Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Northamptonshire Police

October 2005

Contents

Introduction to Baseline Assessment

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

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

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

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

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

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

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

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

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

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

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

The Future Development and Application of Baseline Assessment

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

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

Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Denis O'Connor, CBE, QPM, 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 by the Home Office as being most similar to Northamptonshire in terms of demography and other key socio-economic factors that affect the policing environment: Kent, Cheshire, Warwickshire, Hampshire, Staffordshire, Hertfordshire and Cambridgeshire. When making assessment in this report, Northamptonshire's performance is normally compared with that of these most similar forces (the MSF group). In some instances, performance is compared with national averages.

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

The midland county of Northamptonshire covers an area of 914 square miles and has a population of 642,708 (265,582 households). The main town is Northampton with other large towns of Corby, Brackley, Daventry, Kettering, Rushden, Towcester and Wellingborough. Its central location affords easy access, with good road and rail links. The M1, M6 and M40 motorways, together with the A1 and A14 trunk roads, pass through or near the county. Good transport links have led to rapid growth in industry, particulary in warehousing and distribution, retail and financial services. There has also been an expansion of the smaller,hi-tech motor racing industry, particularly in the south around the world-famous Silverstone racetrack.

The employment rate for the county is high at 80.3% and is above the national average (74.9%). The proportion of black and minority ethnic (BME) population living in Northamptonshire is 4.87%, compared with 6.51% for the East Midlands region, with the majority living in the Northampton and Wellingborough areas. The cost of housing is above the regional average (£158,705 compared with £151,901 regionally) but below the national average.

Peter Maddison, Northamptonshire's Chief Constable, took up his position in May 2003 following the departure of Chris Fox to take up the post of Association of Chief Police Officers (ACPO) president. ACC Derek Talbot covered the position of assistant chief constable/deputy chief constable (A/DCC) when DCC Frank Whiteley departed in October 2004. The new DCC, Davina Logan, was appointed in November 2004. Since October 2004 the force has had an additional temporary ACC, Alan Featherstone, responsible for territorial policing. Mrs Linda Charker is director of resources and has executive responsibility for financial management, procurement and property resources for the force. The force executive officers are based at police headquarters (HQ), which is located just outside Northampton town centre, at Wootton Hall. The police authority (PA) consists of 17 members and is chaired by Dr Marie Dickie who has held office since 1995. A very good working relationship exists between the force executive and the PA.

The force's annual budget for 2005/06 is £107.34 million, an increase of 5.4% on 2004/05.The combination of a good grant settlement and a stringent budget round, identifying cashable savings at the start of the budgeting process, placed the force in a relatively strong position and allowed a 3.3% increase to the precept charge. This has enabled the force to increase police officer numbers by 33 during 2005/06, and police staff by 45 (12 of whom will release still more officers into front-line roles). As the force was addressing significant performance difficulties during 2004/05 it was unable to achieve the target for overtime reduction, although this was managed within existing budgets. During 2005/06, however, it is anticipated that the entire 15% reduction will be achieved in line with the financial constraints facing the force. Budgetary pressures in areas such as DNA analysis, overtime, medical fees and vehicle costs have already been identified and a corrective action team is addressing these rising pressures.

Operational policing is delivered via four basic command units (BCUs) referred to locally as Areas – Eastern, Northampton, Northern and Western – each managed by a chief superintendent. As at 31 March 2005, there were (FTE) 1,288.8 police officers, 972.54 police staff, 242 special constables, 37 police community support officers (PCSOs) and 3.5 traffic wardens. Each of the BCUs is divided into sectors, managed by inspectors. There are seven crime and disorder reduction partnerships (CDRPs) within Northamptonshire.

There have been significant reductions in recorded crime in Northamptonshire in 2004/05 when compared with the previous year, a marked turnaround in performance. But reductions have been even greater in Northamptonshire's MSF group and thus HMIC regards the force as having areas for improvement in volume crime performance. Nonetheless, credit is due to the force for achieving reductions in most volume crime categories that are significant and sustained.

Northamptonshire is one of a number of forces where performance problems have led the Home Office to provide support in order to secure improvement. Over the last 12 months the force, PA, HMIC and the police standards unit (PSU) have adopted a collaborative approach to performance improvement. The PSU has supported force projects with expertise and funding in a number of areas, including standards of criminal investigations and criminal justice processes. This support, and the force's positive response to advice, has delivered successes but the force needs to continue improving if it is to close the gap on the performance of its peers.

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

1   Citizen Focus (Domain A)

The force is fully committed to delivering a fair and equitable policing service to all communities across Northamptonshire. An equality of service group which includes community representatives, with a Police Authority lead monitors in detail measures covering operational service delivery impact on communities. The force has been active in the identification of priority neighbourhood areas and the allocation of dedicated police resources to solve local community problems working closely in partnership with other agencies.

Victim satisfaction levels in Northamptonshire are mostly mid to bottom of its MSF group. In response, the force is working towards providing improved feedback to members of the public following reports of crime.

1A   Fairness and Equality

Good

Strengths

- During 2004/05 the difference between the percentage of detected violence against the person offences for victims of BME and white groups was significantly less than the force's MSF average and the national average.

- During 2004/05 the force detected a greater percentage of racially/religiously aggravated offences (54%) compared with its MSF average (44%) and the national average (36%).

- The DCC and ACC (support) have equality of service and diversity delivery within their force and national business areas and demonstrate a commitment to mainstream race and diversity in all areas of force business.

- The force has an equality and diversity strategic board (chaired by the ACC) for implementing and monitoring its race and diversity policy, race equality scheme action plan and key recommendations from recent national reports. The chair of the PA diversity group also attends although members of the force/PA independent advisory group (IAG) do not.

- Diversity issues are a standing agenda item for all department/AREA management meetings.

- Stop and search is closely monitored and the force can identify individual officers who show a greater propensity to target specific groups.

- The force has almost completed a five-year programme of diversity training for all staff that delivers four tiers of training (managers, specialist staff, front-facing staff and non-operational staff), covering all the legislative requirements. A new diversity training strategy group will oversee the future Diversity Training Programme to ensure its continuing mainstreaming and delivery at local level.

- An equality of service monitoring group, including community representatives and the PA lead officer, monitors in detail measures covering operational service delivery impact on communities.

- The force/PA have supported the creation of an IAG (22 members from across the

county and representing race, faith, disability, gender, age and sexual orientation groups). This group has been involved in advising on operational activity and force policy that could impact on communities.

Areas for Improvement

- During 2004/05 the percentage of victims of racist incidents satisfied/completely satisfied with overall service was below the force's MSF average.

- During 2004/05 the percentage of detected violence against the person offences for victims of both white and BME groups was below the force's MSF average (although just above the national average for BME victims).

- During 2004/05 the percentage of both white users and BME users who were very/completely satisfied with respect to the overall service provided was slightly below the force's MSF averages, although more in line with the national averages.

- The next programme of diversity training would benefit from a greater element of interaction with diverse sections of the community.

- While there is a specialist unit based within Northampton AREA responsible for investigating incidents of hate crime, this is not force-wide and it is unclear whether capacity exists on other AREAs to improve confidence in reporting for groups like lesbian, gay, bisexual and transgender and travellers (where numbers of reports are still comparatively low). The force has identified the need to improve compliance with the ACPO hate crime manual in respect of recording incidents reported from gypsy/traveller communities.

1B	**Neighbourhood Policing and Community Engagement**	**Fair**	**Stable**

Strengths

- The force has a neighbourhood policing steering group, led by an ACC, which is developing a strategy and implementation programme, together with a success framework.

- The force's local policing and performance plan 2005/06 contains specific targets on satisfaction, visibility and accessibility.

- The force has a number of local neighbourhood teams (known as CASPAR teams), which cover small, priority neighbourhoods. A CASPAR team has a manager (funded by a borough), or one sergeant and either one or two constables, and members of the extended policing family, which can be a PCSO, and/or neighbourhood warden, and affiliation of special constables. The team solicits the support of housing, social services, youth, highways and other organisations that deliver local services. Successful elements of these teams will be incorporated into the new neighbourhood policing teams, to be rolled out by the force from July 2005.

- A jointly funded CDRP analyst maintains a problem-solving database, populated with partnership data (COMPASS database). In addition, most key police databases are geo-coded to assist with the mapping of demand.

- At AREA level, there is a well-established attendance of partnership agencies at fortnightly tasking and co-ordination (T&C) meetings. The force plans to replicate this at the partnership level at neighbourhood policing sites.

- When surveying victims of crime and other members of the public, the force asks additional questions on how visible and accessible its staff are. If issues are identified, these are then passed to AREAs to be addressed through a number of mechanisms including staff performance development reviews (PDRs) and local T&C meetings.

- The force has expanded the police family to include 25 people who have been accredited with basic powers to tackle littering and low level anti-social behaviour (ASB). While AREAs do have volunteer support, there are opportunities for further development.

- Extensive use of the Northamptonshire police website has led to 2,300 unique hits per day. The force works with other partners on joint initiatives, with a range of media/marketing tools to reach the wider community and specific groups.

Areas for Improvement

- Northamptonshire plans to roll out neighbourhood policing according to the national model. The existing CASPAR teams are not staffed to a specific model, and there are significant abstractions to those staff, which has an effect on the effectiveness of those teams. Neighbourhood policing teams will have one sergeant, two constables, ideally three PCSOs and four special constables

dedicated to an area. Chief officers have committed to these resources being ringfenced and the existing abstractions of community action team (CAT) officers and community beat officers (CBOs) to other duties such as serving on incident resolution teams (IRTs) and ID parades will not be an issue.

- One neighbourhood policing team was set up in July 2005, and trial teams in a further four areas are under development. By April 2006 it is intended that all priority areas of the force will have a neighbourhood team; however staffing requirements will not allow for full geographic coverage of the force area at that time. The force is committed to national targets of a team for each community by 2008.

- Special constables will be an integral part of the success of the Northamptonshire neighbourhood policing model, with four special constables working within each beat team. There are currently 242 special constables in the force, and at present most work within the IRTs when available for duty, rather than in the local CAT teams. Work is under way to incorporate them into the neighbourhood policing teams, but this is at an early stage.

- While beat officers are generally not abstracted to other duties, the other neighbourhood officers (CAT officers) have regularly been abstracted to other duties such as public order, football duties and supplementing the IRTs (who respond to calls from the public).

- Staff involved in neighbourhood policing have received general training in problem solving, and further training is planned for existing CAT/CBO staff. There is guidance on the intranet site on problem solving; however there is little evidence of its use. In addition, beat staff have limited access to the COMPASS data, as they do not have internet access.

- Staff in the current CASPAR teams are well known to the community, and allow for a neighbourhood-level input of community concerns, and actions to address the needs of individuals and communities. However there is not the same level of recognition in the majority of the force at present, particularly as the force has had to concentrate on performance in priority crimes and implementing the Northamptonshire Policing Model (NPM). This will be addressed once the neighbourhood model is rolled out.

- Each new neighbourhood policing unit will have a web-based community profile completed in conjunction with the COMPASS unit which collates data from a wide variety of sources, such as demographic, social and partner data. This approach needs to be expanded across the force.

1C   Customer Service and Accessibility

Fair	Stable

Strengths

- The percentage of PA buildings open to the public which are suitable for, and accessible to, disabled people is 100%, compared with an MSF average of 64.9% and national average of 76%.

- Findings from satisfaction surveys in relation to the level of service given by an officer at the scene of an incident are communicated to AREAs. Comments are then forwarded direct to the officers involved via e-mail and copied to their line manager, to be used as part of the PDR process. This process includes feedback on scenes of crime staff from victims of burglary and vehicle crime, and is being expanded to include call-handling staff.

- AREA managers receive headline information about customer satisfaction on their area on a monthly basis. They also receive more detailed quarterly analysis of satisfaction surveys and areas they need to improve on through focused performance reviews of AREAs.

- Since March 2005 the force has had a joint co-located witness care unit for the whole force area. This unit is on target to provide the full level of service as required by the No Witness, No Justice programme by the end of 2005.

- The force has two mobile police stations provided through sponsorship to improve contact in rural areas.

Areas for Improvement

- Victim satisfaction levels for the Northamptonshire force are mostly in mid to bottom in its MSF group. For example, the percentage of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied with the overall service provided in Northamptonshire during 2004/05 was 78.2% compared with an MSF average of 79.2, placing the force 5th in its group.

- In 2004/05 the percentage of victims of racist incidents satisfied with the overall service provided was 68.2% compared with an MSF average of 76.5%, placing the force 6th in its group.

- The force completed an assessment of its delivery in relation to the Government's Quality of Service commitment, which was signed off by the PA by 31 March 2005, the national deadline. This identified gaps in relation to the way in which the force handled calls from the public and identified the need for a centralised crime recording facility. Project management has been put in place to deliver on the areas required, which will be driven by the corporate development department, reporting back to the PA and managing performance group (MPG).

- The force has recognised the need to improve feedback to members of the public following reports of crime, and believes that the newly-formed customer service units on AREAs are addressing this through ringing back the public to keep them informed of developments. However, there is no mechanism in place to ensure that this is done, or to monitor the impact of this approach.

- While customer service training is planned for all public-facing roles, other priorities have delayed the roll-out of the pilot courses undertaken in 2004.

- The estates strategy (published in November 2003) contained a number of principles in relation to enhancing public contact. Chief officers have only recently agreed a set of strategic principles that will be used to guide the management of the estate as well as the selection and prioritisation of projects. However, the force is actively supporting the development of new customer contact centres in partnership with other agencies. There is agreement for involvement in the new Corby Hub civic building, provision in the capital programme for a new contact centre in Rothwell, and joint collaborative arrangements are being explored for three other sites.

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)

There have been significant reductions in recorded crime in Northamptonshire in 2004/05 when compared with the previous year, a marked turnaround in performance. But reductions have been ever greater in Northamptonshire's MSF group and thus HMIC regards the force as having areas for improvement in volume crime performance. Nonetheless, credit is due to the force for achieving reductions in most volume crime categories that are significant and sustained. There are signs in 2005/06 (first quarter) that the gap between the force and its MSF group is closing.

A new Safer and Stronger Communities Strategic Board has recently been established jointly by the Chief Constable and the Northamptonshire County Council Chief Executive which comprises all CDRP heads, Government Office East Midlands and partners such as the Health Authority. The focus of the board is to ensure all partnership agencies are working together to reduce crime at county level.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Fair	Stable

Strengths

- In 2004/05 the force detected 54.2% of racially or religiously aggravated offences, which placed the force 1st in its MSF group where the average was 44.6%, and in the top quartile nationally.

- To co-ordinate the response to reducing and investigating hate crimes across the county, the force engages with partners using a multi-agency approach. To monitor racial hate crimes, each AREA has established a Multi-Agency Group Against Racial Attacks and Harassment (MAGRAH) while in one AREA a group has also recently been established to monitor disablist-orientated hate crimes - the Multi-Agency Group Against Disablist Attacks and Harassment (MAGDAH).

- During 2004/05, the force commissioned an external independent review of hate crime. The aim of the review was to obtain a clear view of how hate crime incidents were responded to, investigated, recorded and monitored across the force. It also examined the relationship of the force with agencies representing BME communities and the level of liaison undertaken with individual victims. Findings reflected that officers and staff engaged in such work approached their duties with commitment and professionalism, although the force was found to be vulnerable in its lack of a corporate approach to the establishment of specialist resources and engagement with multi-agency partners. The force has an action plan, the implementation of which is overseen by the recently-established hate crime strategic improvement group chaired by the DCC.

- Hate crime does not feature in the force National Intelligence Model (NIM) control strategy. However, T&C processes both at level 1 and level 2 include hate crime as a standing item for consideration, either as specific problems or emerging issues.

- The force is currently working with Northampton Borough Council, Northampton Racial Equality Council and representatives from the Local Education Authority to progress the Heartstone initiative, utilising photographic images entitled The

Faces of Kabul to tackle Islamophobia.

- The force has packs designed to raise awareness of hate crime, which have been distributed to schools, shops, colleges, Victim Support, councils and other partner agencies. The packs are currently being reviewed by the partnership.

- Child abuse referral is defined within the child protection unit business plan and associated policies. Referral procedures and joint working arrangements are documented in the Northamptonshire area child protection committee agency procedures, which form part of force policy and are consistent with Working Together to Safeguard Children principles. The force operates a central referral unit, and access to the Child Protection Register out of hours is through the social services out of hours team (although full details of children on the Child Protection Register are also held on the force intelligence system).

- Staffing levels and job descriptions were reviewed in 2004, with supervisory levels being increased. There will be a best value review (BVR) of child protection in 2005/06, taking into account the latest legislation and best practice.

- Close and informal communication links exist between staff in the central child protection unit and other HQ crime and community/AREA staff dealing with domestic abuse, sex offender management and vetting.

- The force has committed a number of resources to the establishment and management of the Sunflower centre, a facility that provides a wide range of help and support for victims of domestic violence (DV) and their children. This incorporates a multi-agency approach to reducing DV, involving both voluntary and statutory partners. The centre in Northampton is replicated on a smaller scale in Corby. The force also ensures that the prosecution of offenders and victim/witness care is a priority by locating a small team of dedicated DV investigation officers at Northampton. This approach to tackling DV has been identified nationally as best practice; however it is not replicated across the county, although work is ongoing on this linked to the National Centre for Policing Excellence (NCPE) project on DV.

Areas for Improvement

- In 2004/05 the force recorded 0.61 racially or religiously aggravated offences per 1,000 population, placing the force 6th in its MSF group where the average was 0.49. This statistic must be viewed with caution, however, as it could indicate higher levels of confidence within the BME communities in reporting such crimes.

- In 2004/05 the percentage of victims of racist incidents satisfied with the overall service provided was 68.2% compared with an MSF average of 76.5%, placing the force 6th in its group.

- The force does not have a specific hate crime reduction strategy in place. Work is under way to produce a joint partnership county-wide strategy under the umbrella of the Northamptonshire County Hate Crime Forum. The force currently works to the ACPO hate crime manual, rather than having its own policy. Draft policies have now been produced on the investigation of hate crime, based on the ACPO manual.

- Most officers engaged in the investigation of hate crime have received very little, if any, generic crime investigation training.

- The force does not currently have hate crime packs, designed to raise awareness of hate crime through circulation to various stakeholder outlets, eg schools, libraries and community associations. Work is in progress to develop these packs locally, rather than adopt available literature.

- The force utilises data collated and disseminated by the multi-agency COMPASS information-sharing unit to monitor hate crime levels across the county. However, it lacks a dedicated analytical capability to inform and drive a cohesive, force-wide response to achieving hate crime reductions.

- The centralised child protection unit is in the main a reactive one. There was no evidence that it was tasked and directed using conventional NIM processes.

- In 2004/05 (prior to the new force DV policy coming into effect), the percentage of DV incidents with a power of arrest where an arrest was made was 6.2%, placing the force 5th (out of 5) in its MSF group where the average was 50.7%.

- In 2004/05 the number of DV repeat victimisation cases increased to 49.9%, placing the force 6th in its MSF group where the average was 38%. The force is committed to reducing repeat victimisation to less than 30% in the 2005/06 Local Policing and Performance Plan.

- On 1 April 2005 a new DV policy, closely mirroring the ACPO strategy for reducing DV, was launched. The focus of the strategy is on taking positive action in tackling DV offences. However, the priority given to DV and the level of training delivered to operational officers across the force on DV appears low. For example, the publication of the new positive action policy has not been followed up by any dedicated training sessions.

2B	Volume Crime Reduction	Poor	Improved

Strengths

- There has been strong leadership in terms of crime reduction started by the Chief Constable, supported by the force, and picked up and continued following the appointment of the current DCC, who has portfolio responsibility for this area. Staff reported increased emphasis on accountability, closely linked to the performance management framework. There have been significant reductions in key crime areas in 2004/05 through the efforts of all staff, and while the MSF position of Northamptonshire remains bottom quartile, there are signs in 2005/06 (first quarter) that the gap between Northamptonshire and its MSF group is closing.

- The monthly MPG performance meeting, chaired by the DCC and recently introduced at AREA level, is designed to hold senior managers accountable for their performance against targets relating both to volume crime reduction and investigation. The force has set a challenging number of targets for the year 2005/06.

- Operational performance groups (OPGs) were formed on each area in October 2004, bringing together the intelligence and analytical function with management information and the capacity to identify and action emerging threats and intelligence. This has developed the capacity of the force to deploy resources through NIM processes to tackle crime reduction priorities. It also will enable underperformance to be addressed.

- In May 2005 a pilot proactive team was introduced in the Eastern AREA for a period of three months. The aim of the pilot was to allow the AREA to have the flexibility to create a small team that will be tasked to concentrate on investigating and reducing volume crime offences, eg burglary dwelling and vehicle crime offences. This will be evaluated in due course.

Areas for Improvement

- Total recorded crime per 1,000 population fell by 6% in 2004/05 to 114.99. However, this placed the force 8th in its MSF group, where the average was 94.2. In the first quarter of 2005/06 there has been a 14% reduction in total crime on the same period in 2004/05, with the difference from the MSF average being reduced from 22.1% to 13.3%.

- House burglary per 1,000 households fell by 15.8% in 2004/05 to 16.75. However, this placed the force 8th in its MSF group, where the average was 10.5. In the first quarter of 2005/06 there has been a 22% reduction in house burglary on the same period in 2004/05, with the difference from the MSF average being reduced from 59.5% to 46.7%.

- Violent crime per 1,000 population fell by 1.2% in 2004/05 to 19.73. However, this placed the force 5th in its MSF group, where the average was 19.57. In the first quarter of 2005/06 violent crime was reduced by 5% on the same period in the previous year.

- Robberies per 1,000 population fell by 28.3% in 2004/05 to 1.36. However, this

placed the force 8th in its MSF group where the average was 0.74.

- Vehicle crime per 1,000 population fell by 16.8% in 2004/05 to 16.46. However, this placed the force 8th in its MSF group, where the average was 11.57. In the first quarter of 2005/06 there has been a 24% reduction in vehicle crime on the same period in 2004/05, with the difference from the MSF average being reduced from 42.3% to 28.1%.

- The force received an Amber grading from the Audit Commission when compliance with the National Crime Recording Standard was subject to an audit on behalf of the PSU. Currently, the force does not have a formal crime audit regime. However, the force crime registrar carries out monthly compliance and thematic audits as part of an agreed action plan to improve the Amber grading. It is intended that these be incorporated in the overall Force Audit Programme currently under development.

- There can be tensions between the NIM principles and performance management. For example, there are occasions when operational activity on AREAs is driven by the need to achieve performance targets rather than those priorities identified through analytical work and the control strategies. This is understandable given the force's position in terms of performance, but can reduce the effectiveness of the NIM process.

- Operational staff have a clear understanding of the NIM principles, for example in knowing where they are to be deployed, the reasons for that deployment, what they are expected to do, and what they should do with the results of that work. However, staff report having little time to carry out such tasks as a result of having to respond to incidents and cover other functions.

- The NPM was only introduced in October 2004, and needs to be embedded before it can be evaluated. In addition, the force has a significant number of probationary officers who are gaining experience before taking up their permanent posts within the NPM. The force has plans to review the situation in July 2005.

- The force does not currently have a clear crime reduction and investigation strategy. This was deferred as the force is working with the PSU to develop a number of standard operating procedure documents, designed to ensure a consistent approach at all levels is achieved in tackling both volume crime reduction and detections. Now that structures and processes have been determined, the strategy is being redrafted.

- There is no evaluation of crime initiatives that take place on AREAs at level 1, other than those on CASPAR areas.

- Few staff are in a position to problem solve. CASPAR staff, and to an extent beat staff, are reducing crime through effective problem solving, but they are few in number. Some CAT staff have capacity to do so; however at present they are regularly being abstracted to cover other duties.

- Members of the Special Constabulary could be used more effectively to reduce crime, as there is limited evidence of effective co-ordination in their deployment taking place across the force. However, there are some examples of their deployment such as plain clothes and high visibility patrols during the festive season to reduce town centre crime and disorder, the distribution of 'smartwater'

to houses as part of a burglary initiative, and visiting second-hand goods dealers, looking for stolen property. It is recognised that the intended creation of dedicated neighbourhood teams, combining officers, special constables and PCSOs, is designed to bridge this gap.

2C	**Working with Partners to Reduce Crime**	**Fair**	**Improved**

Strengths

- A new Safer and Stronger Communities Strategic Board has recently been established jointly by the Chief Constable and the Northamptonshire County Council Chief Executive which comprises all CDRP heads, Government Office East Midlands (GOEM) and partners such as the health authority. The group has now met twice (the second meeting was on 18 July 2005) and the focus of the board is to ensure that all partnership agencies are working together to reduce crime at county level through the County Neighbourhood Renewal Strategy, building on existing good relationships at CDRP level.

- All AREA commanders are engaged in partnership meetings, either through chairing CDRPs or attending local strategic partnership meetings.

- There is a well-established attendance of partnership agencies at fortnightly T&C meetings on AREAs. The force plans to replicate this at the partnership level at neighbourhood policing sites and at level 2 strategic T&C meetings to inform the strategic assessment.

- The force and the PA have jointly taken the lead on the alcohol harm reduction strategy, which has been welcomed by partners.

- GOEM has commented that the force is actively supporting CDRP activity throughout the county. All councils report a good support from AREA commanders for partnership activity. BCU inspections have reported success in partnership activity at a local level.

- The force has a number of local neighbourhood teams (known as CASPAR teams), which cover small, priority neighbourhoods. A CASPAR team has a manager (funded by a borough), or one sergeant and either one or two constables, and members of the extended policing family, which can be a PCSO, and/or neighbourhood warden, and affiliation of special constables. The team solicits the support of housing, social services, youth, highways and other organisations that deliver local services. Successful elements of these teams will be incorporated into the new neighbourhood policing teams, to be rolled out by the force from July 2005.

- The force has taken the lead on establishing 3-force collaborative arrangements to ensure that the challenges of the Milton Keynes and South Midlands growth area are planned for and resourced, establishing representation on groups at county and regional level, and the Chief Constable is a member of the inter-regional board. This is an issue of long-term significance for the force, identified through its scanning processes, and is a good example of partnership working and strategic management.

Areas for Improvement

- For the year ending December 2004 the public in Northamptonshire were at greater risk of being a repeat victim of a household or personal crime committed

in the previous 12 months compared with the force's MSF group.

- In 2004/05 crimes of house burglary, car crime, robbery and violent crime and overall crime levels fell in comparison with the previous year. However, with the exception of violent crime, the force was bottom of its MSF group.

- There is no specific or overarching policy framework for partnership engagement to guide AREA commanders in their relationships with CDRPs. As a result, police input into CDRPs has developed on an ad hoc basis, and in four different ways, the approach to ASB and CASPAR teams being cases in point.

- Analysis by the force and PSU identified that the force has underdeveloped partnership working to sustain long-term crime reductions, including the prolific and priority offender (PPO) scheme strategy with CDRPs. Work is now under way to identify and implement long-term crime reduction strategies that include CDRPs and GOEM. Good progress has recently been made on developing the PPO scheme and the first MAPPOM (Multi-Agency PPO Management) meeting has been held. The Rose Project (force wide initiative on PPOs) has staff identified, structures in place, and partners on board. There has also been a significant improvement in the effectiveness of the drug action team (DAT) with the introduction of a new chair and membership.

- Drugs education, prevention, enforcement and treatment in the county is patchy, although there has been recent improvement through the support of the PSU. The merger between CDRPs and the DATs has taken place, and joint action is planned for 2005/06. However, there are still issues regarding the availability of useful drugs information and clarity regarding the role and assistance of the DAT. There have been significant delays in obtaining drugs treatment in the county (nine months), although this is now being reduced.

- At the time of inspection, AREA commanders were not held to account for the policing elements of CDRP performance through the MPG meeting, although the Government Office crime reduction unit did monitor overall CDRP performance. Two Northamptonshire CDRPs sit at the bottom quartile for crime reduction in the East Midlands region, and have been offered advice from GOEM.

- The ability of CDRPs to conduct audits and analysis has been improved following the launch of the COMPASS (multi-agency information-sharing) unit in 2002, which contains one crime analyst. However CDRPs would benefit from having more analytical support, particularly to provide more 'quick time' analysis of crime trends and patterns.

3   Investigating Crime (Domain 2)

The force had limited capacity to investigate level 2 criminality until the formation of a dedicated level 2 team in February 2005. However, the force actively works in joint partnership with other forces across the East Midlands the region to provide specialist police resources to tackle level 2 criminality. Such collaboration has resulted in a number of successful operations being carried out which have impacted on local and national organised crime gangs and led to a significant increase in certain categories of detected crime, eg, Operation Liberal (distraction burglaries). During 2004/05 the number of such burglary offences detected by the force significantly increased from 2% (2003/04) to 20%.

In 2004/05 the force detected 54.2% of racially or religiously aggravated offences. This level of performance placed the force 1st in its MSF group and the top quartile nationally. All crime detections rose to 28.8% in 2004/05 against an MSF average of 27.5% placing the force 3rd in its MSF group.

3A   Investigating Major and Serious Crime

Fair

Strengths

- There were no murders in Northamptonshire in 2004/05, which placed the force top in its MSF group and nationally. In terms of the level of attempted murders, the force was 2nd in its MSF group and detected the highest number of such crimes in 2004/05 in its group.

- In 2004/05 the force recorded 1.98 offences of rape, placing the force 3rd in its MSF group where the average was 2.52. The force detected 32.3% of offences of rape, which placed the force 2nd in its MSF group.

- Leadership and ACPO oversight of major and serious crime investigations is provided by the DCC. She takes an active role in ensuring investigations are adequately resourced, community impact assessments are completed, and cases reviewed on a weekly basis. Progress is also monitored to minimise the impact on the force's ability to tackle volume crime investigations by ensuring AREA staff abstractions are kept to a minimum.

- The force has established a dedicated homicide and major crime team (H&MC), consisting of a dedicated HOLMES incident room team which ultimately will also have a cadre of dedicated senior investigating officers (SIOs). All H&MC staff engaged in investigations are fully trained and accredited in line with national standards. All major and serious investigations, ie murder and 'stranger' rapes, are routinely supported by the HOLMES IT system using dedicated HOLMES trained staff. HOLMES staff also support other major investigations carried out at AREA level where appropriate and available. OSMAN issues are integrated into force practices.

- Critical incidents are clearly identified and managed in consultation with the community where appropriate, eg active engagement with community members through an IAG.

- The force has good interoperability between IT systems such as intelligence, custody, command and control, and the child protection database.

Areas for Improvement

- In 2004/05 the force recorded 0.093 offences of manslaughter, placing the force 7th in its MSF group and 41st nationally. While the force detected 83.3% of such crimes, this again placed the force 7th in its MSF group. However the actual number of cases involved was low, ie 6.

- Major crime does not feature specifically within the force strategic assessment, although issues relating to fraud/money laundering, immigration, terrorism and extremism. Robbery and violent crime are also highlighted. The focus is directed more towards the reduction and investigation of volume crime.

- While use is made of OSMAN issues, there is no central co-ordination or policy in place to direct staff as to their responsibilities. In general, there was little evidence of proactivity in relation to the prevention of homicide.

- There are two Sunflower centres in the county which provide a multi-agency preventative approach to DV and to which the force has committed a number of resources. However, these two centres do not cover all the county, and this is recognised as being problematic for consistency and the strength of risk assessment across the whole force area. The force has made a commitment to extend the approach to cover the whole county as part of the NCPE work on domestic violence.

- Largely owing to ongoing major crime investigation commitments and delays in appointing SIOs to the H&MC team, there is no resilience in place to carry out cold case reviews of undetected murders. Work is currently in progress to implement such a review process and associated policy.

- A force community tensions team has recently been introduced to enable a more focused and proactive approach to the collection and actioning of community intelligence. Working closely with the force IAG, the team is forging links and improving community access to the police thereby building up public confidence, eg the presentation to the recently-formed Northampton Muslim Safety Forum. Community impact assessments are not undertaken for every major crime investigation.

- Flexibility by scenes of crime staff ensures that the force has the capacity to attend major crime scenes (such as murders). Concern was expressed about the resilience of the scenes of crime function if faced with more than one major crime scene.

- The force does not yet have a rigorous performance management system in place for major crime investigations, encompassing detection rates, time taken to resolve investigations, costs, abstraction rates and qualitative assessment of the inquiries.

- The force does not yet have in place a system for briefing, debriefing, learning lessons and using intelligence from HOLMES-based major inquiries, other than informal arrangements through peer review and regular crime managers practitioner group meetings (which take place quarterly).

- There is no interoperability between HOLMES and the FIS and intelligence from

major crime investigations is frequently not disseminated.

- The force acknowledges that there is a lack of awareness of critical incidents at all levels within the force. Most staff had received little or no training. Critical incident guidelines in place focus on the community impact elements rather than the investigative approach to be taken.

3B   Tackling Level 2 Criminality

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

Strengths

- The force exchanges intelligence on serious and organised crime that crosses the police area and force boundaries. This process ensures that all law enforcement agencies work together in tackling level 2 criminality, eg collaboration with other forces in the regional intelligence unit process.

- Current regional collaboration has resulted in a number of successful operations being carried out which have impacted on local and national organised crime gangs and led to a significant increase in certain categories of detected crime, eg Operation Liberal. In 2003/04 Northamptonshire had 372 distraction burglaries, of which it detected 2%. In 2004/05 the force had 395 distraction burglaries, but the detection rate rose to 20%.

- The force contributes to and makes use of the East Midlands specialist operations unit. The unit is a joint partnership between forces across the region that provides specialist police resources to tackle level 2 criminality.

- The force has had significant success over the last year with its use of the Proceeds of Crime Act (POCA). In 2004/05 the force more than doubled the total value of its confiscation orders to £1,172,146, significantly more than its MSF average. To build on this success, the force is embarking on a POCA Training Programme to further increase the level of financial expertise and awareness of all operational staff in tackling both level 2 and level 1 (volume) criminality. In a joint funding partnership with the Crown Prosecution Service (CPS), a dedicated lawyer has also been appointed to prosecute both level 2 offences and POCA-based investigations.

- For 2005/06, all AREA commanders have been set individual PDR targets relating to the number of confiscation orders obtained, with an incentive attached, that if achieved will bring a proportional financial return to be invested back into the AREA.

- The force has good interoperability between internal IT systems, such as intelligence, custody, command and control, crime, and child protection. However, as with many other forces, there is little interoperability with neighbouring force systems. The force's contribution to the recent establishment of the regional intelligence unit is intended to address this issue.

Areas for Improvement

- Some elements of serious and organised crime are featured in force strategic assessment documents (ie emerging trends such as armed criminality); however, overall, tackling level 2 criminality does not feature as a key priority. The main focus of this intelligence product is geared more towards force performance in relation to the reduction and investigation of volume crime. Such an approach may lead to potential risks and threats of growing level 2 criminality being missed.

- The force had limited capacity to investigate level 2 criminality until the formation of a dedicated level 2 team in February 2005, supplemented by an already established level 2 surveillance team and economic crime unit. However regular

abstractions from the level 2 team are having a significant impact on its resilience to meet core role responsibilities. These abstractions come as a result of an agreement to provide a response in the first 72 hours to all spontaneous major and serious crime investigations and to assist AREAs in detecting volume crime when requested.

- There is no dedicated operational capacity at regional level to undertake proactive work identified through the joint intelligence arrangements. However, scoping work is in progress to assist in the creation of a regional task force (a dedicated unit of officers seconded from regional forces and law enforcement agencies to tackle level 2 and 3 criminality), mirroring that already in operation within the West Midlands and South Wales regions.

- The force has not proactively sought to identify their organised crime groups although such information, when received reactively, has been effectively developed and managed through the regional tasking process for adoption by other law enforcement agencies.

- Analysts are experiencing difficulties in providing the full range of intelligence products in relation to level 2 criminality (such as problem profiles and network analysis) due to competing demands generated between reactive major crime investigations and level 1 volume crime analysis. There is a greater concentration on performance than intelligence.

- As with many forces, Northamptonshire is still in the process of developing a rigorous and meaningful level 2 results analysis framework.

- While witness protection services are provided as required, the staff involved have not received specialist training, and are abstracted from their day-to-day roles.

- There is no interoperability with neighbouring force IT systems. However, intelligence sharing does take place via personal contacts and within the ACPO region there is a regional intelligence unit, which is in the early stages of being established.

	Fair	Stable

3C   Investigating Hate Crime and Crimes against Vulnerable Victims

Strengths

- In 2004/05 the force detected 54.2% of racially or religiously aggravated offences, which placed the force 1st in its MSF group where the average was 44.6%, and in the top quartile nationally.

- The hate crime victims pack, similar to that supplied to victims of property-related crime, eg domestic burglary, has recently been revised and is supplied to hate crime victims across the force area. This pack contains crime prevention advice.

- The force has a centralised child protection unit (CPU). The CPU works closely with multi-agency partners to manage and investigate child abuse referrals. Joint working arrangements and referral procedures are detailed in the area child protection committee procedures that are consistent with Working Together to Safeguard Children principles.

- There are reciprocal arrangements for attachments between the CPU and all other statutory agencies in the induction of new staff. In this way, the partners ensure a shared understanding and knowledge of child protection agency skills, systems and protocols.

- The force has committed a number of resources to the establishment and management of the Sunflower centre, a facility that provides a wide range of help and support for victims of DV and their children. This incorporates a multi-agency approach to reducing DV, involving both voluntary and statutory partners. The centre in Northampton is replicated on a smaller scale in Corby. The force also ensures that the prosecution of offenders and victim/witness care are priorities by locating a small team of dedicated DV investigation officers at Northampton. This approach to tackling DV has been identified nationally as best practice; however it is not replicated across the county, although work is ongoing on this, linked to the NCPE project on DV.

Areas for Improvement

- Overall, the force's approach to hate crime, DV and child protection investigation processes is considered by specialist staff to be fragmented, with little corporate planning or co-ordination. The force has already identified this issue while reviewing its current strategy and will be reviewing its structures as part of the NCPE processes.

- In 2004/05 the percentage of victims of racist incidents satisfied with the overall service provided was 68.2% compared with an MSF average of 76.5%, placing the force 6th in its group.

- Only one AREA has a dedicated hate crime investigation unit in place, while other AREAs have a dedicated officer(s) whose priority is to investigate all aspects of hate crime, working within their AREA community safety department. However, they are diverted away from their role by being regularly directed to attend multi-agency meetings at strategic level. The recent decision to appoint chief inspectors to AREA

community safety departments will alleviate this problem.

- There is little consistency in the level of multi-agency involvement concerning hate crime investigations in the established Multi-Agency Group Against Racial Attacks and Harassment (MAGRAH) on AREAs. Some meetings result in multi-agency tasking to assist with investigations, while others simply receive an overview report into incidents that have occurred.

- Most officers engaged in the investigation of hate crime have received very little, if any, generic crime investigation training.

- There is no routine intelligence feedback for AREA commanders on child protection inquiries that have taken place on their area, although all relevant and potentially actionable intelligence arising from child protection investigations is put onto the FIS. In addition, immediately actionable intelligence is fed directly to the Incident Management centre and/or OPGs as appropriate.

- In 2004/05 (prior to the new force DV policy coming into effect), the percentage of DV incidents with a power of arrest where an arrest was made was 6.2%, placing the force 5th (out of 5) in its MSF group where the average was 50.7%.

- In 2004/05 the number of DV repeat victimisation cases increased to 49.9%, placing the force 6th in its MSF group where the average was 38%. The force is committed to reducing repeat victimisation to less than 30% in the 2005/06 Local Policing and Performance Plan.

- The force lacks a clear accountability framework for assessing performance or service delivery in relation to DV.

- On 1 April 2005 a new DV policy, closely mirroring the ACPO strategy for reducing DV, was launched. The focus of the strategy is on taking positive action in tackling DV offences. However, the priority given to DV and the level of training on DV delivered to operational officers across the force appears low. For example, the publication of the new positive action policy has not been followed up by any dedicated training sessions.

- Both hate crime and DV investigators report that a consistent lack of supervisory and administration support has had a detrimental effect on their ability to provide a high level quality service to victims.

3D	**Volume Crime Investigation**		Fair	Improved

Strengths

- All crime detections rose to 28.8% in 2004/05 against an MSF average of 27.5%, placing the force 3rd in its MSF group. This represented a rise on performance in 2003/04, when the detection rate stood at 27.8%.

- Violent crime detections rose to 64.6% in 2004/05 against an MSF average of 54.9%, placing the force 2nd in its MSF group and 7th nationally. This represented a rise on performance in 2003/04, when the detection rate stood at 59.1%.

- The monthly performance meeting, chaired by the DCC and recently introduced at AREA level, is designed to hold senior managers accountable for their performance against targets relating both to volume crime reduction and investigation. The force has set a challenging number of targets for the year 2005/06.

- Each AREA has an Operational Performance Group (OPG) which monitors daily performance in terms of sanction detections achieved. The OPG also manages resources by allocating and tasking them towards undetected volume crime offences.

- A quarterly forum for senior H&MC and AREA crime managers has been formed to share good practice and ensure a corporate approach towards crime investigation is achieved among crime investigation practitioners.

- The force has invested in training for staff under the ACPO Professionalising the Investigation Process project. Northamptonshire has 117 level 3 investigative interview trained officers and 33 level 2 trained.

Areas for Improvement

- House burglary detections fell to 13.3% in 2004/05 against an MSF average of 22.2%, placing the force 8th in its MSF group and 36th nationally. This represented a fall on performance in 2003/04, when the detection rate stood at 14.6%.

- Robbery detections rose to 22.3% in 2004/05 against an MSF average of 25.5%; however this still left the force 7th in its MSF group. This represented a rise on performance in 2003/04, when the detection rate stood at 18.9%.

- Vehicle crime detections fell to 13.3% in 2004/05 against an MSF average of 12.5%, placing the force 6th in its MSF group. This represented a fall on performance in 2003/04, when the detection rate stood at 18.4%.

- The force is working hard to improve performance and consistency in standards of crime investigation, and is developing a number of standard operating procedure documents that are designed to ensure a consistent approach is achieved in tackling volume crime reduction and detections. As part of this ongoing strategy, the force has recently reintroduced the role of a strategic lead to co-ordinate the development of policy and good practice in relation to volume

crime investigation issues. The recent establishment of a director of investigations post is also intended in the long term to ensure a more cohesive and corporate approach to crime investigation at strategic level.

- While the force obtains top quartile performance for detections resulting from fingerprints and DNA, the force is not as good in obtaining additional detections from these arrests, placing the force 4th and 5th in its MSF group. Their level of performance in this area during 2004/05 significantly deteriorated from that of 2003/04.

- The force has identified that the effectiveness of the PPO initiative has been limited by the initial level of CDRP input and a lack of co-ordination within the force of PPO scheme development. An action plan has been developed and there is recent evidence of progress against it.

- Among some managers there is a lack of understanding regarding the provision and types of analytical products that can be commissioned from analysts to tackle crime and increase performance. Currently, there appears to be no clear focus as to what is expected from analysts across the force, though it is acknowledged that a training needs analysis is under way to identify where such gaps exist.

- The force has not invested in the delivery of any crime scene awareness or investigation refresher training for operational officers outside of their probation, eg IRT staff who undertake a 'first officer at scene' role.

- The force received an Amber grading from the Audit Commission when compliance with the National Crime Recording Standard was subject to an audit on behalf of the PSU. Currently, the force does not have a formal crime audit regime. However, the force crime registrar carries out monthly compliance and thematic audits as part of an agreed action plan to improve the amber grading. It is intended that these be incorporated in the overall Force Audit Programme currently under development.

- Crime reports are currently recorded and managed using a paper-based system. The standard of completion of crime reports by some officers is poor, resulting in delays and missed intelligence and investigative opportunities. To rectify this, a 24-hour, 7 days a week, centralised crime recording bureau with an electronic crime recording and management system is planned for introduction in October 2005.

- There is a lack of consistent and qualitative monitoring and supervision of crime reports, which has a detrimental effect on performance and intelligence alike.

- Automatic number plate recognition (ANPR) is being deployed on main roads to achieve ANPR unit arrest targets, rather than being deployed in crime hotspot areas where quality volume crime detections can be achieved.

3E   Forensic Management

Good	Stable

Strengths

- Scenes of crime staff attended 100% of house burglary and 82.5% of recovered stolen motor vehicles scenes in 2004/05, placing the force 1st in its MSF group in both cases. This represents a significant improvement from the previous year and places the force 3rd nationally.

- Fingerprint recovery from house burglaries and stolen vehicles attended is well above the force's MSF average. This placed the force 1st and 2nd in its MSF group, and in the top quartile nationally. (The force is mid-quartile in its recovery of DNA from house burglaries and recovered stolen vehicles it attended.)

- The force performs well in terms of ensuring that identifications made from fingerprints and DNA are acted upon effectively by AREA staff. 63.3% of fingerprint identifications made resulted in a detected crime against an MSF average of 54%, placing the force 2nd in its MSF group. 70.4% of DNA identifications made resulted in a detected crime against an MSF average of 54.9%, placing the force 1st in its MSF group.

- Attendance targets at scenes of house burglary, recovered stolen cars and burglaries at commercial premises are very challenging. Attendance criteria for scenes of crime staff were reviewed in 2004, and clear guidance was issued to ensure that staff attended only priority crime.

- The force has now completed its forensic strategy and associated operating guidance to all staff. There is an intranet site on which policies and procedural guidance can be obtained. The scientific support department priorities are based on the force control strategy priorities.

- The force is conducting a six-month trial of the scanning of fingerprints direct from the scenes of certain crimes for an immediate check against the national automated fingerprint identification database.

- The force has a quarterly forensic process review group chaired by the head of crime and community. Representatives from the forensics department, inspectors from each AREA, the Forensic Science Service and forensic analysts from each AREA attend. This forum is used to discuss processes and practices in Northamptonshire to improve the contribution of forensic science to crime investigation.

- All scenes of crime officers and fingerprint bureau staff have monthly performance assessments to identify good or bad practice which can feed into the personal appraisal system if necessary. The MPG monitors attendance rates at scenes of crime, together with the rate at which AREA staff follow up forensic identifications.

- The force has a dedicated forensic training officer (a senior scenes of crime officer) to assess, prepare and carry out forensic training for all operational staff and other agencies (such as the prison service, fire service etc).

Areas for Improvement

- Fingerprint identifications from prints recovered at scenes of house burglary are just below the MSF average at 14.2%. 13.3% of fingerprints recovered from stolen motor vehicle scenes resulted in an identification, well below the MSF average of 25.6%, placing the force 8th in its MSF group.

- DNA matches from samples recovered at scenes of house burglary stood at 26.5% in 2004/05, placing the force 7th in its MSF group where the average was 35%. However, these rose to 37.3% in the first quarter of 2005. DNA matches from samples recovered at stolen motor vehicle scenes stood at 23.5%, placing the force 8th in its MSF group where the average was 40.4%.

- Flexibility by scenes of crime staff ensures that the force has the capacity to attend major crime scenes (such as murders). Concern was expressed about the level of resilience of the scenes of crime function if faced with more than one major crime scene.

- Scenes of crime staff do not themselves attend AREA T&C meetings, which are attended instead by intelligence analysts. Their role is to disseminate details of hotspots, AREA priorities and targets to all scientific support staff, and to update the AREA meetings concerning linked offences. In reality, they only have the capacity to attend 50% of T&C meetings, and AREAs report not gaining much from their attendance to the scientific support manager.

- An examination of scenes of crime functions by consultants (funded by PSU) identified that there were insufficient staff within the fingerprint bureau, particularly given the rise in attendance and fingerprint 'lifts' from scenes. This has led to backlogs within the bureau. The force has revised its attendance criteria to reduce the number of low priority scenes attended (such as shed break-ins), and this is being monitored over six months. The consultant review identified other opportunities for raising forensic-led primary detections. As a result of the review, a further two fingerprint experts were recruited in March 2005, leading to an increase in performance during the first quarter of 2005/06.

- The force does not routinely examine submissions to the laboratory for analysis to ensure maximum value for money. The Forensic Science Service has raised one issue with the force whereby it was over-spending unnecessarily (speculatively swabbing surfaces at house burglaries for DNA), which has now stopped. Such cost/benefit analysis should be part of the work of the forensic process review group.

3F   Criminal Justice Processes

Fair	Stable

Strengths

- The Police National Computer (PNC) compliance target for court resulting is to enter 50% of data within 7 days of receipt. During 2004/05 the force achieved an average of 88%, with the highest being 94% and the lowest 79%.

- For the 12 months to February 2005 the percentage of ineffective trials at both Crown and magistrates' courts was less than the East and West Midlands average.

- The force has an effective working relationship with criminal justice (CJ) partners through the local criminal justice board (LCJB) on which the Chief Constable and the head of CJ sit. The board has a sub-group delivery structure covering all the key Narrowing the Justice Gap areas.

- The force has one criminal justice unit (CJU) which has been co-located with the CPS for a number of years.

- Since March 2005 the force has had a joint co-located witness care unit for the whole force area. This unit is on target to provide the full level of service as required by the No Witness, No Justice programme by the end of 2005.

- CJU 'case building' staff have been deployed to AREAs and support area prisoner arrest investigation teams, which has assisted in reducing bureaucracy for operational officers.

- The force has not yet had a PNC compliance inspection. However, there is an active PNC steering group with an ACPO lead. In addition, the force is among the top national performers for court resulting onto PNC.

- There is a force custody policy group and custody user group that ensure consistency in prisoner handling and application of any review work. There is a link between CJU and the independent custody visitor scheme.

- The force has used police staff in the role of custody assistants across all its custody sites for a number of years, so releasing police officers for operational duties.

- The force is viewed as a leading agency on the county youth offending team management group, and contributes resources to the two county youth offending teams.

Areas for Improvement

- During January to December 2004 the Northamptonshire force was below (35%) the East and West Midlands average (43%) for the percentage of the public who think that the CJ system is effective in bringing people to justice.

- The force and its CJ partners are not on track to achieve the increase in offences brought to justice target by the end of 2005/06 (to 15,386, an increase of 18% on

the 2001/02 baseline figure). At the end of 2004/05 a 3% increase had been achieved.

- While the number of sanctioned detections for 2004/05 showed an increase on the previous year, the force was still below its MSF average and the national average.

- The time it took to get a persistent young offender from arrest to sentence rose during the third quarter of 2004/05, culminating in 114 days in January 2005 against a national target of 71 days.

- While AREAs currently receive some CJ performance information, there is a need to develop this further, including more detailed file quality information and key elements of information from the LCJB performance pack. This will enable AREAs to contribute more effectively to improving the confidence in the criminal justice system and bring more offenders to justice.

- While there is a joint police/CPS structure for the provision of pre-charge advice, both agencies have identified, there is a need to improve this service before the start of the statutory scheme in 2006. They have now agreed a plan to achieve these improvements, specifically lawyer provision and the communication between lawyer and arresting officer to reach a more informed and standardised charging decision.

- Both the force and the CPS are continuing to work together to ensure that more of the benefits of CJ administrative co-location are realised.

- Although there have been improvements in recent months in the timeliness of files for court, the force has identified a need to improve file quality as well as further develop the file building skills of investigators on AREA prisoner investigation units.

- The force has identified the need to improve CJU staff succession planning.

- The force has identified the need to develop measures around custody performance to help improve the management of police bail.

- The estates strategy has provided for the building of two new custody sites to modernise cell capacity in the force. In addition, the custody sites will accommodate new joint and co-located CJUs to improve the administration of criminal justice.

- During 2004/05 the force performed below the PNC compliance target of entering 90% of arrest/summons registrations onto PNC within 24 hours, with an average performance of 81.7%.

- The force had identified that the initial level of CDRP input and lack of co-ordination within the force limited the effectiveness of the PPO initiative. There are now joint agency/offender management units on each AREA that target PPOs, and there is a PPO management board to co-ordinate the units' activities. A joint agency strategy is now in place to extend the PPO scheme to target drug dependent PPOs in line with the force's existing local schemes and national best practice.

- The force and CJ partners have identified the need to increase public confidence in the CJ process. A communications manager has recently been appointed for the LCJB to carry out more positive marketing including a series of public road shows.

4   Promoting Safety (Domain 3)

The force has well established strategies in place to increase public confidence in the police and to reassure communities. Force performance against public reassurance elements of the 2004/05 Local Policing Plan exceeded the local targets for visibility, accessibility and familiarity. However, up to December 2004, it is disappointing that the percentage of people in the county (British Crime Survey) who had high levels of worry about burglary, car crime, violent crime and feelings of public safety increased from the previous 12 months and remained well above the MSF average.

4A   Reassurance

Poor	Stable

Strengths

- The force has had a public reassurance strategy for four years that identifies and sets performance objectives for activities that contribute towards increased public confidence and reassurance. There is a dedicated public reassurance officer at HQ, and each AREA has a public relations officer.

- There is a well-established attendance of partnership agencies at fortnightly T&C meetings. The force plans to replicate this at the partnership level at neighbourhood policing sites.

- The force releases approximately 75 proactive news stories each month, which address reassurance, advice and other positive messages. They widely use direct marketing to reach specific groups such as youth, businesses, older people, specific communities etc.

- The force has expanded the police family to include 25 people who have been accredited with basic powers to tackle littering and low level anti-social behaviour. While AREAs do have volunteer support, there are opportunities for further development. Partner agencies have contributed funding to increase the number of PCSOs within the force.

- When and where to patrol is defined by the AREA briefing process and NIM tasking, which provides direction complete with recent intelligence, crime trends and targets etc. In order to maximise visibility of its staff, the force has a policy to single-crew police vehicles wherever possible.

- The force has two mobile police stations that aim to take services out to the community, reassure the public and increase confidence and accessibility.

- Force performance against the public reassurance elements of the 2004/05 Local Policing Plan exceeded the local targets for visibility, accessibility and familiarity.

Areas for Improvement

- For the year to December 2004, the percentage of people in the county (respondents to the British Crime Survey) who had high levels of concern about burglary, car crime, violent crime and feelings of public safety increased from the previous 12 months and were well above the MSF average.

- In 2004/05 the percentage of reported DV incidents that involved victims of a DV

incident reported in the previous 12 months has risen from the previous year to 49.9%. This places the force 6th in its MSF group where the average was 38%, and in the bottom quartile nationally.

- For the calendar year ending 2004, fear of burglary in Northamptonshire was comparatively high, well above the MSF average, and has been rising for the last 12 months. These levels of fear are rising despite levels of recorded domestic burglary falling in Northamptonshire, a pattern replicated for fear of car crime and violent crime. This suggests that those efforts to reassure the public about burglary, car crime and violent crime are not effective.

- The force has beat officers and staff engaged in CATs, together with five CASPAR units who work with high-priority neighbourhoods. However, few staff are in a position to problem solve. CASPAR staff and, to an extent, beat staff are reducing crime through effective problem solving, but they are few in number. Some CAT staff have capacity to do so, however they are regularly being abstracted to cover other duties.

- Northamptonshire has one PCSO for every 34 constables, compared with an MSF average of one PCSO to 47 constables (average of 4 MSF forces). Funding is an issue; however their role is crucial to the success of the force's neighbourhood policing model. One AREA has only three PCSOs, and three will be needed for each neighbourhood team. However, the force is exploring methods of securing sustainable funding and actively devising a strategy to utilise NP Fund money to fund PCSOs from next year.

	Fair	Stable

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Strengths

- In 2004/05 the force was well above its MSF average in terms of progress towards the Government's casualty reduction targets by 2010. In consequence of this success, the Northamptonshire Casualty Reduction partnership (joint partnership between police, local authority and health authorities) set more stringent targets for 2010, and these are incorporated within the recently published strategy (2005–2010). The local target is a 50% reduction – higher than the government 40% target.

- One AREA commander has led for the force in formulating a county-wide inter-agency ASB strategy, incorporating good practice developed on the Northern AREA over the previous18 months. Key elements include key partner involvement, dedicated ASB units, dedicated CPS support and targeted patrols, together with clear protocols for staff on use of ASB tools such as anti-social behaviour orders and dispersal orders.

- The development of the ASB strategy has been supported by the local strategic partnership, all CDRPs and other local partners such as local business, and is linked to the county-wide Alcohol Harm Reduction Strategy.

- Following PA and force guidance, all CDRP plans contain objectives on ASB.

- Two AREAs have jointly-funded ASB units that co-ordinate the use of ASB powers on their AREAs. It has been agreed in principle to replicate the joint units on the other two AREAs as part of the new strategy.

- ASB features in AREA control strategies, bringing ASB into the NIM process. Analysis of the problems is undertaken and presented to local T&C meetings. ASB hotspots are identified and activity is co-ordinated by the ASB units.

- AREAs of the force have introduced 'zap zones' to target hotspots and provide a positive policing response. The force is exploring the creation of Business Improvement Districts to provide revenue for tackling ASB/alcohol-related violence.

Areas for Improvement

- In 2004/05 the number of road traffic collisions (RTCs) resulting in death or serious injury per 1,000 population (0.68) was above that of the force's MSF average (0.55), placing it 6th in its MSF group. It is acknowledged that the force believes it is disadvantaged by the mechanics of the measurement, ie it has a large number of people commuting by vehicle through the force area, with a relatively low population figure.

- The force has yet to develop systems to measure success in reducing ASB. The Local Policing and Performance Plan 2005/06 refers to anti-social behaviour, but its key target for the perception of local problems of ASB is to 'develop a measure'. The best value review being undertaken of ASB will be the basis for measurement in the future.

5   Providing Assistance (Domain 4)

The force is clearly focussed on improving its performance with respect to call handling as demonstrated in its comprehensive Force Communications Centre 3-year strategic improvement plan. To reinforce this commitment, during 2004/05, levels of performance in call handling have increased. The well-established FCC customer service team is particularly pro-active in resolving complaints and learning lessons from user feedback to improve future performance.

A new Firearms Support Unit has been created following the introduction of the new NPM and provides 24/7 ARV firearms cover and force tactical firearms team response. The force template, designed to compile threat and risk assessments and to examine force capability for managing and responding to firearms incidents, has recently been commended by the NCPE as best practice and considered as a 'beacon' for other forces to follow.

5A   Call Management

Good	Stable

Strengths

- In 2004/05 88.4% of 999 calls were answered within 10 seconds, placing the force 4th in its MSF group, and representing an improvement on the previous year.

- In 2003/04 (latest data available), 92.6% of the public were satisfied with the time taken to answer a 999 call, placing the force above the national average of 90.2%.

- The recently-appointed head of the force communications centre (FCC) demonstrates a strong leadership style and is clearly focused on the need to continuously improve both service delivery and performance in terms of call handling. The force has a comprehensive FCC three-year strategic improvement plan (known in force as The Gateway to Performance).

- Following a realignment of existing resources and the introduction of a rigorous performance management regime within the FCC, a dedicated performance and resource management team has now been created. The introduction of such a resource has increased the focus on performance at all levels, eg performance management meetings held monthly, at which managers/team leaders are held to account. It has also increased the ability of team leaders to concentrate on providing leadership and support to staff during busy periods of heavy demand and to better monitor the management of serious incidents. All staff welcome the new structure.

- The FCC customer service team is now well established, and uses a proactive approach to resolving complaints made, as well as learning lessons from feedback given by FCC users, both internal and external. Issues identified are resolved using a number of management methods, eg underperformance by an individual is recorded using the PDR system with an agreed action plan that may include a period of training or mentoring.

- Absence management of staff within the FCC has been effective, with performance in this area increasing year on year. In 2004/05 sickness stood at

5.17 days for police officers and 7.72 days for police staff, compared with last year's figures of 13.68 and 9.26, respectively.

- The command and control system contains action plans for operators to follow when responding to key incidents, eg distraction domestic burglary. Operators are led by their team managers and supported by a duty inspector on each shift to oversee the operational management of policing issues and to make the necessary decisions regarding deployment, eg Firearms Silver Commander.

- Staff working in the FCC have access to intelligence and hotspots data from AREAs through a briefing board that is amended on a daily basis.

- To maintain operational continuity in the case of disaster, a disaster recovery site for the command and control system and Airwave radio/communications has been established and tested. There is a risk management group in place to review and direct such issues.

Areas for Improvement

- The FCC three-year improvement plan assesses the force against a number of local and national requirements. A number of areas for improvement were identified by the force, and there is a 52-point action plan that outlines the force's approach to resolving these issues.

- A number of lower priority incidents remain unactioned through lack of resources, resulting in callers re-contacting the FCC to see when an officer will attend.

- The force does not have a centralised crime-recording bureau although it intends to put one in place within the FCC by October 2005. The force is also actively working towards achieving compliance with the National Standards of Incident Recording and the National Call Handling Standards by early 2006.

- The FCC has invested in Smart CC training technology, which allows trainers to monitor and interact with operators and, if necessary, with the caller, although it is not yet in use in the live environment. A Management Training Programme has also been introduced for FCC team leaders and their deputies, delivered by the recently-established dedicated FCC training team. This investment in training has led to an improvement in the skill levels of staff, particularly new call centre operatives. However, support and mentoring for new operators post-induction is limited. The training needs of existing staff to meet changes in technology and work practices are not receiving sufficient attention.

- The force does not resource a 24-hour PNC bureau facility. During periods of closure, staff in the force communications centre provide updating of PNC. However, a lack of trained PNC operators within FCC makes this level of service unachievable.

- There is a lack of integration between the command and control system and the force crime recording system. This is leading to duplication of work, with operatives having to key the same information onto several separate systems.

5B   Providing Specialist Operational Support

Good	Improved

Strengths

- The DCC leads the force on firearms policy, with the ACC (support) chairing the East Midlands regional firearms group. The ACC is also the ACPO national lead for the development and use of Taser.

- The force's capability for responding to firearms incidents, including an appropriate Gold, Silver and Bronze Commander element, is considered by the force to be sufficient to meet current and projected needs. This judgement follows a recent specific baseline risk and capability assessment, which identified both strengths and weaknesses linked to the implementation of the new codes of practice.

- A force template, designed to compile threat and risk assessments and to examine force capability for managing and responding to firearms incidents, has recently been commended by the NCPE as best practice and is considered a 'beacon' for other forces to follow.

- The newly-formed firearms support unit (FSU), created following the introduction of the new NPM, is an amalgamation of both the former stand-alone armed response vehicle (ARV) unit and operational support group. The FSU provides 24/7 ARV firearms cover and a force tactical firearms team response. Once minimum ARV cover is achieved, any remaining resources are proactively deployed either to support the road policing unit (RPU) in policing the roads and investigating serious RTCs, or in tackling other force priorities, eg vehicle crime.

- All firearms officers deployed to any firearms incident have at their disposal a full range of less lethal options. This includes baton guns, Tasers and, if necessary, dog handlers and their dogs trained and deployed to work with firearms officers in resolving firearms incidents.

- The force holds regular firearms incident commanders meetings involving representatives from AREAs and all relevant firearms disciplines, to decide and progress firearms policy decisions and discuss lessons learnt from debriefing of incidents.

- All superintendents are trained Firearms Silver Commanders. To ensure a level of resilience and to enhance work/life balance, a new system of Firearms Silver Commander cover has recently been introduced.

- As part of the ACPO East Midlands region, the force is in the very early stages of discussing shared regional firearms training and capabilities. Mutual aid protocols already exist between forces. A regional policy relating to use of baton guns has also recently been agreed and adopted.

- In line with the introduction of the NPM and to monitor overall force performance, the operations department has recently introduced a performance management regime. This includes the review of departmental, team and individual performance. To manage this process, all central resources are tasked via the newly-created operations department OPG. On a daily basis, a duty inspector links with all AREA OPGs to ensure resources are tasked accordingly on a priority

basis to meet force/AREA priority targets, in line with NIM principles. The operations department has its own established departmental T&C process to allocate resources on a two-weekly basis, which mirrors that held at force level 2, in which the department also participates.

Areas for Improvement

- The force was awarded a Fair grading when its compliance against the Home Office Police Use of Firearms and Less Lethal Options Code of Practice and the ACPO Manual for the Police Use of Firearms was assessed by the HMIC specialist firearms team (March 2005).

- The standard and level of firearms training delivered internally by the force is considered by firearms staff to be high. However, concerns were raised relating to the ongoing development and tutoring of authorised firearms officers newly appointed to the FSU. There is no formal tutor system in place. Instead, an unstructured system of help and support is being offered to peers by fellow officers from the unit.

5C   Roads Policing

Good	Stable

Strengths

- In 2004/05 the force was well above its MSF average in terms of progress towards the Government's casualty reduction 2010 targets. In consequence of this success, the Northamptonshire Casualty Reduction partnership (joint partnership between police, local authority and health authorities) set more stringent targets for 2010, and these are incorporated within the recently-published strategy (2005–2010). The local target is a 50% reduction – higher than the government 40% target.

- The DCC has the ACPO lead for roads policing, and is involved in the strategic direction of road safety and other roads policing policies. Responsibility for co-ordination and delivery of policies rests with the operations department, which encompasses the RPU and a casualty reduction team (road policing support services).

- In line with national ACPO policy and following the multi-agency approach, the force has developed a comprehensive and inclusive roads policing and casualty reduction strategy that includes appropriate targets and identifies key areas for activity. For each key area of activity, a small multi-agency sub-group manages activity according to a pre-agreed sub-strategy. For example, sub-groups exist to target collisions involving motorcyclists, young drivers, red routes, and working drivers.

- Northamptonshire is actively engaged with formal partners and informal groups across the whole range of roads policing. This includes regular multi-agency strategic meetings, as well as practitioner groups. The Highways Agency, magistrates' courts, primary care trusts and the county council are formal strategic partners; however the force also links in with other agencies.

- The force has recently introduced a dedicated collision investigation team whose role is to investigate RTCs involving death or serious injury. The team comprises a number of trained and accredited SIOs and forensic collision investigators. The force follows the principles of the ACPO road death investigation manual and, where appropriate, investigations are carried out in conjunction with the force H&MC.

Areas for Improvement

- In 2004/05 the number of RTCs resulting in death or serious injury per 1,000 population (0.68) was above that of the force's MSF average (0.55), placing it 6th in its MSF group. It is acknowledged that the force believes it is disadvantaged by the mechanics of the measurement, ie it has a large number of people commuting by vehicle through the force area, with a relatively low population figure.

- A performance management framework has only recently been introduced to measure the activity of the roads policing unit. Though still in its early stages of implementation, an OPG, mirroring those operating at AREA level, has also been introduced into the force operations department, and is effectively tasking and directing RPU resources in line with NIM principles. However, while RPU officers are being tasked in line with the NIM processes, abstractions and reactive

workloads regularly preclude their ability to be proactive in tackling crime on the roads. Overtime expenditure has increased significantly since October 2004. The department is currently undergoing an evaluation of changes made, taking into account relevant factors including core responsibilities, and proactive support to the force.

- The force has recognised that the reorganisation of structures under the introduction of the NPM and a lack of succession planning has reduced resilience in the number of forensic collision investigators and RTC family liaison officers available for deployment. This has led to specialist trained officers being called away from other duties to provide cover, eg firearms unit officers trained as family liaison officers. However, work is ongoing to resolve the issue.

6   Resource Use (Domain B)

The Force has developed an HR strategy and plan incorporating workforce modernisation and police reform. Sickness levels amongst police staff are amongst some of the lowest nationally and progress has been made in reducing police officer sickness. Several areas of HR management have been identified as needing improvement, including the involvement of HR managers in developing the HR plan. The Force and Police Authority have evidenced their commitment to race and diversity including their strong support for a diverse range of staff support networks. The force is actively utilising the NIM process to deploy resources in order to tackle crime reduction priorities. However, there can be tensions between the NIM principles and performance management. This is understandable given the force's position in terms of performance, but can reduce the effectiveness of the NIM process.

6A   Human Resource Management

Fair	Stable

Strengths

- The level of sickness among police staff for 2003/04 was low, placing it 1st in its MSF group, and high nationally. In 2004/05 the levels further decreased to 49.4 hours per police staff member, which is below the force's MSF average (56.6 hours) and the national average (63.7 hours).

- The force has developed a human resources (HR) strategy (2005–08) and an HR plan (2005/06), with delivery deadlines. The plan takes into account workforce modernisation, the local policing plan (including delivery of the new force policing model) and police reform. The PA is actively involved in both the development and monitoring of the plan. Elements of the HR plan are incorporated into the PDRs of all HR managers and staff, and this is reviewed and monitored every two months by the managing staff group, to ensure support and delivery.

- The force has a high number of officers engaged on the High Potential Development Scheme (currently nine, ranging from constable to chief inspector level).

- The force has recently introduced a workforce and succession planning unit within the HQ HR department which brings together five workstreams. The unit can produce shift pattern and working hours options (using activity, abstraction and demand data) across a range of operational/departmental functions.

- There is a chief officer with responsibility for health and safety (H&S), so ensuring that any learning/actions can be overseen strategically, and that health and safety is clearly integrated with occupational health and welfare. The force has an H&S plan with targets.

- There is a robust system involving the force HR command lead, senior HR managers and the diversity manager working to ensure that all employment tribunals are fully debriefed and any necessary action taken. The diversity manager has an overview of all grievance trends and ensures that any corporate learning is applied.

Areas for Improvement

- In 2003/04 the force had one of the highest number of police officer working days lost to sickness nationally. Although action taken by the force has resulted in a 12% decrease during 2004/05 to 84.4 hours per police officer, the force is still above its MSF average (68.1 hours) and still above the national average (70.5).

- It has been identified that AREA HR managers need to be more strategically involved in the development of the HR plan. In addition, the force is planning a new HR structure to give AREA HR managers greater opportunities to influence strategic direction.

- There are no meeting group arrangements to bring together individuals working on workforce modernisation and career development with the head of the workforce and succession planning unit. It is unclear at what stage project work on workforce modernisation is.

- At present there is no professionally qualified HR director appointed at chief officer level.

- The force went live with the national personal development review (PDR) process in April 2005. Dip-sampling processes to ensure quality of objectives within the PDRs are still being implemented across the force. (While the completion rate is reported at over 90%, there is evidence to show that while PDRs are being electronically created, no arrangements are being made with staff to complete them).

- The force has identified the need to improve the overall level of H&S awareness in terms of roles and responsibilities on AREAs and the level of training to AREA managers who investigate accidents. This includes improving arrangements to monitor and take action regarding accident/injury 'near misses'.

- While the force has arrangements in place to identify any trends or issues associated with staff leaving the organisation, the current use of both exit interviews and questionnaires is not always corporate. The force is intending to adopt the national exit interview policy (currently being developed in the Home Office).

6B   Training and Development

Fair	Improved

Strengths

- There is a training strategy in place that conforms to HOC 53/2003 and is fully aligned to organisational objectives.

- The force has a good-quality, detailed costed plan for the training function. The full National Costing Model (NCM) methodology is being applied and the force is a member of the national project team to develop the NCM.

- The training plan is routinely and regularly monitored at the monthly force MPG and managing finance group, and at the PA performance monitoring committee as part of the HR business report. Activity and budget spend against the plan are reported.

- The force training strategy clearly outlines how the training and development subgroup (TDSG) leads the client side to determine prioritisation and oversees the monitoring arrangements for the training function. The chair of the TDSG is the ACC with responsibility for training. AREA commanders and departmental heads are represented on this group. In addition there are lower level AREA user groups, which are part of the NPM that include training issues on their agenda.

- There has been sound activity that supports the Managing Learning, Diversity Matters and Training Matters recommendations, together with effective PA monitoring.

- The training business planning cycle correlates to HOC 53/2003 and assists the corporate planning process. Training planning is effectively integrated into the NPM and is clearly being driven by performance.

- Prioritisation is carried out at a strategic level by the ACPO-led managing staff group and TDSG forums. Existing training programmes are either on schedule, rescheduled or cancelled, and new priorities are programmed according to force needs.

- There are good examples of community involvement in the core skills training. This includes stages 5 and 6 probationer training and custody training. The stop and search training was devised in consultation with community leaders and the Black Police Association. Within operational training, senior officers are seeking to make links between firearms training and the black community. In addition, the RPU has support from the medical profession for drugs recognition training. While the force has achieved a significant amount in the involvement of communities in training delivery, it also needs to consider how to involve the community in the wider training processes of training needs analysis, design and evaluation. The force is progressing this with the PA and the IAG.

Areas for Improvement

- The significant amount of AREA training delivered by the AREA training and development unit officers (80% to probationers and 20% to other staff) is not included in the costed training plan.

- The head of training is a training professional and is seen as the 'head of profession' for all centrally-provided training. However, the consistency of training standards and accountability across the entire training function has yet to be achieved. This issue is being debated at the strategic level. Some links have already been made with specialist training staff and there are aspirational plans to integrate them further in the short term.

- There is a formal Training Quality Management System framework for developing a quality assurance regime across the force; however in practice there is very limited QA being applied within centrally-provided training. There are no routine trainer assessments or line manager observations. Some validation of lesson plans has begun and the head of training plans to apply a generic assessment tool for all force learning materials.

- There is a draft evaluation policy that clearly outlines the evaluation intentions. Tasking and reporting is largely through the TDSG, which also approves the evaluation priorities. The force training evaluator is confident that evaluation recommendations are subsequently implemented although there is no audit trail or longer-term monitoring to demonstrate this.

- All courses are evaluated to level 1. Level 2 assessments are not routine and left to informal arrangements by individual trainers. The Adult Learning Inspectorate found very little formal assessment of student knowledge taking place in the observed sessions and there is no monitoring process to ensure these evaluations are taking place.

- The PDR process or National Occupational Standards (NOS) have not been linked to evaluation and there is a general absence of external indicators of the impact of the training on performance or return on investment.

- There is some evidence of collaboration within diversity training and management training, but the force needs to capture all the work they are doing collaboratively and set out their collaboration priorities in the training strategy.

- Although PDR is linked to priority payments, there is concern at AREA commander level about the ability of supervisors to apply the assessment criteria objectively. This may be indicative of a skill gap for supervisory staff and is a matter that the force should explore.

- Some new lesson plans have been aligned to NOS but there are no plans to revisit existing training. The link between evaluation and NOS has not been explicitly defined.

6C   Race and Diversity

<div style="text-align:right">**Good**</div>

Strengths

- For 2004/05 the force compares well against its MSF average and the national average for the percentage of police recruits from BME groups. In addition, the ratio of those officers resigning to all officer resignations was less.

- For 2004/05 the percentage of female officers and female police staff compared with the overall force strength was above the force's MSF average and the national average.

- For 2004/05 the difference in the percentage of male and female officers appointed was only 0.8%, much less than the force's MSF average or the national average.

- For 2004/05 the percentage of white and BME officer applicants appointed was above the force's MSF average, and the difference between those two groups was also below the force's MSF average.

- A force equality & diversity group, which reports to the force strategic board, monitors fairness in core HR processes, including internal grievances, through a range of key HR performance indicators. The force equality and diversity policy is reflected through the force HR action plan (2005–08).

- The force has a diversity manager and is in the process of developing a diversity unit to tactically co-ordinate race & diversity activity in line with recent national developments.

- There is clear evidence of access by staff to policies and procedures dealing with the full range of work/life balance working arrangements including grievance management.

- The force supports a full diversity range of staff associations/support networks that attend diversity strategic meetings and are used to advise on policies.

- The force has taken a range of actions, co-ordinated through a disability project group, to comply fully with the Disability Discrimination Act 1995. A disability awareness package is currently being developed for all force staff.

Areas for Improvement

- For 2004/05 the difference between the voluntary resignation rates of male and female officers was much greater than the force's MSF average and the national average.

- There is little evidence of regular monitoring of progression, retention and under-representation within specialist departments included in the indicators used for equality & diversity or managing staff group meetings.

- The force has yet to decide which existing diversity-related key staff will be incorporated within the diversity unit and whether additional capacity will be required to develop a centre of excellence across all strands of diversity.

- While the force and PA were not identified by the CRE's race equality scheme audit as not compliant, the force and PA are working on a new scheme and action plan to ensure that all relevant Commission for Racial Equality recommendations are included. This will be in place by 31 May 2005. There is ongoing training of force equality advisors to complete impact assessments within strategies/policies.

- At the time of baseline assessment there was no active Gender Agenda action plan.

6D   Resource Management

Good	Stable

Strengths

- In the last report of the external auditor to the force (November 2004), he noted that general revenue reserves represented 6.5% of net revenue expenditure as at 31 March 2004. This provides a sound basis for financial planning, and exceeds the normal level of reserves. The PA approved this as a measure to maximise flexibility in future financial years in view of likely increased demands on the revenue budget.

- The performance monitoring committee of the PA acts as the audit committee and receives regular reports from the director of resources, the treasurer and internal audit. The chair of the PCM is the lead member for both finance and procurement and holds quarterly meetings with the treasurer, director of resources and head of finance, and separate meetings with the director of resources and head of procurement.

- The director of resources is a member of the chief officer group, which sets the force's strategic priorities for the year to ensure that there is a corporate approach to the budget round, and that the budget accommodates the operational requirements.

- There is a written protocol between the treasurer and the director of resources, which means that there is very little or no duplication between the roles. The director of resources, head of finance and the treasurer meet regularly to ensure a co-ordinated approach is taken in all financial matters.

- Departments and AREAs have devolved budgets, combined with effective arrangements for corporate monitoring. Each year budget guidance notes are issued that state the force's strategic priorities and how budget managers should prepare their budgets to address them. It includes costing information for developmental bids.

- The financial services department provides training on corporate issues to Area and departmental staff. The head of finance is a CIMA-qualified accountant and the five management accountants supporting the Areas and HQ departments are either CIPFA or CIMA-qualified. However, there is still an ongoing issue with difficulties in recruiting professionally-qualified finance staff.

- The force takes advantage of contracts constructed under the regional procurement collaboration.

- The force engaged the services of a consultant to assist in a review of the capital programme. The results of this have led to the downgrading or cancellation of a number of projects in favour of schemes that are more directly aligned to operational policing objectives, for example the construction of new custody facilities. All future projects will be judged on the basis of agreed strategic principles, which include affordability and support for the force's operational policing model (NPM).

- The force transport strategy was last updated in April 2004. The strategy contains short, medium and long-term plans that contribute to operational policing goals,

as specified by HMIC. Progress has been made in respect of all the actions identified within the plan.

- The force has established a workforce and succession planning unit. Encompassed within the remit of this unit is workforce scheduling. The unit uses the Merseyside Police Methodology of patrol planning, with effective staffing levels being matched to demand profiles. The force has adopted a variable shift pattern to support this process.

Areas for Improvement

- As the force was addressing performance issues during 2004/05, it was unable to achieve the agreed overtime reduction although this was managed within existing budgets. During 2005/06 however, it is anticipated that the entire 15% reduction will be achieved, in line with the financial constraints facing the force.

- Budgetary pressures such as DNA processing, overtime, medical fees and vehicle costs have already been identified and a corrective action team has been formed to address these rising pressures.

- The force is now moving towards allocating resources to Areas and departments based on assessment of needs and demands. The first step is the evaluation of the NPM, where activity analysis data is being used to ensure that the model is appropriately resourced, now it has bedded in. The data is currently showing some disparity between resources and need.

- The PA and force will be aware, from the 2004 baseline assessments, of the importance of implementing and developing the national Activity-Based Costing (ABC) Model. In the Audit Commission National ABC Data Quality Report issued in May 2005 the results for the force are shown as:

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

- The force has not yet fully demonstrated its commitment to implement the national ABC model. With the support of the PA, it now needs to consider how it can improve its performance, especially in the use of activity analysis and in delivering this key element of management information to drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission, with results included in future baseline assessments.

- The external auditor noted that there were some weaknesses in both the accuracy of the data submitted for 2003/04 and the underlying systems and processes in place. These require management action to ensure the accuracy and reliability of submissions in future years.

- There has been progress in improving the procurement service of the force. There is work planned to reduce the supplier base in 2005/06. Development of the e-commerce environment is still required.

6E   Science and Technology Management

Good	Stable

Strengths

- The force has a detailed and comprehensive ICT strategy and business development plan in place. The managing knowledge group, chaired by the ACC (support), monitors the strategy and associated action plans.

- Work is in progress to ensure that the force is compliant with the requirements of the National Management Information System which is designed to introduce and maintain national IT standards.

- In line with the Bichard Inquiry recommendations, the force has committed itself to contributing to CRISP (cross regional information-sharing project) and is already supplying all the necessary data to the consortium, as required by the end of 2005/06. It is also working towards providing CRISP data as required progressively during 2006.

- Owing to financial constraints, the force was unable to proceed with the implementation of National Strategy for Police Information Systems for HR. However, work is ongoing to introduce a new in-house developed HR system that will meet organisational needs and be linked to both the FIS and force finance systems. Completion is intended for the end of 2006.

- To improve remote data access by officers using laptop computers, the force has embarked on a programme of installing mobile data terminals into its operational police vehicles.

- A recent network penetration test has been carried out, with no significant issues found.

- The post of information security officer (ISO) has now been aligned to the professional standards department. The ISO, in liaison with the head of ICT, is working to implement new information security policies, Criminal Justice Extranet compliance, vetting and firewall management.

- The force has introduced a major upgrade to its network bandwidth capacity, considered capable of delivering a level of data and telephony that meets both present and future organisational needs. On an incremental basis, work is also in progress to replace and enhance IT network infrastructure links to provide greater resilience and performance.

- The upgrading of the network and associated migration to a new IT operating system increased demand upon and tested the resilience of the IT help desk function. However, due to a robust system being in place, service levels were not adversely affected.

- To maintain operational continuity in the case of disaster, a disaster recovery site for the command and control system and Airwave radio/communications has been established and tested. There is a risk management group in place to review and direct such issues.

- The force has recently been nominated for an IT industry award regarding its

innovative use of Airwave technology, by being the only force to integrate a 'virtual telephony' facility into the system, designed to improve direct contact with the public.

Areas for Improvement

- Overall, concerns were raised regarding the ability of the force to sustain the levels of investment necessary to meet future IT projects and growth.

- The backbone of the IT network utilises a microwave system. Though currently serviceable as regards capability and reliability, the risk of breakdown is considered high in the short to medium term. The level of risk has been identified, however budget restraints have so far hampered replacement.

6F   National Intelligence Model

Fair	Improved

Strengths

- The DCC has force responsibility for the NIM and chairs the monthly level 2 tactical T&C group meeting. She is also an active member of the ACPO NIM working group.

- OPGs were formed on each Area in October 2004, bringing together the intelligence and analytical function with management information and the capacity to identify and action emerging threats and intelligence. This has developed the capacity of the force to deploy resources through NIM processes to tackle crime reduction priorities.

- Currently the force contributes to the information-sharing protocols established with CDRP partners by publishing its strategic assessment (sanitised version) via the CDRP jointly-funded COMPASS (information-sharing) unit.

- The force has introduced a performance management system designed to measure the effectiveness of information and intelligence received from informants, and particularly how they contribute towards force/Area priorities.

- The force is working towards ensuring compliance with the recently revised ACPO NIM Codes of Practice, as required by October 2005.

- The force conducts an evaluation of all level 2 operations to ensure lessons learnt are captured, documented and shared among practitioners. A similar process is still being developed for introduction at NIM level 1 (Area). However, there is clear evidence that tactical products at all levels are being produced, monitored and acted upon.

- An electronic briefing tool has been introduced across the force that meets the requirements of the National Briefing Model.

Areas for Improvement

- There can be tensions between the NIM principles and performance management. For example, there are occasions when operational activity on Areas is driven by the need to achieve performance targets rather than those priorities identified through analytical work and the control strategies. This is understandable given the force's position in terms of performance, but can reduce the effectiveness of the NIM process.

- Operational staff have a clear understanding of NIM principles, for example in knowing where they are to be deployed, the reasons for that deployment, what they are expected to do, and what they should do with the results of that work. However, staff report having little time to carry out such tasks as a result of having to respond to incidents and cover other functions. The NPM was only introduced in October 2004, and needs to be embedded before it can be evaluated. In addition, the force has a significant number of probationary officers who are gaining experience before taking up their permanent posts within the NPM. The force has plans to review the situation in June 2005.

- The force does not currently have a formal NIM auditing review structure to ensure that NIM standards are continuously adhered to and improved upon beyond compliance. This is being developed.

- The 'open-office' environment of one Area's OPG (responsible for the collection and dissemination of intelligence) is seen as a barrier to the maintenance of security and 'sterile corridor' principles. This has already been identified by the force and is in the process of being actioned through the NIM steering group.

- Among some managers there is a lack of understanding regarding the provision and types of analytical products that can be commissioned from analysts to tackle crime and increase performance. Currently, there appears to be no clear focus as to what is expected from analysts across the force, though it is acknowledged that a training needs analysis is under way to identify where such gaps exist.

- The participation of partner agencies in the NIM process both at force and Area level is minimal. The degree of involvement differs depending on location and the effectiveness of organisational relationships. However, work is in progress to improve this position.

- The force has been slow to implement the Government Protective Marking Scheme. The provisions of the scheme are only now beginning to be introduced at force level on an incremental basis, starting with the force crime and community department.

7   Leadership and Direction

This year has been a particularly challenging one for the force in terms of its performance levels and the implementation of the new Northamptonshire Policing Model (NPM). In particular some aspects of the NPM have worked well whilst others have identified real pinch points in the system. However, the Chief Constable and his executive have throughout been clearly focussed on the importance of leadership in helping the force through its major change programme. The model is to be evaluated in July 2005.

Strategic planning is not yet fully integrated with NIM processes, although the force intends to do so. It is also hoped to involve the Police Authority in this process.

The force has introduced performance accountability structures cascaded down to Area/sector/team and individual level, subsequently supported by the PSU. Whilst this is an evolving process, little evidence was found of individuals being held to account for their performance during early inspection activity, however, this picture is now changing.

7A Leadership	Fair

Strengths

- The Chief Constable has a clear focus on the importance of leadership in helping the force through its major change programme. The personal drive, determination and leadership of the chief constable to introduce a modern, relevant and effective performance management process and culture in Northamptonshire Police was evident during baseline inspection.

- During 2003/04 a full review was initiated by the Chief Constable of the force vision and values, and the scrutiny of policing style. This led to the development of a new NPM, launched in October 2004. Through this, a clear vision has been communicated to staff.

- Increased leadership capacity for this period of major change and challenge for the force was created by the temporary creation of an additional ACC post. The force has secured additional funding (£1.8 million) over three years for increased levels of leadership throughout the force.

- The force has made significant improvements in accountability over the last year through a process that ensures the focus of the force remains with the agreed senior-level key objectives that are taken into account in daily performance management.

- A Chief Officer Visibility Programme is in place, with regular visits to Areas and departments and chief officers going out on patrol with officers. The Ask the Chief feature on the intranet has made the Chief Constable more accessible and he personally responds to the many questions and comments that are sent in and subsequently published. Leadership seminars have been held twice a year and these are now embedded as a bi-annual programme – these have proved a very effective means for the chief officer team to communicate directly with all force leaders (to sergeant level and staff equivalent), reinforcing the organisational priorities, focus on performance, culture and leadership vision.

- The DCC and ACC (support) have equality of service and diversity delivery

within their force and national business areas and demonstrate a commitment to mainstream race and diversity in all areas of force business.

- Effective use is made of the staff opinion survey. This was conducted in 2004, and an additional one has been scheduled during 2005 to provide feedback after a period of immense change with the implementation of the new policing model. The 2004 staff opinion survey results demonstrate that in the area of communicating messages to members of the force, 72% of respondents felt that the force kept them informed concerning general information. 63% of staff agreed that the chief officers gave a clear picture of the most important force values.

- The force gives tangible support to those seeking advancement through the OSPRE process. Tutor support is given and candidates attend a three-day preparation course in addition to having all course materials provided. The force makes a cash payment of £250 to those who pass Part 1 of the examination.

Areas for Improvement

- During baseline assessment it was clear that there was not total clarity among senior managers about the exact roles and responsibilities held among the ACPO executive, caused by moving some responsibilities between the team and the positioning of an additional ACC. This has now been addressed by the force.

- In the NPM, clearly some aspects of this have worked well and there have been some quick wins, for example the introduction of a proper briefing system, tasking process, patrol strategy, workforce scheduling and the Area OPGs. However, there are some initial pinch points in the system, principally around the criminal investigation unit, the prisoner investigation unit, the abstractions that arise with major crime and the issue of whether the distribution of resources was correct in the first instance. The model is to be evaluated in July 2005 against set criteria.

- The degree of involvement of the Area commanders on what will inevitably be the evolution or development of this policing model is problematic. The executive team issues decisions about the model with limited dialogue with commanders. However, Area commanders could be directly involved in ongoing regular discussions with the executive and other key elements of the organisation about what needs to be done to make sure that this model is as successful as it truly needs to be for Northamptonshire.

- One of the problems with satisfaction levels and fear of crime suggested by the force was media coverage. There may be value in getting some professional media analysis done to assist with this.

- The executive has already identified the need to review the commendation process and the force suggestion scheme, both of which are designed to recognise and reward innovation. The force suggestion scheme was reviewed and re-launched in April 2005, and the commendation scheme has been considered and the existing policy will be consistently applied.

7B	**Strategic Management**	**Fair**	**Stable**

Strengths

- The force's Making the Difference vision statement is widely known at all levels of the force, and is promoted at every opportunity by the executive and PA. Partners and the community are informed through a variety of mediums, for example the circulation of the 'Home Beat' document to households and use of the force website.

- A strong strategic planning framework is in place involving the PA at every level. The integrated planning cycle is published in diagrammatic form, led by the ACC (support). The joint force and PA strategic plan is updated annually and has extensive PA input. There are three structured finance and strategic planning PA/force seminars annually, outside the normal cycle of PA meetings. Local and national priorities are considered as part of this process.

- In order to reconcile any potential tensions between national and local priorities, Area commanders and CDRPs are involved in a two-way dialogue to ensure that force and Area/CDRP plans develop in alignment.

- Finance and resource planning are reviewed monthly - through the managing finance group (including Area commander and ACPO officer representation) and the chief officer group. There are also monthly reviews by the director of resources, the head of finance and the PA treasurer.

- Governance of major force projects has been reviewed and is now controlled through a programme management board established in February 2005, chaired by the ACC. The introduction of programme management disciplines, backed up by PSU-sponsored software, ensures co-ordination and delivery of strategic objectives.

- The executive support unit has been set up in part to provide a corporate environmental scanning facility. A weekly scanning briefing is circulated to all senior managers. Recent examples of coverage include preparing for Freedom of Information Act requirements, and a project set up to respond to population growth proposals for the region (inter-force).

Areas for Improvement

- Strategic planning is not yet fully integrated with NIM processes, although the force intends to do this. It is also hoped to involve the PA in this process to enable the force to fully align and prioritise resourcing to demand.

- Work is in progress to align the preparation of the bi-annual strategic assessment with the annual PA business planning process. The work is intended for completion in time to inform the 2007/08 policing plan. A force-wide working group has been established to develop the strategic assessment as an overarching product to inform strategic planning.

- A new communications strategy is still being developed to replace and extend the existing PR/marketing strategy.

- The force is still developing its use of ABC, and the force has included a growth bid in the 2005/06 budget round for a dedicated financial resource to develop the costing model.

| 7C | **Performance Management and Continuous Improvement** | **Fair** | **Improved** |

Strengths

- The force has introduced performance accountability structures, subsequently supported by the PSU. These structures are supported by accessible and timely data streams, with an emerging positive culture towards performance management.

- Performance data is now available 'real time' to the chief officer group and Area commanders on a daily, weekly and four-weekly basis. It is drawn together with some analysis in the monthly corporate intelligence pack, with brief updates available weekly and daily. Additionally, the force has introduced an individual performance data system that will allow individual and team performance to be effectively managed.

- The force's performance is widely communicated to all staff via the force newspaper, intranet, computer log-on screen, leadership/performance seminars, posters, etc. However, there are some concerns expressed about the over reliance upon e-mails, and that 'message of the day' can be seen as patronising by staff. Notwithstanding, there is an accurate and appropriate level of understanding of current performance at all levels of the organisation.

- The MPG moved to its new format in April 2005, chaired by the DCC and held monthly at force level. All Area commanders attend and the lead PA member periodically attends. Underperformance is identified and good practice is shared. This has been replicated at Area level.

- The departmental performance group is chaired by the director of resources, and meets after the MPG. This is the forum at which support departments, both operational and non-operational, consider how they can best support the priorities that have been determined by the MPG.

- The force has a process of Focused Performance Reviews. Once a month a Area is visited on a rolling programme by chief officers and PA members. The chief officer team hold the Area command team to account for all performance, HR and satisfaction issues, while the PA member attends as an observer. This follows a pre-visit audit and compliance check by the corporate development department team. All support department heads can be required to attend the review at which, as a result of the pre-visit, Areas can identify where they feel they are not supported in achieving the performance required. The chief officer team is provided with a verbal and written brief, allowing them to make appropriate challenges to the Area command team. The force is currently developing a parallel process that will hold support departments to account in a similar way.

- Each Area and the HQ operations department has an OPG that monitors Area/team/individual performance on a daily basis and directs resources that have not already been deployed via the centralised FCC. The OPG also manages daily tasking processes. It acts as a central repository for the collation of individual underperformance data, which is forwarded to supervisors and/or

managers for them to consider individual development needs.

- PA members are freely supplied with regular and detailed performance information by the force and can access it independently through iQuanta, as well as attending key force performance meetings. This familiarity with the force and its performance allows them to properly monitor progress.

Areas for Improvement

- Accountability has been cascaded down to Area/sector/team/individual level. While it is acknowledged that this is an evolving process, little evidence was found of individuals being held to account for their performance during early inspection activity for baseline assessment. This picture is changing. Performance data is now available on individual, team, sector as well as Area comparisons at force and MSF group level. The new PDR process was implemented in April 2005. Robust measures to ensure PDR completion rates have now been implemented, including dip-sampling by HR staff to assess the standards of objectives set and feedback to individuals.

- The performance management processes for support departments remains at the discretion of the relevant ACPO executive lead. At their best, there is clear structure, rigour and accountability, but this is not always the case. An Integrated Performance Management System is now being developed.

- A common theme that emerged throughout the inspection activity was that the organisation was quick to identify poor performance or fault, but less agile at recognising or rewarding those that are achieving. The ACPO 360-degree appraisal process showed reward and recognition was an issue for staff. However, this has been recognised and actioned - the chief officers regularly and systematically reward staff who have undertaken difficult or outstanding work by personal thanks and e-mails.

- The 2004/05 BVR programme experienced considerable slippage due to BVR resources supporting projects associated with NPM implementation, but this was agreed with the PA. The delayed reviews have been carried forward and incorporated into the 2005/06 BVR programme. In conjunction with force auditors and the PA, an action plan has been developed to improve the tracking and monitoring processes for BVR recommendations. The force's recently appointed research, review and audit manager is now taking this work forward.

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	49.4%	N/A	54.6%	6 out of 7	48.6%	22 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	68.2%	N/A	76.5%	6 out of 7	71.5%	26 out of 37
% of white users very/completely satisfied with respect to the overall service provided **(SPI 3b)**	N/A	54.7%	N/A	58.9%	6 out of 7	56.8%	28 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	45.1%	N/A	51.7%	6 out of 7	44.1%	28 out of 37
Difference between very/completely satisfied rates **(SPI 3b)**	N/A	9.64 pts	N/A	7.17 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided **(SPI 3b)**	N/A	78.5%	N/A	79.5%	5 out of 7	78.0%	21 out of 37
% of users from BME groups satisfied with respect to the overall service provided **(SPI 3b)**	N/A	70.1%	N/A	75.3%	6 out of 7	71.2%	29 out of 37
Difference between satisfied rates **(SPI 3b)**	N/A	8.38 pts	N/A	4.19 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	28.0%	N/A	32.7%	5 out of 7	24.7%	25 out of 34
% detected violence against the person offences for White victims **(SPI 3d)**	N/A	29.5%	N/A	40.6%	5 out of 7	34.6%	26 out of 34
Difference in violence against the person detection rates. **(SPI 3d)**	N/A	1.49 pts	N/A	7.93 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	0.64	0.61	-5.8 %	0.49	6 out of 8	0.70	30 out of 42
% detected racially or religiously aggravated offences	56.2%	54.2%	-1.9 Pts	44.6%	1 out of 8	36.4%	7 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	41.4%	N/A	46.4%	8 out of 8	48.6%	39 out of 42

* This data was not available at time of publication

1C: Customer Service and Accessibility							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police **(SPI 1a)**	N/A	64.8%	N/A	69.9%	5 out of 7	65.9%	26 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	51.7%	N/A	58.7%	6 out of 7	54.9%	32 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	31.4%	N/A	40.8%	6 out of 7	38.8%	34 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	72.6%	N/A	74.4%	5 out of 7	69.5%	16 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	54.3%	N/A	58.8%	6 out of 7	55.6%	28 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	91.0%	N/A	89.5%	4 out of 7	87.8%	12 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	74.1%	N/A	77.8%	6 out of 7	75.4%	26 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	52.5%	N/A	60.0%	7 out of 7	58.5%	32 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	90.3%	N/A	89.8%	4 out of 7	87.8%	11 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	78.2%	N/A	79.2%	5 out of 7	77.3%	19 out of 37
% of people who think that their local police do good job **(SPI 2a)**	N/A	41.4%	N/A	46.4%	8 out of 8	48.6%	39 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	49.4%	N/A	54.6%	6 out of 7	48.6%	22 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	68.2%	N/A	76.5%	6 out of 7	71.5%	26 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	100.0%	100.0%	*0 Pts*	64.1%	1 out of 7	76.9%	1= out of 38

* This data was not available at time of publication

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	7.1%	6.2%	*-0.9 Pts*	50.7%	5 out of 5	55.7%	28 out of 28
% of partner-on-partner violence **(SPI 8b)**	71.5%	68.4%	*-3.1 Pts*	80.7%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.64	0.61	*-5.8 %*	0.49	6 out of 8	0.70	30 out of 42
% detected racially or religiously aggravated offences	56.2%	54.2%	*-1.9 Pts*	44.6%	1 out of 8	36.4%	7 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)**	10.6%	10.4%	*-0.2 Pts*	6.7%	7 out of 8	5.3%	41 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	27.7%	24.5%	*-3.2 Pts*	19.3%	8 out of 8	17.9%	41 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	19.90	16.75	*-15.8 %*	10.51	8 out of 8	14.40	34 out of 43
Violent crime per 1,000 population **(SPI 5b)**	19.97	19.73	*-1.2 %*	19.57	5 out of 8	22.44	25 out of 42
Robberies per 1,000 population **(SPI 5c)**	1.90	1.36	*-28.3 %*	0.74	8 out of 8	1.68	32 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	19.78	16.46	*-16.8 %*	11.57	8 out of 8	13.99	32 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.61	0.61	*-0.3 %*	0.37	8 out of 8	0.61	29 out of 42
Total recorded crime per 1000 population	122.27	114.99	*-6 %*	94.12	8 out of 8	105.37	35 out of 42
Violent Crime committed by a stranger per 1,000 population	5.16	5.27	*2.2 %*	5.34	6 out of 8	9.87	14 out of 34
Violent Crime committed in a public place per 1,000 population	11.33	11.41	*0.7 %*	10.47	7 out of 8	13.86	20 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	5.40	5.68	*5.3 %*	4.25	6 out of 8	4.16	21 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	1.62	1.71	*5.7 %*	1.30	6 out of 8	1.44	23 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	87.9%	6.1%	*-81.8 Pts*	6.1%	5 out of 8	8.3%	13 out of 37

* This data was not available at time of publication

2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	10.6%	10.4%	*-0.2 Pts*	6.7%	7 out of 8	5.3%	41 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	27.7%	24.5%	*-3.2 Pts*	19.3%	8 out of 8	17.9%	41 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	19.90	16.75	*-15.8 %*	10.51	8 out of 8	14.40	34 out of 43
Violent crime per 1,000 population **(SPI 5b)**	19.97	19.73	*-1.2 %*	19.57	5 out of 8	22.44	25 out of 42
Robberies per 1,000 population **(SPI 5c)**	1.90	1.36	*-28.3 %*	0.74	8 out of 8	1.68	32 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	19.78	16.46	*-16.8 %*	11.57	8 out of 8	13.99	32 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.61	0.61	*-0.3 %*	0.37	8 out of 8	0.61	29 out of 42
Total recorded crime per 1000 population	122.27	114.99	*-6 %*	94.12	8 out of 8	105.37	35 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)**	0.61	0.61	*-0.3 %*	0.37	8 out of 8	0.61	29 out of 42
Number of abductions per 10,000 population	0.047	0.078	*66.7 %*	0.024	7 out of 8	0.016	39 out of 42
% of abduction crimes detected	0.0%	60.0%	*N/A*	35.0%	2 out of 8	34.9%	8 out of 43
Number of attempted murders per 10,000 population	0.14	0.06	*-55.6 %*	0.11	2 out of 8	0.14	8 out of 42
% of attempted murder crimes detected	100.0%	150.0%	*50 Pts*	76.1%	1 out of 8	72.7%	1 out of 43
Number of blackmail per 10,000 population	0.156	0.14	*-10 %*	0.19	4 out of 8	0.28	16 out of 42
% of blackmail crimes detected	10.0%	77.8%	*67.8 Pts*	35.2%	1 out of 8	26.2%	3 out of 43
Number of kidnappings per 10,000 population	0.529	0.51	*-2.9 %*	0.36	8 out of 8	0.53	33 out of 42
% of kidnapping crimes detected	67.6%	36.4%	*-31.3 Pts*	52.1%	7 out of 8	44.3%	33 out of 43
Number of manslaughters per 10,000 population	0.031	0.093	*200 %*	0.025	7 out of 8	0.025	41 out of 42
% of manslaughter crimes detected	100.0%	83.3%	*-16.7 Pts*	100.0%	7 out of 8	119.2%	19 out of 43
Number of murders per 10,000 population	0.062	0.	*-100 %*	0.078	1 out of 8	0.138	1 out of 42
% of murder crimes detected	100.0%	0.0%	*-100 Pts*	93.8%	N/A	94.5%	N/A
Number of rapes per 10,000 population	2.54	1.98	*-22.1 %*	2.52	3 out of 8	2.65	11 out of 42
% of rape crimes detected	36.8%	32.3%	*-4.5 Pts*	26.8%	2 out of 8	29.5%	12 out of 43

* This data was not available at time of publication

3B: Tackling Level 2 Criminality							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
Violent crime per 1,000 population **(SPI 5b)**	19.97	19.73	*-1.2 %*	19.57	5 out of 8	22.44	25 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.61	0.61	*-0.3 %*	0.37	8 out of 8	0.61	29 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.17	0.45	159.5 %	0.21	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)**	15.7%	7.7%	*-51.2 %*	24.1%	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)**	32.9%	52.3%	*59.3 %*	40.8%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	1.00	1.00	*0 %*	7.50	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	2	1	*-50 %*	7.8	N/A	6.78	N/A
No. of confiscation orders	38	28	*-26.3 %*	11.5	N/A	43.16	N/A
Total value of confiscation orders	£485,464	£1,172,146	*141.4 %*	£522,811	N/A	£1,179,340	N/A
No. of forfeiture orders	0	0	*0 %*	6.4	N/A	18.21	N/A
Forfeiture value	£0	£0	*0 %*	£4,997	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.27	0.72	*171.9 %*	0.34	8 out of 8	0.45	40 out of 42
% detected trafficking in controlled drugs offences	109.9%	97.6%	*-12.3 Pts*	94.7%	5 out of 8	91.7%	11 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)**	7.1%	6.2%	*-0.9 Pts*	50.7%	5 out of 5	55.7%	28 out of 28
% of partner-on-partner violence **(SPI 8b)**	71.5%	68.4%	*-3.1 Pts*	80.7%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.64	0.61	-5.8 %	0.49	6 out of 8	0.7	30 out of 42
% detected racially or religiously aggravated offences	56.2%	54.2%	*-1.9 Pts*	44.6%	1 out of 8	36.4%	7 out of 43

* This data was not available at time of publication

3D: Volume Crime Investigation							
Indicator	**2003/4**	**2004/5**	**Change**	**MSF Ave 2004/5**	**MSF Rank 2004/5**	**National Ave 2004/5**	**National Rank 2004/5**
% detected of vehicle crimes **(SPI 7e)**	18.4%	13.3%	*-5.1 Pts*	12.5%	6 out of 8	10.1%	17 out of 43
% detected of violent crime **(SPI 7c)**	59.1%	64.6%	*5.4 Pts*	54.9%	2 out of 8	49.5%	7 out of 43
% detected of domestic burglaries **(SPI 7b)**	14.6%	13.3%	*-1.4 Pts*	22.2%	8 out of 8	15.9%	36 out of 43
% detected of robberies **(SPI 7d)**	18.9%	22.3%	*3.4 Pts*	25.5%	7 out of 8	19.9%	32 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	18.5%	21.7%	*3.2 Pts*	22.0%	4 out of 8	21.4%	30 out of 43
% total crime detected	27.8%	28.8%	*1 Pts*	27.5%	3 out of 8	25.7%	17 out of 43
% sanction detected of vehicle crimes	14.6%	11.8%	*-2.8 Pts*	11.4%	6 out of 8	9.3%	17 out of 43
% sanction detected of violent crime	28.5%	35.0%	*6.6 Pts*	35.6%	6 out of 8	34.3%	31 out of 43
% sanction detected of domestic burglaries	12.6%	10.7%	*-2 Pts*	19.7%	8 out of 8	14.3%	40 out of 43
% sanction detected of robberies	14.9%	17.5%	*2.6 Pts*	22.1%	7 out of 8	17.2%	35 out of 43
% detected racially or religiously aggravated offences	56.2%	54.2%	*-1.9 Pts*	44.6%	1 out of 8	36.4%	7 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	12670	12654	*-0.1 %*	20234	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	17.2%	17.1%	*-0.1 Pts*	20.6%	8 out of 8	20.7%	41 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.17	0.45	*159.5 %*	0.21	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)**	15.7%	7.7%	*-51.2 %*	24.1%	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)**	32.9%	52.3%	*59.3 %*	40.8%	N/A	43.7%	N/A

* This data was not available at time of publication

3E: Forensic Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Burglary Dwelling - % scenes examined	81.0%	100.6%	*19.6 Pts*	86.8%	1 out of 8	85.4%	3 out of 42
Theft of motor vehicle (MV) - % scenes examined	65.0%	82.5%	*17.5 Pts*	55.0%	1 out of 8	40.1%	1 out of 42
% fingerprint recovery from burglary dwelling scenes examined	42.0%	52.2%	*10.2 Pts*	40.4%	1 out of 8	32.1%	4 out of 42
% fingerprint recovery from theft of MV scenes examined	68.0%	60.8%	*-7.2 Pts*	50.3%	2 out of 8	48.9%	9 out of 42
% DNA recovery from burglary scenes examined	9.0%	9.7%	*0.7 Pts*	10.5%	4 out of 8	8.2%	16 out of 42
% DNA recovery from theft of MV scenes examined	23.0%	23.1%	*0.1 Pts*	21.1%	3 out of 8	20.1%	13 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	14.0%	14.2%	*0.2 Pts*	15.1%	6 out of 8	16.8%	30 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	26.5%	*N/A*	35.0%	7 out of 8	35.5%	35 out of 42
% DNA matches from recovery at theft of MV scenes	*	23.5%	*N/A*	40.4%	8 out of 8	38.3%	38 out of 42
% fingerprint idents from recovery at theft of MV scenes	13.0%	13.3%	*0.3 Pts*	25.6%	8 out of 8	27.9%	42 out of 42
% conversion of fingerprint idents to primary detections	63.0%	63.3%	*0.3 Pts*	53.0%	2 out of 8	45.3%	6 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	139.0%	98.0%	*-41 Pts*	106.9%	4 out of 8	82.5%	15 out of 41
% DNA primary detections per match	72.0%	70.4%	*-1.6 Pts*	54.9%	1 out of 8	49.5%	4 out of 42
% DNA total detections per match (incl. secondary)	222.0%	91.4%	*-130.6 Pts*	103.6%	5 out of 8	88.7%	24 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)**	12670	12654	*-0.1 %*	20234.0	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	17.2%	17.1%	*0 Pts*	20.6%	8 out of 8	20.7%	41 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	75.9%	81.7%	*5.8 Pts*	80.4%	5 out of 8	82.0%	25 out of 43
% of court results entered onto the PNC in 10 days	79.1%	87.5%	*8.4 Pts*	50.7%	1 out of 8	54.5%	3 out of 43
Number of sanction detections	14,557	16,061	*10.3 %*	21,688.8	N/A	27,659.4	N/A
PYOs arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

* This data was not available at time of publication

4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) **(SPI 10a)**	12.6%	17.1%	*4.5 Pts*	11.2%	8 out of 8	11.3%	41 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	14.5%	19.6%	*5.1 Pts*	13.5%	8 out of 8	12.5%	40 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	12.2%	25.0%	*12.7 Pts*	16.0%	8 out of 8	15.1%	41 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	24.6%	21.8%	*-2.8 Pts*	16.5%	8 out of 8	15.8%	40 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	48.5%	49.9%	*1.4 Pts*	38.0%	6 out of 7	37.8%	30 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	87.9%	6.1%	*-81.8 Pts*	6.1%	5 out of 8	8.3%	13 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	5.48	*	5.09	*	5.69	18 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.68	*	0.55	6 out of 8	0.51	28 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 %*	11.5	N/A	11.1	N/A
Number of calls answered within local target time	102,622	113,610	*10.7 %*	149,539	N/A	254,988	N/A
% of 999 calls answered within locally set target time	84.4%	88.4%	*4 Pts*	88.2%	4 out of 8	87.3%	23 out of 39

* This data was not available at time of publication

5B: Providing Specialist Operational Support							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	148	158	*6.8 %*	210.5	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	10	0	*-100 %*	23.6	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	5.48	*	*	7 out of 8	5.69	18 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.68	*	0.55	6 out of 8	0.51	28 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)**	96.20	84.46	*-12.2 %*	68.16	5 out of 8	70.57	24 out of 37
Number of working hours lost due to sickness by police staff **(SPI 13b)**	59.46	49.45	*-16.8 %*	56.61	3 out of 8	63.72	9 out of 37
Medical retirements per 1,000 police officers	2.38	2.33	*-2.1 %*	2.73	4 out of 8	2.9	14 out of 39
Medical retirements per 1,000 police staff	3.21	1.53	*-52.3 %*	1.6	4 out of 8	2.16	13 out of 39

* This data was not available at time of publication

6C: Race and Diversity							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police recruits from BME groups **(SPI 12a)**	7.1%	5.8%	*-1.2 Pts*	1.3%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	4.5%	N/A	3.7%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (White officers: visible minority ethnic officers)	1: 0.78	1: 0.72	*-8.6 %*	1: 1.02	5 out of 8	1: 1.47	18 out of 37
% of female officers compared to overall force strength **(SPI 12c)**	22.2%	23.4%	*1.1 Pts*	22.7%	3 out of 8	21.2%	9 out of 42
% of female police staff compared to total police staff	66.7%	65.9%	*-0.8 Pts*	64.1%	3 out of 8	62.3%	9 out of 42
% of white police officer applicants appointed	27.2%	25.4%	*-1.9 Pts*	24.1%	N/A	26.9%	N/A
% of BME police officer applicants appointed	23.3%	16.1%	*-7.2 Pts*	11.6%	N/A	24.0%	N/A
Difference in % of applicants appointed	3.9	9.2	*530 Pts*	12 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	32.2%	25.9%	*-6.3 Pts*	26.8%	N/A	29.1%	N/A
% of male police officer applicants appointed	22.9%	25.0%	*2.1 Pts*	21.4%	N/A	24.2%	N/A
Difference in % of applicants appointed	9.2	0.8	*-840 Pts*	5.3 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 2.56	1: 2.92	*13.7 %*	1: 1.52	7 out of 8	1: 1.41	37 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	95.2%	95.8%	*0.7 Pts*	90.0%	1 out of 8	88.2%	3 out of 41
Total spending per police officer	£74,210.53	£78,775.77	*6.2 %*	£69,662.52	N/A	£121,668.41	N/A
Total spending per 1,000 population	£145,634.89	£157,967.05	*8.5 %*	£148,277.34	N/A	£320,496.85	N/A

* This data was not available at 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

ASB   anti-social behaviour

BCS   British Crime Survey

BCU   basic command unit

BME   black and minority ethnic

BVR   Best Value Review

CASPAR   crime and anti-social behaviour partnership

CAT   community action team

CBO   community beat officer

CDRP   Crime and Disorder Reduction Partnership

CIMA   Chartered Institute of Management Accountants

CIPFA   Chartered Institute of Public Finance and Accountancy

CJ   criminal justice

CJU   criminal justice unit

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

CPS   Crown Prosecution Service

CPU   child protection unit

DAT   drug action team

DCC	deputy chief constable
DNA	deoxyribonucleic acid
DV	domestic violence
FCC	force communications centre
FIS	force intelligence system
FSU	firearms support unit
FTE	full-time equivalent
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
GOEM	Government Office East Midlands
H&MC	homicide and major crime team
HMIC	Her Majesty's Inspectorate of Constabulary
HOC	Home Office Circular
HOLMES	Home Office Large Major Enquiry System
HQ	headquarters
HR	human resource
IAG	independent advisory group
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
IRT	incident resolution team
IS/IT	information services / information technology
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis

MAPPA	multi-agency police protection arrangements
MPG	managing performance group
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
NOS	National Occupational Standards
NPM	Northamptonshire Policing Model
OPG	operational performance group
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.
OSPRE	objective structured performance related examination
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	performance development review
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	policing performance assessment framework

PPO	prolific and priority offender
PSU	Police Standards Unit
PYO	persistent young offender
QA	quality assurance
RPU	road policing unit
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SGC	specific grading criteria
SIO	senior investigating officer
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'
T&C	tasking and co-ordination
TDSG	training and development subgroup
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery