from the organisation for a considerable period of time.

6B   Training and Development

Good	Improving

Strengths

- The ACC (criminal justice and standards) chairs the training development advisory group – a strategic group to prioritise training needs and to agree the annual training plan. Below this sits an appropriate structure, including a link to strategic tasking, which ensures an effective link to front-line service delivery.

- The constabulary has a costed training plan and an effective training strategy. A business case for £500,000 growth in the training budget has been prepared.

- The costed training plan captures all training delivered throughout the constabulary.

- Chief officers and the police authority have a positive engagement with the training function.

- Robust client/contractor arrangements are practised across the whole training function.

- The training strategy closely reflects the guidance contained in relevant Home Office circulars.

- The constabulary captures all training in the costed training plan and applies the national costing model to BCU training. Additionally, the constabulary has recognised previous under funding of training that was hitherto supplemented by income generation, and has allocated additional finance accordingly.

- The constabulary training and development advisory group (TDAG) monitors the training plan on a quarterly basis. The constabulary has introduced an additional sub-group within the management structures. This group has met several times since the original inspection and undertakes tactical analysis of decisions made by or to be considered by the TDAG. This facility addresses the TDAG need to respond to major variations in the training plan.

- All significant training across the force is now included in the costed training plan. Previously, the main omission was with regard to that training provided under devolved arrangements.

- The constabulary TDAG includes ACPO, professional standards, a BCU commander, staff associations, the head of HR, a finance manager, and regular attendees from the training department, including the head of training. The group acts in a robust and corporate manner, and has regular scheduled meetings, which are well attended. Arrangements have recently been further strengthened by the formal inclusion of the police authority, as well as the development of groups to represent the BCUs in the guise of divisional training panels. There is thus a two-way dialogue now between the centre and the BCUs, as well as a forum through which corporate standards can start to be established.

- The strengthened management arrangements – principally the creation of the divisional training panels, which report to the tactical TDAG, a body chaired by the head of training – have begun to address quality assurance across the constabulary. Standardised lesson plans, trainer observation protocols, standard evaluation formats and standardised application/nomination processes will ensure that corporacy of quality assurance is achieved. Management information to track progress and compliance is collated.

- The efforts made by Lancashire Constabulary in relation to community engagement are noteworthy, particularly its concept around the Community Diamond Programme – a four-strand complementary strategy combining classroom sessions and demonstrations, student and partner agency involvement, a Lay Visitors scheme, and use of an IAG. HM Inspector was particularly interested in the innovative approach to customer satisfaction utilised in a burglary reduction project. This entailed a comprehensive survey of burglary victims by patrol officers to ascertain their views as victims of crime, in order to shape future policing responses.

- The constabulary has a good track record of collaboration with other forces, and has some noteworthy practice in this area – for example, firearms collaboration with North Yorkshire Police and operational driver training delivering the first national driver instructors' course.

- Lancashire has implemented the Core Leadership Development Programme.

- The constabulary is developing the concept of the 'model police station' – an internal accreditation process whereby the station will be assessed against corporately defined standards of processes, procedures, environment, etc.

- The Southern BCU inspection stated: 'Her Majesty's Inspector of Constabulary considers the BCU command team's commitment to training and development to be commendable. He welcomes the impending establishment of the new professional development unit at Skelmersdale. This provides an exciting opportunity to train and develop new recruits locally within a 'model' police station and provides existing staff with improved training opportunities.'

Areas for Improvement

- A comprehensive evaluation strategy is in place, together with resourcing for two evaluators. The constabulary acknowledges that more activity needs to be undertaken in relation to levels 3 (transfer of learning to the workplace) and 4 (impact on the organisation) evaluations.

- Lancashire Constabulary has now mapped all role profiles against national occupational standard competencies. Work is now in progress to map training events in a similar way. The aspiration is to develop minimum training requirements for each role in the constabulary. This is a challenging piece of work that is likely to take some time to complete.

- Typically, the business planning process for training takes place at the same time as the corporate cycle. It would be of benefit to training managers to be aware of constabulary and divisional/departmental plans, and their training implications, prior to finalising their own plans. This may require a time frame alteration of only four weeks. In this way, the training department plan could genuinely support corporate needs, rather than having to anticipate what these might be. This is a matter still under consideration by the police authority. It is a concept supported by the constabulary.

- The constabulary acknowledges that in the past there have been pockets of good leadership development that need to be brought together within a coherent framework. Heads of department are now working on those developments to examine the key areas that need to be instilled across the constabulary. It is also acknowledged that there has been a gap in respect of leadership training for chief inspectors.

6C   Race and Diversity

Good

Strengths

- The Chief Constable is the constabulary diversity champion and has made a significant contribution to race and diversity issues. He has a close and effective working relationship with staff associations, including the LBPA, the Lancashire Gay Police Association and the Women's Network.

- The constabulary RES is compliant with the standard set by the Commission for Racial Equality.

- The percentage of female officers in Lancashire Constabulary as a proportion of total officers rose from 20.4% in 2003/04 to 21.5% in 2004/05, which is in line with the MSF and national averages.

- The recruitment of female officers continues to increase. In 2004/05 the constabulary recruited 55 female officers. These formed 34.4% of all recruits and this figure was 1.4% above target. Targeted female only recruitment events have been very successful, with particular emphasis placed on the recruitment of women from black and minority ethnic backgrounds.

- The constabulary is supporting the National Community Tension Team in highlighting good practice in respect of targeted recruitment campaigns for young women from black and minority ethnic backgrounds.

- The progression of female officers within the constabulary continues to show improvement.

- During 2004/05 eight officers from minority ethnic backgrounds were appointed to the constabulary – 5% of total recruitment. Six of these officers were probationer constables and two were transferees from other forces.

- The percentage of applicants from black and minority ethnic communities appointed to Lancashire Constabulary is 11.5%, which is higher than the MSF average of 10.7%.

- In March 2004 the constabulary held its first Police SEARCH NAC. Six applicants from minority ethnic backgrounds attended, and of these five were successful. In November 2004, when the second NAC was held, 16 applicants from minority ethnic backgrounds attended and 13 of them were successful.

- All the applicants from black and minority ethnic backgrounds who passed the NAC in March 2004 have been progressed through the latter stages of the recruitment process to appointment. The applicants from the November 2004 NAC will feature as appointments during the financial year 2005/06.

- The LBPA has introduced a positive action debate. The staff development team has 'Recall' sessions where LBPA members are invited to review their experiences.

- Relationships between the LBPA and other staff associations are good and developing.

- A diversity seminar was held in June 2004. This involved the Lancashire Gay Police Association, the LBPA, the Disability Association and the Women's Network. Membership across these associations has grown since this time. Staff associations are linking together around diversity and are growing together.

- The Southern BCU inspection report stated: 'During the inspection, internal support associations were seen and they were complimentary regarding the BCU command team's attitude to diversity.'

Areas for Improvement

- The percentage of female applicants appointed in Lancashire Constabulary in 2004/05 was 17.3%, which is lower than the MSF average of 27.5% and the national average of 29.1%. In addition, the gap between the percentage of female applicants recruited and that for male applicants, at 3.2 percentage points, is again lower than the MSF average of 7.6 points and the national average of 4.9 points. This figure needs to grow to address the imbalance between the proportion of male and female officers.

- Staff associations believe the constabulary has room for development in respect of the retention and progression of staff from black and minority ethnic backgrounds.

- A gap analysis has been carried out on the recommendations of the Commission for Racial Equality report on racism in the police service, and the recommendations of the Morris Enquiry and the Taylor Report. An action plan has been produced on the findings of the Morris Enquiry and this has been shared with the professional standards department.

- The professional standards department is to undertake a review in respect of disproportionality as highlighted by the Morris Enquiry. Of concern to the constabulary is the number of complaints from members of the public. Working with the LBPA, the Constabulary is looking to commission research from one of the local universities.

6D   Resource Management

Excellent	Stable

Strengths

- The director of resources is a chief officer and sits on the most senior management team. Strategic financial planning has been in place for many years and the financial forecast is regularly updated and agreed by chief officers and the police authority. Budgets have been fully devolved for six years (approximately 85%) and divisions develop their policing plans in full knowledge of the financial constraints, budgetary arrangements and staffing structures within which they will operate.

- Only those budgets that require central control, such as capital financing and pensions, are retained at the centre. All divisions and departments have access to financial expertise and advice – divisions through dedicated finance and administration managers, other departments through link accountants at HQ. There are clear policies on devolved financial management, regular monitoring and intervention where necessary.

- Financial and resource management forms an integral part of performance monitoring. The role of chief officer (resources) encompasses HR management as well as business management, including ICT. Productivity is the key issue. It is about creating an environment where the business processes deliver more resources to the divisional commanders to enable them to deliver better policing services.

- A resourcing futures group is being set up with terms of reference to examine the financial and other implications for the constabulary of existing and future funding streams at a local, regional and national level, including the management of tapered funding and pooled funding.

- The police authority committee structure was fundamentally reviewed in 2003 to meet the authority's changing needs. The full police authority and the constabulary business group have the overview of all strategic resource and performance matters.

- The divisional accommodation strategy is based on the balance between the ideal solution and the present position. The estates management function will enable the divisional commanders to make the accommodation strategy fit neighbourhood policing.

- The constabulary has a recognised strong record in efficiency planning, consistently generating savings in excess of 3% per annum, and has generated substantial savings in back office functions to meet financial pressures and to provide additional resources to the front line. The constabulary has consistently met shortfalls in funding from efficiencies, to the extent that the authority has the fourth lowest council tax level. The force is looking at a continuous process of activity-based costing (ABC) data capture through status messaging, to improve the accuracy and immediacy of this information.

- During 2004 a review of rotas and staffing levels was conducted and IT systems developed that show minimum, maximum and optimum response staffing levels for every hour, day and geographic area.

- A resource allocation formula is used to inform the decision-making process about the level of resources that should be allocated to divisions. This is discussed with commanders and at the most senior levels. Resource management and operational performance are assessed through a rigorous performance review framework. A strategic resource meeting is held every six weeks to monitor the ongoing resource situation across the force and ensure that new recruits are allocated to the divisions where they are needed most.

- Fleet maintenance/management is split into distinct client (management) and contractor (maintenance) functions. Each service is managed by an appropriately qualified professional. There is an annual strategic plan linked to the force strategic plan and supported via quarterly performance meetings and the PDR process. Regular benchmarking with private and public sector contractors takes place, and technicians work to ICME productivity measures. The maintenance service operates as standalone business on fixed price maintenance agreements according to user requirements.

- Transport management is undertaken in conjunction with users to ensure cost-effective provision linked to operational needs and based on vehicle whole-life operating costs. A corporate fleet committee manages change linked to the strategic planning requirements of customers.

- The authority and the constabulary are aware, from the 2003/04 baseline assessments, of the importance of implementing and developing the national ABC model. In the Audit Commission national ABC 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
Good	Good	Good	Poor	Weak	Good

- The constabulary has demonstrated its commitment to implement ABC and will now, with the police authority, wish to continue to develop the use of ABC – 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 and results will be included in future baseline assessments.

Areas for Improvement

- Inefficiencies exist throughout the constabulary in the way that resources are managed. A service review board is to be established to create efficiency savings and reallocate resources around neighbourhood policing, within the constraints of tight budgets.

- A shortfall led to the constabulary considering the application of a management of

change policy, which incorporated a mechanism for achieving compulsory redundancies. It is not clearly understood by staff whether the policy as a whole, or elements of it, were ever approved, and whether the constabulary has the ability to implement compulsory redundancies if it wishes to do so for budgetary reasons. Staff need clarity over the policy, with compulsory redundancy being a real concern.

6E Science and Technology Management	**Excellent**	**Improved**

Strengths

- The ICT values and ambition document sets the agenda for the ICT department, establishes standards and links activities to front-line policing. ICT operations are reviewed against this standard on a regular basis using EFQM.

- The IT strategy for 2001–05 was reviewed in 2003/04 and an outlining emerging strategy to 2008/09 was prepared. This is reviewed on a limited scale as part of the constabulary's budgetary and annual planning process.

- The departmental strategy is driven by business needs. All major development, e.g. for custody and duty management, is user driven.

- There is a clearly defined statement of purpose, ambition and values, which are developed locally in direct support of the constabulary's Ambition. The annual planning process cascades organisational objectives down to departmental level and these are further progressed to individual tasking through the PDR process. There is a clear link to NIM processes, with the head of department sitting on the strategic TCG.

- There is a strong chief officer commitment to IST with the ACC (criminal justice and standards) having national responsibilities in respect of IMPACT and National Strategy for Police Information Systems Case and Custody.

- A project board structure is well established and includes representation from the police authority and staff associations. The project support office has an excellent reputation throughout the constabulary and is the key to delivering projects on time, within budget and to customer requirements.

- Quality of service provision is reviewed on a monthly basis. The Touchpaper service desk system is installed and is used to control work flows and to provide management information on the quality of service provided.

- ICT hardware is present in all briefing areas. This facilitates the effective communication of intelligence and performance information by supervisors to staff.

- The information infrastructure of the constabulary is flexible to the degree that system development can be sensitive to change. This, together with the presence of skilled staff and involvement in national programmes, enables the constabulary to respond to emerging national and local requirements. Examples of current work streams are support for the development of systems to monitor quality and performance, e-policing and status monitoring as an alternative to ABC.

- ICT supports neighbourhood policing in three ways: developing systems to support the programme in its current state; working to identify what lies over the horizon; and using the transferable skills that exist within the department to assist in the development of business in this area as a whole.

- The mobile data project has gone live and is being pilot tested in one BCU. Hand-held units provide access to the PNC, missing from home information, tasking, target and area profiles and the electoral roll. A target has been set to reduce the time officers spend in police stations by one hour per officer per shift. The constabulary is seen as a lead force in identifying the business benefits of mobile data.

- ICT is developing the service side of its operations and the most recent results from internal customer satisfaction surveys show 100% customer satisfaction.

- The department seeks to send out positive messages about good results whenever it can, through internal and external media and through training courses.

- The new custody system C3PO has built into it processes that assist the management of forensic support services. In addition, a tracking system has been linked to SLEUTH; this enables a drive towards efficiency and provides the basis on which crime scene investigator (CSI) performance is monitored.

- Meetings are taking place with the CPS and the Courts to look at ways in which systems can connect to enhance the flow and presentation of information between criminal justice agencies.

- The customer service element of ICT is accredited to the ISO 9000 standard. The Information Technology Infrastructure Library management standard has been successfully adopted. Customer surveys have shown a 19% improvement in departmental performance in the 12 months to assessment. This is mainly due to the department engaging more effectively with the business of the constabulary as a whole and an understanding among staff of their obligation to the Ambition. The department is developing the service side of its operations and the most recent internal customer satisfaction survey showed 100% customer satisfaction.

- ICT is using the skills base to align the skills within the department to the business. This ensures that the departmental skills profile fits the needs of the organisation.

- Six members of staff have received Chief Constable's commendations in the 12 months prior to assessment.

- A departmental review has shown no identified skills gaps or issues in respect of the recruitment of qualified staff.

- An annual disaster recovery exercise is run to ensure that systems are in place in respect of business continuity.

Areas for Improvement

- The constabulary is reviewing how the PITO business benefits framework will be applied.

- A review is under way to identify a departmental HR strategy that supports the

emerging requirements of Lancashire Constabulary, makes best use of funds, and provides individuals with development opportunities.

6F   National Intelligence Model

Good	Improved

Strengths

- The NCPE review of the NIM noted the following:

    - The constabulary has recognised the NIM as the key business process to drive performance.

    - The use of well trained staff is apparent and a clear career structure for analysts within the organisation is evident. This represents good practice.

    - The SLEUTH IT system is at the heart of the daily operation of the model. The use of SLEUTH is clearly good practice in support of the NIM.

    - The installation of IT links in prisons to give police prison liaison staff direct access and the capacity to enter information into the SLEUTH system represents good practice.

    - The BCU visited demonstrated a strong operational and task focus, with a recent record of strong performance against targets.

- The Southern BCU inspection stated: 'Intelligence-led policing is well embedded on the BCU and there is strong evidence that it is driving policing activity and accountability. There is clarity surrounding NIM processes and products. Her Majesty's Inspector of Constabulary commends the BCU command team on the effectiveness of the intelligence handling processes and commitment to promote intelligence-led policing across the BCU.'

- The Central BCU inspection report stated: 'In the opinion of the inspection team, while the NIM systems in place on the BCU are particularly good and are generating excellent products to assist the operational staff, it is the accountability of the process which is leading to the results being generated by front line staff. It was clear at the TCG that all attendees passionately cared about the BCU and were committed individuals, but that they accepted that they would be called to account for their areas of responsibility.'

- This accountability was even more apparent at the daily tasking meeting. It is chaired by the intelligence detective inspector and attended by representatives from the various operational squads, the geographical inspectors, the duty inspector, reactive criminal investigation department (CID) officers and the intelligence unit. There is also a representative from the local authority street wardens, who plays an active part in the meeting and takes tasks from the chair.

- The meeting is robust and businesslike. It follows a simple format using a matrix as a guide. First, actions and tasks from the previous day are updated by the task owners. This is followed by an update of the previous 24 hours, given by the individuals who have responsibility for that area: for instance, the geographical inspectors report on key incidents in their area, and the reactive detective inspector

reports on overnight prisoners being dealt with by CID. Included in this update are reports of activity undertaken as part of any problem profile or target package.

- The third section of the meeting is a request from the chair for individuals to make tasking requests. This includes problem owners making requests for activity to be undertaken by resources not within their control. This healthy process saw target owners requesting bail checks to be carried out by resources such as the operations support section. The reasons why the requests were made were also given, and accepted by the recipient. The intelligence unit also made specific intelligence tasking requests. The chair of the meeting then summarised the requests and allocated the tasks – including prioritising them (so that not all requests were undertaken).

- This meeting was notable for the team ethos on the BCU and, secondly, for the highly accountable nature of the daily tasking that is driving activity. Participants in the meeting knew what they were required to achieve, and – equally importantly – what everyone else was doing. Her Majesty's Inspector of Constabulary commends this system and recognises the value it is bringing to the BCU.

- Effective briefing is essential if members of staff are to be properly equipped to carry out their daily duties, especially in terms of NIM generated intelligence-led activity. In order to do this, supervisors have to be proficient in their delivery and directive when necessary. Of virtually equal importance is adequate debriefing, so that the intelligence loop is complete. For a briefing to be effective, it is useful – though not essential – to have appropriate briefing tools available. At Preston, the inspection team found this all to be in place.

- Lancashire Constabulary's SLEUTH intelligence system is a comprehensive briefing and debriefing tool that has been subject to considerable investment and continues to be actively developed in line with end user needs. It effectively links up NIM structures and problem-solving approaches and allows problem owners to be prescriptive in their activity instructions. Importantly, it has built-in accountability by means of the structured feedback of activity. While directing activity, SLEUTH also provides the 'tools' needed to carry out that activity (e.g. pictures, maps and intelligence reports).

- SLEUTH is a very effective self-briefing tool. It allows anyone to quickly and comprehensively understand what issues are facing the BCU, who is committing crime, what the BCU is doing about it, etc.

- Much of the performance management framework is driven by the NIM. The constabulary control strategy is reviewed and updated quarterly. On a monthly basis, the Chief Constable chairs the constabulary's strategic tasking and co-ordination meeting, focusing on the control strategy and the police authority's policing plan objectives.

- The use of the NIM and its products is well established on the BCU. It both drives activity and holds problem owners to account.

- Headed by a detective inspector, the intelligence unit has been the subject of

considerable investment on the BCU. It consists of a firewalled dedicated source unit (headed by a detective sergeant, with six detective constables and a police staff researcher); an intelligence development unit (two detective sergeants, with a total of ten police constable posts and nine police staff posts); and the crime scene examination unit (all police staff, headed by a senior CSI, with seven CSIs and three Home Office funded volume crime examiners).

- The intelligence development unit is well staffed, with four field intelligence officers and other police constables in more specialised roles, such as football intelligence, technical support and financial investigation. The unit also has the benefit of being well staffed, with four intelligence analysts, including one senior analyst.

- The inspection team was struck by the commitment and drive of individuals within the intelligence unit. Those interviewed displayed excellent local knowledge and understanding of NIM systems. The unit is performance driven, with staff given individual performance targets. The unit has also retained a total intelligence focus and has not been drawn into administrative functions. For instance, the updating of tasking from the TCG onto SLEUTH is done by the problem owners, not the intelligence unit. This allows the unit to concentrate on what emerges from that tasking rather than purely on administration.

- The BCU holds annual strategic tasking and co-ordination meetings. These are supported by a comprehensive strategic threat assessment. The document covers crime, quality of life, drugs, environmental issues and legislation changes. Throughout the document, recommendations are made which are then monitored in the quarterly update documents. The quarterly document incorporates control strategy areas and is a useful monitoring tool for the SMT. Both these documents are strategic and well produced.

- The TCG has attendance from across the BCU, including the geographical inspectors, reactive and proactive CID, the operations department, community safety, communications, the minorities sergeant and two analysts. While not at the meeting observed by the inspection team, a representative of the CPS usually attends; this is recognised as good practice by the inspection team.

- Targets on the BCU are classified in two ways. Divisional targets are individuals who are particularly active or operate across the BCU, and are of major concern in terms of their volume of offending. Sector targets are of less concern and will only be operating within a defined geographical area. The intelligence on them may be less firm or they may be less active. Each target is allocated an owner (referred to locally as an SIO). In the case of the divisional targets, this will be a divisional resource such as the drugs team or the target team. The sector targets are allocated to the geographical inspectors. Each SIO is expected to produce an action plan for activity against this target.

Areas for Improvement

- The NCPE review of the NIM noted the following:

− Tactical assessments examined would benefit from a review of structure and content.

− In respect of tactical assessments at the BCU level, the intelligence manager should have greater ownership of the document.

− There is a need to increase the effectiveness of the TTCG process in driving performance.

− The cycle of tactical TCG meetings should be reassessed, taking into account productivity and intelligence focus.

− BCU daily tasking meetings should be chaired by the BCU commander or deputy.

− Consideration should be given to the security of intelligence material displayed on notice boards.

− The Government Protective Marking System has not been fully introduced and it is clear that staff do not have a clear understanding of protective marking requirements.

7   Leadership and Direction

The chief officer team remains committed to driving improvement and making Lancashire the best police service in the country. The constabulary Vision continues to drive performance and leadership is seen as a key element.

The constabulary has an effective balance between a corporate responsibility and the devolvement of appropriate resources and services.

Lancashire Constabulary's commitment to continuous improvement was recognised when it won the Best Public Sector Organisation in the North West award in November 2004.

7A   Leadership

Good

Strengths

- The chief officer team, senior managers and staff throughout the organisation continue to drive performance in a corporate manner. The vehicle is the constabulary Ambition, focusing on the key areas of leadership, community engagement, delivering results, communication and resource management. The Chief Constable has given a clear commitment to the interlinked issues of neighbourhood policing, quality of service and diversity. The neighbourhood policing and the Quality Counts programmes are the mechanisms for delivery in this area.

- The strategic leadership of the constabulary is undertaken by an extended command team comprising chief officers and chief superintendents. This is to be extended to include police staff heads of department. The Chief Constable has given a clear lead to all BCU commanders and heads of department, through the corporate improvement seminars, to 'think corporately and act locally'.

- Lancashire Constabulary has retained a strong performance culture, with effective engagement at chief officer level to drive and monitor both constabulary and divisional performance.

- Chief officers take PDRs seriously and the deputy chief constable has an effective PDR process with the ACCs and the assistant chief officer. The corporate improvement seminars are an effective tool that drives relevant issues.

- The police authority highlighted the Morecambe Bay tragedy as clear evidence of the constabulary's ability to deal effectively with major or critical incidents. The authority complimented the constabulary on the way it effectively engaged with the media following the incident.

- The constabulary has appointed a head of marketing and media, who is now driving this area of activity. Marketing and media is a dedicated function on each of the BCUs and is integrated into all operational activity. The constabulary acknowledges that previously this has been an area for improvement.

- The chief officer team has a professional and effective working relationship with the police authority. Appropriate arrangements are in place in respect of strategic planning, performance scrutiny and Best Value. Following representation from the authority, the constabulary has incorporated engagement with youth in the policing plan.

- The Chief Constable has retained the portfolio for diversity and is seen as the diversity champion. The Chief Constable has demonstrated a strong personal commitment to this area.

- There is a requirement for all police officers at inspector rank and above, including chief officers, to undertake a minimum of four hours' operational duties per month. The Chief Constable has demonstrated his personal commitment to this by agreeing to undertake a minimum of eight hours per month. The Chief Constable has undertaken a shadow programme with a chief officer from a private company. Feedback received was that Lancashire Constabulary has an enthusiastic and proactive workforce.

- The Southern BCU inspection stated: 'Her Majesty's Inspector of Constabulary commends the efforts of the BCU command team to be visible and supportive of staff and, in particular, the commitment of the BCU commander to ensure staff are well informed and consulted is applauded.'

- Lancashire Constabulary has a confident and highly motivated workforce. The chief officers empower staff and encourage members of the organisation to be less risk averse.

- The Chief Constable has regular formal and informal meetings with the staff associations and unions, and with all members of staff throughout the organisation through *Ask the Chief*, a question and answer phone-in and intranet programme. The staff associations unanimously declared an appreciation and support for the chief officer team and the Chief Constable in particular.

- The constabulary is effective in rewarding staff. The constabulary and the police authority jointly host a number of events. Lancashire Constabulary nominates staff for a variety of awards at a local, national and international level, with numerous successes.

- There is effective communication and consultation with partner agencies, all of which report positively on the constabulary. This includes the leadership shown at chief officer level.

- Police authority members have attended a weekend seminar involving chief officers and BCU commanders.

- There is a clear organisational focus on productivity linked to performance management. The constabulary approach to business management is to deliver more resources and resource opportunities to the divisional commanders, to enable them to deliver better policing services at a local level in line with priorities. A good

example is the introduction of mobile data, which aims to increase visibility by one hour per officer, per tour of duty.

- The threat management policy provides the framework for assessing organisational threats and for targeting the audit and inspection unit at areas where gaps in performance represent a risk to the constabulary.

- Active use is made of the constabulary intranet; and of the constabulary and police authority newspaper *Newsbeat* to promote awareness of relevant issues such as police reform.

- The constabulary is developing a project that effectively links together strategic planning, intelligence and resource management into a single continuous process, to strengthen the organisation's performance management capability.

Areas for Improvement

- The delay in the appointment of a substantive Chief Constable has caused some uncertainty among staff. However, continuity has been maintained through the remaining chief officer posts, and the police authority and staff across the organisation commented that it was 'business as usual'.

- Changes have also taken place in respect of the police authority. Again, continuity has been provided, in particular through the vice chair and chief executive, both of whom have been in post for some time.

- The Chief Constable is looking to change the mindset, so that constabulary priorities are truly local priorities, ie quality of life issues such as anti-social behaviour, disorder and street level drugs.

7B   Strategic Management

Good	Stable

Strengths

- Lancashire Constabulary has a clearly articulated ambition to be the best police service in the United Kingdom. This is firmly embedded throughout the organisation. The policing philosophy – based on intelligence-led, locally delivered services and a problem-oriented approach – is set out in the strategy plan that is shared by the constabulary and the police authority.

- The constabulary and the authority have joint planning and consultation working groups that provide linkage to communities and other partnerships, notably the CDRPs. There is chief officer representation in the Lancashire County Council local strategic partnership (LSP) and BCU commander involvement in each of the two unitary authority LSPs and 12 district LSPs. There are three local PSAs that include crime reduction targets. The constabulary and the authority are represented on the LCJB and the strategic crime reduction board.

- Planning guidance is regularly updated, linking in the requirements of the Police Act 1996, the Local Government Act, the Crime and Disorder Act 1998 and the Police Reform Act 2002. There is clear alignment between the three-year strategy plan, prepared jointly with the police authority, and the annual policing plan. The three-year strategy plan focuses on how issues from the national policing plan are interpreted locally. The annual policing plan then blends the national agenda and local issues by defining the emphases under two key policing objectives. This in turn informs (and is informed by) the constabulary control strategy and influences BCU control strategies.

- Constabulary indicators and targets are then aligned to both the police performance assessment framework (PPAF) and the emphases set out in the annual policing plan. The strategy plan and the annual policing plan are prepared by a joint planning working group of constabulary and police authority personnel, chaired by the DCC.

- Lancashire Constabulary has a highly devolved structure to deliver a locally focused, intelligence-led, problem-solving style of policing. The three-year strategy plan, annual policing plan and control strategies set out the constabulary's contribution to national targets and response to local circumstances, and reflects local concerns. Objectives have underpinning emphases that are determined by national requirements (e.g. the national policing plan); local circumstances (intelligence and performance assessments); and local concerns (consultation via the citizens' panel 'OPINION' and police authority meetings). This format and the processes used ensure that corporate requirements are embedded in BCU plans, while allowing sufficient flexibility for BCUs to incorporate local issues. The planning process for headquarters departments incorporates statements of purpose that set out the services provided in support of operational policing and service indicators that have been agreed with BCU commanders.

- The constabulary blueprint sets out the strategic assessment of the resources

required for satisfying expected demands and bringing about essential service improvements. This is shared and agreed with the police authority. Response policing, the CBM role and targeting activities are prioritised and monitored through the internal planning process. Other strategic priorities, e.g. Special Branch and call management, are discussed with the police authority and then incorporated into the public consultation process – including the OPINION! panel and police authority public consultation events. This process has worked well and in recent years has secured increases of 80 CBMs and 100 front-line officers.

- The policing plan objectives include several emphases that represent the ministerial priorities, issues of local concern and issues raised by both strategic and performance assessments. This aligns the policing plan and the control strategy. The strategic tasking and co-ordination meeting is the planning forum. In short, the NIM is the planning model. BCU planning guidance for 2005/06 makes explicit the fact that priorities can change during the year by making direct links to the level 2 control strategy and enabling BCU commanders to move budgeted posts to reflect the current strategic assessment.

- A bimonthly steering group is chaired by the DCC and attended by a police authority representative to track progress towards the implementation of the requirements arising from the Police Reform Act 2002 and the Edmond O'Dowd Bureaucracy Task Force findings. All projects within the reform programme are benchmarked against the milestones in the Police Reform Act 2002 every six months to ascertain any priorities, blocks or completed phases. All reform be managed on a matrix system to track ongoing performance. Progress is reported on the reform page of the intranet. Standing items for discussion at the police reform steering group meetings are Police Reform 1 and 2 updates both internally and at national level, O'Dowd, NCPE codes and guidance and neighbourhood policing. The DCC is an active member of the citizen focus steering group (a sub-group of the PPAF strategy group) and the ACPO neighbourhood policing group.

- Last year Lancashire Constabulary appointed a head of corporate communications, whose responsibility it is to develop and implement, along with colleagues from across the constabulary, a corporate communications strategy. To assist in this, the constabulary has established a strategic communications group made up of police officers and staff and including the head of call management. The strategy, approved in March 2005, covers internal and external communications, split into the categories of internal communications, media, marketing (including research and consultation) and public relations.

- The inspection of Central BCU stated: 'In terms of broader communication issues, the SMT has invested heavily in selling positively the direction in which the BCU is headed. In addition to regular intranet briefings for staff, a monthly newsletter is circulated giving details of recent initiatives and operations, as well as contact details for key personnel. Bimonthly, the commander chairs a divisional 'parliament', where he takes the opportunity to discuss a range of current topics with a cross-section of staff, who also have the opportunity in return of asking questions about issues affecting the BCU as they perceive it. The inspection team commends this practice, albeit that no minutes from the forum appear to be disseminated among staff.'

- Lancashire has well established environmental scanning processes incorporating principles of strategic intelligence and organisation analysis. Scanning is broad and intended to identify threats and opportunities to the organisation. These are communicated via a regular scanning bulletin and disseminated via the constabulary's intranet. A database is maintained to track issues. Environmental scanning is a standing agenda item for the strategic tasking and co-ordination process.

- A gateway to reduce bureaucracy has been incorporated into our existing processes dealing with purchases, orders, document creation and policy making. Cash efficiencies from the reform programme are monitored and measured by the head of finance, who provides regular updates. The national bureaucracy advisor is quoted as saying: 'This is the most positive visit I have undertaken.' His feedback is being implemented at a local level and he has been invited back to assist the police reform steering group.

Areas for Improvement

- Lancashire Constabulary is developing a method of consolidating the strategic business and intelligence models into a single framework, which will be characterised by planning on a continuous basis rather than at discrete intervals.

- The constabulary has introduced a resourcing futures group with the intention of professionalising the business of efficiency planning – joining together the knowledge from corporate development and finance, to look at developing the business through future funding opportunities.

7C	**Performance Management and Continuous Improvement**	**Excellent**	**Stable**

Strengths

- The Chief Constable has outlined issues around performance and quality of service through Quality Counts. He says: 'We all have an important role in ensuring that we (as an organisation) can deliver on quality with every interaction that we have with our communities – because 'every contact leaves a trace'. That's the nature of quality, that's what Quality Counts is all about, and that's why I think it's at the heart of the constabulary's business. And remember, this is not an end in itself, but will inevitably lead to sustained and increased satisfaction and confidence. But we also need to continue to deliver on crime reduction and detection performance.'

- The principle of continuous improvement is now firmly embedded, with self-assessment using the EFQM Excellence Model fully integrated within the annual divisional/departmental planning process. The constabulary's commitment to continuous improvement was recognised when it won the Best Public Sector Organisation in the North West award in November 2004.

- Monthly level 2 strategic tasking and co-ordination meetings are chaired by the Chief Constable and attended by all chief officers, BCU commanders and heads of department. The monthly level 2 tactical tasking and co-ordination meeting is chaired by the ACC (operations). Both meetings explicitly consider performance assessments covering corporate performance, trajectory towards targets and position relative to MSFs/BCUs. All chief officers conduct quarterly performance reviews of their portfolios. In addition, performance overviews are presented to other strategic meetings, e.g. the community and race relations steering group.

- Corporate (ie level 2) performance is reviewed through the level 2 tasking and co-ordination processes. Both strategic and tactical tasking meetings are preceded by information products and meetings start with a facilitated presentation of corporate performance and the relative contributions to it (i.e. level 1 performance). This includes comparisons through time, against targets, between issues and with peers. Corporate objectives are formulated and agreed within the strategic TCG and overarch a number of emphases. These reflect national, regional and local issues identified as national priorities, through strategic assessments or through public and stakeholder consultation. The objectives are strongly linked to the level 2 control strategy. At level 1, issues may not be removed from the control strategy but they may be supplemented with issues of local concern. These include issues arising from crime and disorder audits.

- Performance review processes including level 2 tasking; quarterly performance reviews; and the police authority's planning and performance committee meetings are serviced by timely performance products that are updated at daily, monthly or quarterly intervals. Facilitated presentations consider the corporate performance and identify areas of concern. Presentations are timely and prospective. The police authority is provided with extracts from the presentation each month. Any corrective actions are agreed and reviewed. The quarterly performance reviews are

supplemented with effective practice days as part of the scrutiny of apparent success. All meetings employ the discipline of the NIM generating actions that are subject to ongoing review.

- Ministerial priorities and other national imperatives (from the national policing plan) are combined with issues of local concern in the annual policing objectives in order to reflect local circumstances. These are mirrored in the personal priorities of chief officers. Both the plans and the personal PDR objectives cascade throughout the organisation, providing clear linkage and identifying individual contributions to level 1, 2 and 3 objectives. Plans and individual contributions are subject to review. Individual performance priorities are reinforced by daily tasking processes and supporting information systems such as SLEUTH.

- Each of the headquarters directorates (grouping of departments) is headed by a chief officer. Each chief officer uses quarterly performance reviews and the PDR to hold support functions accountable for contributing to corporate performance. Support indicators are part of the suite of performance information considered by the tasking and co-ordination process. The support indicators are considered in the monthly tasking and co-ordination meetings. Heads of support departments attend the strategic tasking and co-ordination meetings and are held to account by chief officers.

- The Central BCU inspection stated: 'It was apparent to the inspection team that the focus on performance permeates at every level on the BCU. Staff in numerous focus groups commented on the relentless nature of the drive to achieve targets. Accountability was a weekly, if not daily, part of the working lives of most operational personnel. This process is not confined to internal discourse.'

- The Southern BCU inspection highlighted a number of areas of strength:

  - There is clearly a single employee culture within Southern BCU, police officers and police staff being supportive and working constructively together. The inspection team was impressed with the attitudes of staff and the positive working environment within the police stations visited.

  - The inspection team was impressed by the knowledge that staff at all levels had of ongoing and future developments of the BCU. In particular, members of police staff interviewed were able to describe how their role directly supports operational policing.

  - Her Majesty's Inspector of Constabulary also congratulated the BCU commander for maintaining such a high level of effective communication across the BCU. In particular, he commends the work being progressed by the marketing and media manager, which he considers represents good practice.

  - In 2004/05 the BCU utilised some of the allocated budget to provide all sergeants, inspectors and police staff equivalents with 'peak performance' leadership training. Without exception, all staff interviewed during the inspection who had participated in this course felt it had been of significant benefit to their development.

- The SIGNPOST system is being developed to monitor individual and team productivity. This will involve a suite of indicators automatically monitored, linked to productivity and influential to performance. Work is being done to adapt the status messaging facility on the communications facility to provide real-time activity analysis as a more up-to-date and accurate alternative to ABC. The constabulary is leading in national developments in this area. Care needs to be taken to avoid destructive league tabling. Effective internal communication is seen as being vital.

- The constabulary has a comprehensive suite of products that disseminate accurate, timely information in a user-friendly manner. These provide daily, weekly, monthly, quarterly and annual performance updates. The products inform the decision-making processes and provide the basis for the performance presentation made to strategic meetings. The products are disseminated electronically using the intranet and are available to all employees. Although not qualified, considerable efficiency savings have been realised through the development of these products and, by disseminating agreed data, they have contributed to shared understanding of performance. The development of iQuanta has been informed by Lancashire Constabulary's experiences, and 'shapes and ladders' were developed in Lancashire.

- The conception and consideration of performance is not limited to targets. The co-ordinated intelligence assessments, environmental scanning and performance assessments (including trajectory towards targets) identify operational and organisational threats and opportunities. Action plans to exploit opportunities or take corrective measures are commissioned and monitored through the tasking and co-ordination process and quarterly performance review. Products used in tasking and co-ordination provide a clear indication of demands and risk of underperformance, and these inform resourcing decisions. An example of this working is the progress towards burglary reduction targets.

- The conception of performance has for sometime looked beyond simple enumeration. Confidence, service user satisfaction and equitable service delivery are routinely considered within performance assessments at tasking and co-ordination meetings and the quarterly performance reviews. Confidence is tracked using a citizens' panel (OPINION!) and the innovative approaches to addressing the outputs associated with service user satisfaction (the outcome) have influenced national developments in PPAF indicators.

- As an internal inspection mechanism, the Constabulary uses a combination of BVRs, statutory inspections, EFQM assessments and bespoke audit and inspection to monitor and inform development. Recommendations and areas for improvement are managed within the improvement objective common to all BCUs and departments.

- There is an audit and inspection group to consider threats to the organisation and commission the scrutiny in areas of concern.

- The Ambition awards celebrate contributions to organisational effectiveness. Problem-solving approaches are encouraged in all aspects of the organisation (the constabulary has won a number of prestigious awards for POP and has been

complimented by Herman Goldstein). Innovations in performance measurement, monitoring and management have been recognised nationally and have been incorporated into national developments, e.g. quality of service surveys; CORA into iQuanta. The use of the EFQM Excellence Model is incorporated into the planning cycle and identifies strengths and areas for organisational improvement. For the past two years, the constabulary's commitment to quality has been recognised by external adjudication undertaken by Excellence North West.

- A BVR of quality of service has been set up under a programme board.

- Lancashire Constabulary is adopting a less structured and more dynamic approach to BVRs. Decisions on BVRs are determined by an assessment of operational risks and challenges to the organisation. The process is now intended to run alongside the operations under review.

Areas for Improvement

- Lancashire Constabulary acknowledges that neighbourhood policing needs to be linked to performance management. The Constabulary has taken the initial steps to take the quarterly performance review process into the community and this is still an area under development.

- Performance review is to be extended to include a half-yearly meeting, at which all of the BCUs and departments will be brought together in the same forum. The whole review is to be brought into the corporate development environment, bringing objective accountability and scrutiny to the process.

- It is acknowledged that performance is patchy across the constabulary and that there is a need to refocus the performance review process into areas of genuine risk. There is a need to ensure that members of staff do not wait for the quarterly performance reviews to address issues. The introduction of the half-yearly strategic reviews will aid the process, ensuring that issues can be looked at in a corporate manner.

- The Southern BCU inspection stated: 'Her Majesty's Inspector of Constabulary recommends that the BCU command team introduce more formal performance accountability structures below the rank of inspector and that they review the effectiveness of first line supervision to ensure that operational, front-line staff are appropriately led and supported.'

- The HMIC inspection of Central BCU stated: 'The one area of concern for the inspection team in terms of performance framework was an absence of a suitable basket of performance indicators to reflect the contribution made by the various teams on the BCU (including that of the Special Constabulary).' Her Majesty's Inspector of Constabulary recommended that the BCU commander conduct a review of performance measures that reflects the contributions sought from each team at Preston. This should include consideration of a reduction target for juvenile nuisance and disorder for each of the three sectors.

- Inspection and audit is to be undertaken within the framework of the threat

management policy and the constabulary threat register, where risks will be graded red, amber and green based on probability. The inspection and audit unit will be tasked to assess the level of threat to the organisation.

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	47.0%	N/A	53.8%	5 out of 7	48.6%	24 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (**SPI 3a**)	N/A	66.4%	N/A	73.2%	5 out of 7	71.5%	27 out of 37
% of white users very/completely satisfied with respect to the overall service provided (**SPI 3b**)	N/A	58.1%	N/A	58.2%	4 out of 7	56.8%	20 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	46.6%	N/A	51.2%	5 out of 7	44.1%	25 out of 37
Difference between very/completely satisfied rates (**SPI 3b**)	N/A	11.4 pts	N/A	6.98 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (**SPI 3b**)	N/A	76.9%	N/A	78.4%	5 out of 7	78.0%	25 out of 37
% of users from BME groups satisfied with respect to the overall service provided (**SPI 3b**)	N/A	70.9%	N/A	74.4%	6 out of 7	71.2%	28 out of 37
Difference between satisfied rates (**SPI 3b**)	N/A	6.03 pts	N/A	4.05 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	28.1%	N/A	34.1%	4 out of 7	24.7%	24 out of 34
% detected violence against the person offences for White victims (**SPI 3d**)	N/A	25.8%	N/A	26.0%	5 out of 7	34.6%	30 out of 34
Difference in violence against the person detection rates. (**SPI 3d**)	N/A	2.31 pts	N/A	8.1 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	0.76	0.83	*9 %*	0.65	7 out of 8	0.70	36 out of 42
% detected racially or religiously aggravated offences	45.9%	49.0%	*3.1 Pts*	37.3%	3 out of 8	36.4%	11 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	50.5%	N/A	46.8%	1 out of 8	48.6%	13 out of 42

* This data was not available at the 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	68.5%	N/A	69.4%	4 out of 7	65.9%	18 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	56.3%	N/A	58.5%	4 out of 7	54.9%	20 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	39.4%	N/A	40.4%	5 out of 7	38.8%	22 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	68.7%	N/A	71.8%	6 out of 7	69.5%	27 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	57.5%	N/A	58.1%	4 out of 7	55.6%	20 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	88.2%	N/A	88.6%	5 out of 7	87.8%	21 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	75.5%	N/A	77.8%	6 out of 7	75.4%	23 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	56.8%	N/A	59.1%	4 out of 7	58.5%	24 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	84.5%	N/A	87.7%	6 out of 7	87.8%	33 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	76.7%	N/A	78.2%	5 out of 7	77.3%	25 out of 37
% of people who think that their local police do good job **(SPI 2a)**	N/A	50.5%	N/A	46.8%	1 out of 8	48.6%	13 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	47.0%	N/A	53.8%	5 out of 7	48.6%	24 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	66.4%	N/A	73.2%	5 out of 7	71.5%	27 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	*	39.5%	*	98.3%	5 out of 7	76.9%	33 out of 38

* This data was not available at the 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)**	78.3%	86.9%	*8.6 Pts*	73.9%	2 out of 6	55.7%	2 out of 28
% of partner-on-partner violence **(SPI 8b)**	84.2%	84.5%	*0.3 Pts*	82.0%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.76	0.83	*9 %*	0.65	7 out of 8	0.70	36 out of 42
% detected racially or religiously aggravated offences	45.9%	49.0%	*3.1 Pts*	37.3%	3 out of 8	36.4%	11 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%	7.3%	*-1 Pts*	6.5%	5 out of 8	5.3%	34 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	21.8%	23.6%	*1.8 Pts*	18.3%	8 out of 8	17.9%	40 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	14.72	11.17	*-24.1 %*	12.94	3 out of 8	14.40	22 out of 43
Violent crime per 1,000 population **(SPI 5b)**	20.50	24.00	*17.1 %*	20.88	6 out of 8	22.44	33 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.90	0.76	*-15 %*	0.88	5 out of 8	1.68	22 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	11.68	10.73	*-8.2 %*	14.12	2 out of 8	13.99	17 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.66	0.76	*14 %*	0.61	6 out of 8	0.61	36 out of 42
Total recorded crime per 1000 population	106.24	106.38	*0.1 %*	101.96	6 out of 8	105.37	31 out of 42
Violent Crime committed by a stranger per 1,000 population	8.53	9.65	*13.1 %*	6.91	5 out of 7	9.87	25 out of 34
Violent Crime committed in a public place per 1,000 population	13.89	16.21	*16.7 %*	10.59	7 out of 7	13.86	29 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	7.99	8.67	*8.6 %*	3.95	7 out of 7	4.16	31 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	2.74	3.05	*11.6 %*	1.60	7 out of 7	1.44	31 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	8.8%	7.5%	*-1.3 Pts*	9.3%	4 out of 7	8.3%	20 out of 37

* This data was not available at the 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%	7.3%	*-1 Pts*	6.5%	5 out of 8	5.3%	34 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	21.8%	23.6%	*1.8 Pts*	18.3%	8 out of 8	17.9%	40 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	14.72	11.17	*-24.1 %*	12.94	3 out of 8	14.40	22 out of 43
Violent crime per 1,000 population **(SPI 5b)**	20.50	24.00	*17.1 %*	20.88	6 out of 8	22.44	33 out of 42
Robberies per 1,000 population **(SPI 5c)**	0.90	0.76	*-15 %*	0.88	5 out of 8	1.68	22 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	11.68	10.73	*-8.2 %*	14.12	2 out of 8	13.99	17 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.66	0.76	*14 %*	0.61	6 out of 8	0.61	36 out of 42
Total recorded crime per 1000 population	106.24	106.38	*0.1 %*	101.96	6 out of 8	105.37	31 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)**	0.66	0.76	*14 %*	0.61	6 out of 8	0.61	36 out of 42
Number of abductions per 10,000 population	0.14	0.007	*-95 %*	0.024	5 out of 8	0.016	23 out of 42
% of abduction crimes detected	55.0%	0.0%	*-55 Pts*	9.5%	2= out of 8	34.9%	15= out of 43
Number of attempted murders per 10,000 population	0.14	0.12	*-15 %*	0.13	4 out of 8	0.14	24 out of 42
% of attempted murder crimes detected	80.0%	100.0%	*20 Pts*	81.4%	2= out of 8	72.7%	7= out of 43
Number of blackmail per 10,000 population	0.119	0.17	*47.1 %*	0.16	4 out of 8	0.28	22 out of 42
% of blackmail crimes detected	29.4%	60.0%	*30.6 Pts*	31.7%	2 out of 8	26.2%	8 out of 43
Number of kidnappings per 10,000 population	0.413	0.47	*13.6 %*	0.39	6 out of 8	0.53	31 out of 42
% of kidnapping crimes detected	67.8%	55.2%	*-12.6 Pts*	52.3%	5 out of 8	44.3%	17 out of 43
Number of manslaughters per 10,000 population	0.217	0.042	*-80.6 %*	0.022	7 out of 8	0.025	34 out of 42
% of manslaughter crimes detected	32.3%	433.3%	*401.1 Pts*	363.2%	2 out of 8	119.2%	2 out of 43
Number of murders per 10,000 population	0.175	0.161	*-8 %*	0.116	7 out of 8	0.138	35 out of 42
% of murder crimes detected	108.0%	100.0%	*-8 Pts*	98.0%	4= out of 8	94.5%	13= out of 43
Number of rapes per 10,000 population	1.89	2.01	*6.3 %*	2.29	4 out of 8	2.65	13 out of 42
% of rape crimes detected	34.8%	37.3%	*2.5 Pts*	31.4%	5 out of 8	29.5%	7 out of 43

* This data was not available at the 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)**	20.50	24.00	*17.1 %*	20.88	6 out of 8	22.44	33 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.66	0.76	*14 %*	0.61	6 out of 8	0.61	36 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.24	0.45	89.2 %	0.32	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)**	11.9%	12.7%	*6.9 %*	15.4%	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)**	57.4%	67.6%	*17.9 %*	51.0%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	3.00	4.00	*33.3 %*	8.00	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	5	3	*-40 %*	7.0	N/A	6.78	N/A
No. of confiscation orders	71	13	*-81.7 %*	13.2	N/A	43.16	N/A
Total value of confiscation orders	£95,116	£2,838,977	*2884.8 %*	£637,766	N/A	£1,179,340	N/A
No. of forfeiture orders	14	13	*-7.1 %*	7.2	N/A	18.21	N/A
Forfeiture value	£133,944	£53,495	*-60.1 %*	£10,552	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.71	0.52	*-26.7 %*	0.44	5 out of 8	0.45	32 out of 42
% detected trafficking in controlled drugs offences	95.7%	96.0%	*0.3 Pts*	95.3%	6 out of 8	91.7%	17 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)**	78.3%	86.9%	*8.6 Pts*	73.9%	2 out of 6	55.7%	2 out of 28
% of partner-on-partner violence **(SPI 8b)**	84.2%	84.5%	*0.3 Pts*	82.0%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.76	0.83	9 %	0.65	7 out of 8	0.7	36 out of 42
% detected racially or religiously aggravated offences	45.9%	49.0%	*3.1 Pts*	37.3%	3 out of 8	36.4%	11 out of 43

* This data was not available at the 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)**	11.8%	17.4%	*5.6 Pts*	11.7%	2 out of 8	10.1%	5 out of 43
% detected of violent crime **(SPI 7c)**	48.9%	54.9%	*5.9 Pts*	49.1%	5 out of 8	49.5%	21 out of 43
% detected of domestic burglaries **(SPI 7b)**	20.7%	22.0%	*1.2 Pts*	18.1%	3 out of 8	15.9%	10 out of 43
% detected of robberies **(SPI 7d)**	31.5%	34.3%	*2.8 Pts*	24.2%	4 out of 8	19.9%	7 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	21.8%	23.1%	*1.3 Pts*	21.4%	3 out of 8	21.4%	23 out of 43
% total crime detected	26.5%	29.8%	*3.3 Pts*	25.6%	2 out of 8	25.7%	11 out of 43
% sanction detected of vehicle crimes	11.3%	16.3%	*5.1 Pts*	10.9%	2 out of 8	9.3%	5 out of 43
% sanction detected of violent crime	34.6%	34.7%	*0.1 Pts*	34.8%	5 out of 8	34.3%	32 out of 43
% sanction detected of domestic burglaries	19.1%	19.3%	*0.2 Pts*	16.7%	3 out of 8	14.3%	11 out of 43
% sanction detected of robberies	28.1%	28.2%	*0.1 Pts*	21.6%	4 out of 8	17.2%	14 out of 43
% detected racially or religiously aggravated offences	45.9%	49.0%	*3.1 Pts*	37.3%	3 out of 8	36.4%	11 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	30847	35055	*13.6 %*	23916	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	23.6%	23.1%	*-0.6 Pts*	21.3%	4 out of 8	20.7%	16 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.24	0.45	*89.2 %*	0.32	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)**	11.9%	12.7%	*6.9 %*	15.4%	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)**	57.4%	67.6%	*17.9 %*	51.0%	N/A	43.7%	N/A

* This data was not available at the 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	62.0%	77.4%	*15.4 Pts*	81.8%	6 out of 8	85.4%	36 out of 42
Theft of motor vehicle (MV) - % scenes examined	26.0%	29.8%	*3.8 Pts*	45.9%	8 out of 8	40.1%	40 out of 42
% fingerprint recovery from burglary dwelling scenes examined	52.0%	37.3%	*-14.7 Pts*	35.8%	4 out of 8	32.1%	18 out of 42
% fingerprint recovery from theft of MV scenes examined	58.0%	53.4%	*-4.6 Pts*	50.2%	4 out of 8	48.9%	19 out of 42
% DNA recovery from burglary scenes examined	7.0%	11.1%	*4.1 Pts*	8.4%	2 out of 8	8.2%	12 out of 42
% DNA recovery from theft of MV scenes examined	15.0%	22.0%	*7 Pts*	19.7%	3 out of 8	20.1%	15 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	17.0%	19.8%	*2.8 Pts*	17.7%	3 out of 8	16.8%	13 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	27.7%	*N/A*	36.4%	8 out of 8	35.5%	34 out of 42
% DNA matches from recovery at theft of MV scenes	*	50.8%	*N/A*	43.5%	2 out of 8	38.3%	8 out of 42
% fingerprint idents from recovery at theft of MV scenes	28.0%	26.4%	*-1.6 Pts*	30.5%	6 out of 8	27.9%	21 out of 42
% conversion of fingerprint idents to primary detections	53.0%	60.9%	*7.9 Pts*	48.3%	2 out of 8	45.3%	8 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	77.0%	105.1%	*28.1 Pts*	91.9%	3 out of 8	82.5%	11 out of 41
% DNA primary detections per match	56.0%	64.2%	*8.2 Pts*	58.3%	4 out of 8	49.5%	11 out of 42
% DNA total detections per match (incl. secondary)	82.0%	146.6%	*64.6 Pts*	108.6%	1 out of 8	88.7%	4 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)**	30847	35055	*13.6 %*	23916.3	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	23.6%	23.1%	*-1 Pts*	21.3%	4 out of 8	20.7%	16 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	89.4%	82.1%	*-7.3 Pts*	80.9%	3 out of 8	82.0%	23 out of 43
% of court results entered onto the PNC in 10 days	40.8%	67.6%	*26.8 Pts*	63.4%	3 out of 8	54.5%	15 out of 43
Number of sanction detections	33,058	35,104	*6.2 %*	24,062.0	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 the 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)**	12.8%	13.8%	*1 Pts*	10.9%	8 out of 8	11.3%	36 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	13.4%	15.5%	*2.1 Pts*	12.9%	7 out of 8	12.5%	33 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	15.6%	13.3%	*-2.3 Pts*	12.9%	6 out of 8	15.1%	21 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	17.6%	16.1%	*-1.5 Pts*	15.0%	6 out of 8	15.8%	25 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	31.0%	30.1%	*-0.9 Pts*	35.5%	2 out of 6	37.8%	14 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	8.8%	7.5%	*-1.3 Pts*	9.3%	4 out of 7	8.3%	20 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)**	*	7.31	*	5.85	*	5.69	30 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.61	*	0.54	4 out of 5	0.51	26 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)	10.	10.	*0 %*	8.57	N/A	11.1	N/A
Number of calls answered within local target time	230,810	232,571	*0.8 %*	168,289	N/A	254,988	N/A
% of 999 calls answered within locally set target time	90.4%	93.8%	*3.3 Pts*	90.4%	2 out of 6	87.3%	8 out of 39

* This data was not available at the 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	318	241	*-24.2 %*	169.1	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	2	0	*-100 %*	10.9	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)**	*	7.31	*	*	4 out of 5	5.69	30 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.61	*	0.54	4 out of 5	0.51	26 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)**	88.74	81.95	*-7.7 %*	80.94	3 out of 6	70.57	22 out of 37
Number of working hours lost due to sickness by police staff **(SPI 13b)**	77.66	59.60	*-23.2 %*	68.03	2 out of 6	63.72	15 out of 37
Medical retirements per 1,000 police officers	3.87	3.	*-22.5 %*	3.41	4 out of 8	2.9	22 out of 39
Medical retirements per 1,000 police staff	1.78	2.62	*47.2 %*	2.43	5 out of 8	2.16	22 out of 39

* This data was not available at the 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)**	4.8%	4.1%	*-0.8 Pts*	1.8%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	5.1%	N/A	3.5%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (White officers: visible minority ethnic officers)	1: 0.69	1: 1.49	*115.3 %*	1: 1.55	5 out of 8	1: 1.47	24 out of 37
% of female officers compared to overall force strength **(SPI 12c)**	20.4%	21.5%	*1.1 Pts*	21.6%	4 out of 8	21.2%	17 out of 42
% of female police staff compared to total police staff	68.8%	68.1%	*-0.7 Pts*	63.3%	1 out of 8	62.3%	3 out of 42
% of white police officer applicants appointed	*	15.3%	*	22.9%	N/A	26.9%	N/A
% of BME police officer applicants appointed	*	11.5%	*	12.0%	N/A	24.0%	N/A
Difference in % of applicants appointed	*	3.7	*	10 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	*	17.3%	*	27.5%	N/A	29.1%	N/A
% of male police officer applicants appointed	*	14.1%	*	19.9%	N/A	24.2%	N/A
Difference in % of applicants appointed	*	3.2	*	7.6 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 1.02	1: 1.09	*6.5 %*	1: 1.32	3 out of 8	1: 1.41	10 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	94.1%	93.9%	*-0.1 Pts*	91.7%	3 out of 8	88.2%	8 out of 41
Total spending per police officer	£60,574.37	£63,849.70	*5.4 %*	£66,130.63	N/A	£121,668.41	N/A
Total spending per 1,000 population	£151,670.50	£160,182.90	*5.6 %*	£161,215.23	N/A	£320,496.85	N/A

* This data was not available at the time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CBM	community beat manager
CDRP	Crime and Disorder Reduction Partnership
CID	Criminal Investigation Department
CMU	crime management unit
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service
CRR	community and race relations
CSI	crime scene investigator
DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence
ECSO	emergency services community support officer
EFQM	European Foundation for Quality Management
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
GONW	Government Office for the North West

HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HR	human resource
IAG	independent advisory group
ICF	integrated competency framework
ICT	information and communications technology
iQuanta	a web-based tool for policing performance information and analysis, developed by the Police Standards Unit (PSU) of the Home Office
IS/IT	information services / information technology
KSI	killed or seriously injured
LBPA	Lancashire Black Police Association
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LSP	local strategic partnership
MADE	multi-agency data exchange
MAP	multi-agency partnership
MAPfED	Multi-Agency Partnership for Eliminating Discrimination
MAPPA	multi-agency police protection arrangements
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

NIM	National Intelligence Model
NRPP	National Reassurance Policing Programme
OHSW	occupational health, safety and welfare
Osman	Osman v UK (1999) 1 FLR 193, where the court established that in certain circumstances the state has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others
PA	police authority
PACE	Police and Criminal Evidence Act
PACT	police and communities together
PASS	public assistance and service standards protocols
PAT	problem analysis triangle
PCSO	police community support officer
PDR	performance development review
PITO	Police Information Technology Organisation
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
POP	problem-oriented partnership
PPAF	police performance assessment framework
PYO	persistent young offender
QA	quality assurance
RES	race equality scheme
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

SEARCH®	Structured Entrance Assessment for Recruiting Holistically
SGC	specific grading criteria
SIO	senior investigating officer
SLEUTH	a briefing and tasking system
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
TDAG	training and development advisory group
TTCG	tactical tasking and co-ordination group
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery