



South Wales Police

Baseline Assessment

October 2006



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Contents

Introduction to Baseline Assessment
Force Overview and Context

Findings

Summary of Judgements

- 1 Citizen Focus (Domain A)**
 - Fairness and Equality in Service Delivery
 - Neighbourhood Policing and Problem Solving
 - Customer Service and Accessibility
 - Professional Standards

- 2 Reducing Crime (Domain 1)**
 - Volume Crime Reduction

- 3 Investigating Crime (Domain 2)**
 - Managing Critical Incidents and Major Crime
 - Tackling Serious and Organised Criminality
 - Volume Crime Investigation
 - Improving Forensic Performance
 - Criminal Justice Processes

- 4 Promoting Safety (Domain 3)**
 - Reducing Anti-Social Behaviour
 - Protecting Vulnerable People

- 5 Providing Assistance (Domain 4)**
 - Contact Management
 - Providing Specialist Operational Support
 - Strategic Roads Policing

- 6 Resource Use (Domain B)**
 - Human Resource Management
 - Training, Development and Organisational Learning
 - Race and Diversity
 - Managing Financial and Physical Resources
 - Information Management
 - National Intelligence Model

- 7 Leadership and Direction**
 - Leadership
 - Performance Management and Continuous Improvement

Appendix 1 Glossary of Terms and Abbreviations

Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at police.homeoffice.gov.uk/performance

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;
- protecting vulnerable people;
- neighbourhood policing; and

October 2006

- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

Force Amalgamations

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

The Grading Process

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

October 2006

Service delivery grade

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectrates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

Excellent

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

Good

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

Fair

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

Poor

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

Direction of Travel Grade

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

Improved

This reflects a **significant** improvement in the performance of the force.

Stable

October 2006

This denotes no significant change in performance.

Declined

This is where there has been a significant decline in the performance of the force.

Good Practice

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

Future HMIC Inspection Activity

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

| Baseline Assessment 2006 Frameworks | | | |
|--|--|---|---|
| 1 Citizen Focus (PPAF Domain A) | | | |
| 1A Fairness and Equality in Service Delivery <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups • Hate-crime reduction and investigation | 1B Neighbourhood Policing and Problem Solving <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Operational activity to reassure communities • Use of media to market success • Uniformed patrol and visibility • Extended police family • Performance in reducing fear of crime | 1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services | 1D Professional Standards <ul style="list-style-type: none"> • 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 Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Levels of crime compared with peers • Problem solving • National Crime Recording Standard (NCRS) compliance | | | |

| 3 Investigating Crime (PPAF Domain 2) | | |
|---|---|---|
| 3A Managing Critical Incidents and Major Crime <ul style="list-style-type: none"> • 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 Serious and Organised Criminality <ul style="list-style-type: none"> • Crime that crosses basic command unit (BCU) and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act – POCA) • Effective targeted operations • Quality packages with the Serious Organised Crime Agency (SOCA) | 3C Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance |
| 3D Improving Forensic Performance <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection | 3E Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handing • Youth justice • Police National Computer (PNC) compliance | |
| 4 Promoting Safety (PPAF Domain 3) | | |
| 4A Reducing Anti-Social Behaviour (ASB) <ul style="list-style-type: none"> • Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships • Use of ASB legislation, tools, etc | 4B Protecting Vulnerable People <ul style="list-style-type: none"> • Child abuse • Domestic violence • Multi-agency police protection arrangements (MAPPAs)/sex offender management • Missing persons | |
| 5 Providing Assistance (PPAF Domain 4) | | |
| 5A Contact Management <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Management of central operational support • Police use of firearms • Capability for policing major events/incidents | 5C Strategic Roads Policing <ul style="list-style-type: none"> • Effectiveness of arrangements for roads policing • Integration/support for other operational activity • Road safety partnerships |

| 6 Resource Use (PPAF Domain B) | | |
|---|---|--|
| 6A Human Resource (HR) Management <ul style="list-style-type: none"> • HR strategy and costed plan • Key HR issues not covered in 6B or 6C • Health and safety • Performance in key HR indicators | 6B Training, Development and Organisational Learning <ul style="list-style-type: none"> • Costed training strategy and delivery plan • Key training and development issues | 6C Race and Diversity <ul style="list-style-type: none"> • Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability • Performance in meeting key targets |
| 6D Managing Financial and Physical Resources <ul style="list-style-type: none"> • Resource availability • Effective use of resources to support front-line activity • Devolved budgets • Finance, estates, procurement and fleet management functions • Demand management | 6E Information Management <ul style="list-style-type: none"> • 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) <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 Performance Management and Continuous Improvement <ul style="list-style-type: none"> • 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

Geographical Description of Force Area

South Wales Police covers an area of around 812 square miles which, although only representing 10% of the geographical area of Wales, is home to some 1.25 million people – around 42% of the country's population.

The two Welsh cities of Cardiff and Swansea are situated in the force area and continue to expand, providing their own policing challenges. The capital city Cardiff, is recognised as one of the fastest growing, most vibrant and cosmopolitan cities in the Europe. Swansea is a maritime city with a rich and varied history; its many attractions include shopping centres, museums, art galleries and leisure attractions, as well as miles of beaches and the Gower Peninsula.

The north of the force area is home to the famous South Wales valleys – historically the base of heavy industry in South Wales. The past two decades have seen major changes in which all but one deep mine colliery has closed and the area undergone major re-structuring. The result has been social change and an increasingly transient working population. Coastal regions are also undergoing rapid change with the development of marinas and waterfront residential sites in dockside areas.

South Wales is well served by communications. The main arterial routes are the M4, which dissects the force west to east; the A470 from Cardiff to Merthyr Tydfil; and the A465 from Neath to Merthyr Tydfil. The busy London to Swansea inter-city line travels the length of the force covering Cardiff, Bridgend, Port Talbot, Neath and Swansea. Cardiff International Airport – a fast expanding business – is based in the Vale of Glamorgan to the west of Cardiff, and there are ports at Cardiff, Barry, Port Talbot and Swansea, the last of which operates a service to the Republic of Ireland.

Major investment has been secured across the area in recent years, centred primarily on the high technology, service and tourism industries. The area covered by South Wales Police attracts more than 4 million tourists every year, with the Gower Peninsula, Porthcawl and Barry being popular destinations.

Demographic Description of the Force Area

The force headquarters is in the town of Bridgend, which forms one of seven basic command units (BCUs) or divisions that centre on: Bridgend (population 129,878); Cardiff (population 315,116); Merthyr Tydfil (population 55,385); Neath and Port Talbot (population 135,332); Rhondda Cynon Taff (population 231,600); Swansea (population 224,642); and Vale of Glamorgan (population 121,235). Each BCU is coterminous with its unitary authority and community safety partnerships (CSPs).

Structural Description of Force including Staff Changes at Chief Officer Level

The chief officer team is led by the Chief Constable Barbara Wilding and there have been a number of changes at chief officer level within the last year. Deputy Chief Constable (DCC) Paul Wood led the police force restructure project team on behalf of the four Welsh forces. Temporary Deputy Chief Constable David Francis (T/DCC) took up post in November 2005,

October 2006

retaining the communities and partnerships portfolio. Assistant Chief Constable (ACC) Giles York has responsibility for the crime and operations portfolio. Assistant Chief Constable (ACC) Stephen Cahill left to join the Police Standards Unit in November 2005, and Chief Superintendent David Morris was appointed Temporary Assistant Chief Constable (T/ACC).

The force comprises seven territorial BCUs or divisions and two other divisions: the operational support division and the communications division. Other departments are business development/performance management; business support unit; central services communities and partnerships; corporate finance; crime support; criminal justice; estates; fleet management; force marketing; human resources; ICT (information and communications technology); learning and development services; legal services; procurement and professional standards.

Strategic Priorities

South Wales Police is committed to delivering professional policing that helps build safer communities, and in doing so aims to achieve a more visible, accessible and flexible police service that is creative, responsive to change and intelligence-led.

In line with the national policing priorities the force's aims are as follows.

Building Safer Communities

Protect and provide reassurance to our communities by responding to their needs, particularly those of victims and witnesses of crime, by tackling anti-social behaviour and providing a citizen-focused approach to policing.

Working in Partnership

Work with our crime and disorder reduction partners and other agencies in order to disrupt crime, specifically serious and organised crime, to increase the number of prolific and priority offenders brought to justice and to use intelligence to reduce crime and disorder.

Professional Policing

Provide an efficient, effective and more accessible service to the public, ensuring integrity, impartiality, respect and professionalism for our workforce and the public.

Impact of Workforce Modernisation and Strategic Force Development

The force is currently undergoing a significant change and development programme known as Seren (Welsh for 'star'), championed by the Chief Constable who has set the force a target of reaching A* in terms of performance across all aspects of the service. The nature and scale of the changes being undertaken are reflected in the scale of investment and commitment by the force, with projects and programmes of work having already been commissioned through chief officer portfolios. The programme forms the development plan that comprises 13 significant overarching change projects that bring the vision into reality while taking account of ongoing work and commitments. The 13 projects that make up Seren are:

- Niche (Project Zenith)
- Quality of Service
- Local Accountability

October 2006

- National Centre for Policing Excellence (NCPE)
- Neighbourhood Policing
- Workforce Modernisation
- Tasking Centre and SNEN (single non-emergency number)
- Estates
- Investigative Excellence
- Operational Reconfiguration (duty management system/DMS)
- Criminal Case Management
- Intelligence
- ICT.

The ultimate success of the development plan depends on people and achieving the anticipated goal through transformational change management. Key elements include:

- A comprehensive workforce modernisation programme that maintains the Chief Constable's vision of South Wales Police as an employer of choice, with HR (human resource) processes that are robust, fair, transparent and support the attraction, retention, motivation and development of a professional and diverse workforce.
- Installing 'state of the art' e-HR business systems to provide management and employees with more timely and needed information to improve operating effectiveness and efficiencies, with a reduction in overall costs.
- The implementation of a learning and development strategy that focuses on employee development and creates significant improvements in organisational and employee performance as well as establishing a leadership development programme for both police officers and police staff.
- A significant programme of ICT development to support the development plan, including major infrastructure updates (migration from Windows NT to XP and a storage area network); implementation of Niche and a CorDM-compliant data warehouse; implementation of the National Management Information System (NMIS), the National Strategy for Police Information systems (NSPIS) command and control; a major upgrade to the HR/Payroll system and a new confidential network that will link to the criminal justice (CJ) intranet.
- Identification and review of key business processes as part of the development programme to ensure that the force gains maximum benefit from the change in ICT systems.
- The introduction of a joint-partnership tasking centre (one of only five nationally) as part of the SNEN project and the force commitment to improving quality of service.

Major Achievements

- The beginning of 2005 saw the opening of a new scientific support building at police headquarters, leading to improvements in service both internally and externally. The centralisation of key forensic departments to include fingerprints and Police National Computer (PNC) bureau, DNA, facial ID, photography and hi-tech crime has provided a swifter and more effective service.

October 2006

- South Wales Police is one of the first forces to introduce the SNEN, a £5.6 million partnership with Cardiff City Council. The service is designed to improve the delivery of non-emergency services by ensuring a co-ordinated response by local agencies and partners freeing up the 999 service to handle emergency incidents.
- The force has developed a warrants management database that has been endorsed as good practice by the Home Office and purchased by numerous other police forces in England and Wales. It has also developed a hate crime database and a stop search database, the latter of which received Home Office funding and is being used by a number of forces throughout the UK.
- The police station in Mumbles has unveiled its new interactive kiosk that includes a videophone on which people can speak directly to a control room officer at any time, giving the public 24-hour access to service, including internet access.
- Cardiff and Vale NHS Trust and South Wales Police have been working successfully in partnership for many years. In December 2005 a police office was opened in the A&E department of the University Hospital of Wales, with the aim of making the hospital safer for patients and staff and to promote a more efficient and safer environment in which to respond to incidents in the emergency unit. In particular, the office will give support to hospital staff, reduce violence or the threat of violence and provide an even better police response.
- In October 2005 the Chief Constable was presented with the Basic Skills Agency sponsored Fforwm Beacon Award for partnership working on the police English for speakers of other languages (ESOL) project with Cardiff City Council's ESOL service. Police ESOL aims to develop English-language skills in the context of improving community safety and communications between the police and minority linguistic communities.
- South Wales Police was runner-up in the Guardian Public Services Awards 2005 for its work in implementing a flexible working policy for its staff.
- South Wales Police major events planning unit was developed following best practice identified during the 1998 Cardiff European Summit to plan and deliver operational orders for events in Cardiff BCU. The relationship between major events planning, Cardiff County Council and the emergency services in Cardiff has provided the framework for a unique multi-agency approach to event planning which has contributed to the success of events in the city. The department is also responsible for event planning for the Wales Rally GB, and most recently for the opening of the Wales Assembly Government debating chamber as well as all Millennium Stadium events to include, eg the FA Cup, including semi-finals and play-offs, the Rugby League Powergen Cup and the Football League Cup final.

Major Challenges for Future

In 2005 the Chief Constable set a force target of reaching A* in terms of performance across all aspects of the service. A* is defined as: *All staff delivering a high-quality service*

October 2006

to all customers by providing commitment and drive to continually improve the organisation by getting things right first time.

The force will reach A* when:

- **It is considered an employer of choice**

To achieve this, the force set about achieving its commitment to the learning and development of its staff through attainment of an Investors in People (IiP) award. Having been awarded recognition through a small number of departments, the force is now well on its way to achieving force-wide accreditation which is seen as a significant contributor to the workforce modernisation programme.

Workforce modernisation is a way in which the force will improve the efficiency and effectiveness of the police service; specific projects include workforce planning, integrated competency framework, career/professional pathways, leadership development, modernisation of probationer training (the Initial Police Learning and Development Programme/IPLDP), job evaluation and the University of Police Science Institute projects.

- **It is in the top six performing forces in England and Wales, judged against PPAF**

A proactive development in the monitoring of force recorded and detected crime performance has been the performance information unit's introduction of daily updates of progress in policing performance assessment framework (PPAF) milestones. The performance milestones are helping to focus divisional tasking on the achievement of PPAF gradings in 2005/06. In February 2005 the force developed a performance management framework (PMF) which provides a structured approach to identifying and setting priorities and targets; identifying, reviewing and improving key business processes; reviewing and reality checking performance; capturing and sharing good practice; and holding staff to account.

- **It is fully engaged with communities focused on 'delighting' customers**

Quality of service, neighbourhood policing and local accountability are three key projects within the Seren programme.

The quality of service commitment (QoS) is centred round the delivery and quality of service to the public, focusing on national call-handling standards (NCHS) and issues of accessibility of service.

Neighbourhood policing will develop a force-wide template for community-based policing that will base resources on deprivation and the social factors of crime. The implementation of neighbourhood policing teams means that community police officers and members of the extended police family will focus on local priorities and implement problem-solving policing methods to tackle community issues. In support of neighbourhood policing, the force is one of 18 forces chosen to pilot local accountability structures, ensuring the forces respond to the needs and priorities of local communities, and that they are policed effectively.

- **It is media-focused and visibly celebrating success**

A communications group has been established to oversee development, delivery and evaluation of a new communication strategy. Vision and values are published within the three-year strategy and annual policing plan. In addition, the force produces other internal and external communications and has a policy of dealing with the media with established standards expected at all levels.

- **It is successful at problem solving and leading the way with partners**

Working with local authorities, the force successfully bid for the SNEN and the first of several contact centres is being tested in Cardiff BCU with work planned for a force-wide roll-out. The SNEN is supported by the tasking centre, demand management and operational reconfiguration projects within Seren. Tasking centres will become the engine rooms for directing responses to crimes and incidents and constitute a citizen-focused partnership approach to policing that will contribute to single view policing (SVP).

The criminal case management project is another programme of work that brings together improvements being made by agencies involved in the criminal justice arena. The aim is to ensure a coherent and more co-ordinated approach to case management by tackling weaknesses in current processes.

Project Zenith (Niche record management system/RMS) will not only satisfy the two strategic drivers within Seren – a replacement for the crime information system(CIS) and the electronic interface to the criminal justice exchange – but it also has the potential to replace a significant number of legacy systems to include: crime; intelligence; custody; case file preparation; property management; slow-time incident management; and minor processes to include missing persons and collision management. Supporting Zenith, the force operating system is being migrated to Windows XP and a new confidential network is being installed to ensure the link with the criminal justice intranet is as secure as possible.

It is NIM-compliant and fully intelligence-led

The Seren programme enables the force to build on good performance and tackle poor performance in key areas such as NIM and intelligence. Intelligence is a project within Seren and is key to taking the force towards A* status. The former NIM steering group has evolved to become the intelligence project board with responsibility for the five strands of the intelligence project including: analytical capability, covert policing and level 1, 2 and 3 intelligence structures. The deliverables of the project include an analytical capability supported by dedicated researchers, and improved strategic and tactical products used to direct finite resources. The project also includes an acknowledged centre of excellence, providing a full range of covert tactics aimed at tackling all levels of crime and disorder, and an accredited covert policing unit. Increased intelligence sharing with other law-enforcement agencies and partners is also an essential part of this programme of work.

| Summary of Judgements | Grade | Direction of Travel |
|---|--------------|----------------------------|
| Citizen Focus | | |
| Fairness and Equality in Service Delivery | Good | Stable |
| Neighbourhood Policing and Problem Solving | Fair | Improved |
| Customer Service and Accessibility | Fair | Declined |
| Professional Standards | Good | Not Graded |
| Reducing Crime | | |
| Volume Crime Reduction | Good | Stable |
| Investigating Crime | | |
| Managing Critical Incidents and Major Crime | Good | Improved |
| Tackling Serious and Organised Criminality | Good | Stable |
| Volume Crime Investigation | Fair | Stable |
| Improving Forensic Performance | Fair | Stable |
| Criminal Justice Processes | Fair | Declined |
| Promoting Safety | | |
| Reducing Anti-Social Behaviour | Good | Stable |
| Protecting Vulnerable People | Fair | Stable |
| Providing Assistance | | |
| Contact Management | Fair | Stable |
| Providing Specialist Operational Support | Fair | Stable |
| Strategic Road _s Policing | Fair | Stable |
| Resource Use | | |
| Human Resource Management | Fair | Stable |
| Training, Development and Organisational Learning | Fair | Improved |
| Race and Diversity | Good | Stable |
| Managing Financial and Physical Resources | Good | Declined |
| Information Management | Poor | Improved |
| National Intelligence Model | Fair | Stable |
| Leadership and Direction | | |
| Leadership | Good | Not Graded |
| Performance Management and Continuous Improvement | Good | Stable |

1 Citizen Focus (Domain A)

1A Fairness and Equality in Service Delivery

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 15 | 28 | 0 |

Contextual Factors

This framework is concerned primarily with the provision of a policing service that delivers appropriate, sensitive and professional services fairly and equitably to all communities. During the last year, improvements have included the implementation of a new and comprehensive equality and confidence strategy. Further improvements are planned for the future, which include the implementation of a disability equality scheme.

This framework now includes the investigation of hate crime and action to reduce crimes that are motivated by discrimination and/or prejudice. While hate crime is proactively managed by the force, further improvements are planned during the financial year 2006/07 to capture and enhance relevant hate crime data across all seven strands of diversity.

Strengths

- There is personal drive and involvement from the Chief Constable in progressing diversity and race equality matters. The force has several staff support groups – eg the Black Police Association (BPA); the Gay Support Network (GSN); and the Female Police Association (FPA). All the support groups meet quarterly with the Chief Constable in an informal forum that enables her to be updated on issues affecting these groups, and this interaction is much valued.
- Work on strands of diversity is reported to the diversity strategy group, which is chaired by the Chief Constable, and at internal and external diversity group meetings. This ensures that all aspects of diversity are considered and implemented across seven strands – age, disability, gender, race, religion and belief, sexual orientation and the Welsh language – with monitoring where possible.
- In addition to the Chief Constable’s active involvement, there are dedicated chief officer leads for the diversity portfolio. The director of HR oversees the internal responsibilities of the diversity unit and the T/DCC has responsibility for external diversity matters relating to communities and partnerships. Such leadership at chief

October 2006

officer level provides further evidence of the force's commitment to the diversity agenda.

- A new and comprehensive equality and confidence strategy has been produced; internal and external action plans support the strategy.
- A lawfully compliant race equality scheme (RES) covering the period 2004–07 has been published. An accompanying action plan is updated on a quarterly basis. Additionally, a RES interim report (a six-month snapshot) has also been published and sent to stakeholders and partners for their comments, allowing for the identification and rectification of gaps in the scheme. Issues such as disproportionality in stop search data are closely monitored by the force, with ethnic monitoring data being published on the force information system.
- BCUs have specialist hate crime officers providing both tactical advice to operational officers (hate crime support group) and victim care. They have effective links to tasking and co-ordination groups (TCGs) through the hate crime review group process, which informs the BCU tactical assessment, and by direct input into TCG meetings.
- At a corporate level the minorities support unit (MSU) monitors all hate crime incidents, paying particular attention to repeat victimisation. They also provide a consultative service for officers and quality-assure hate crime investigations.
- The force has an active independent advisory group (IAG). Evidence of its strategic importance is illustrated by the force response to the bombings in London in July 2005. Following this event, over 50 members of force and local IAGs met to discuss the impact within both the wider community and specific communities, such as the Muslim faith. The IAG is used as a critical friend by the force and also informs the strategic planning process.
- The MSU has established lines of communication with partners both internally in the form of community-based constables, and through to strategic steering groups such as the executive asylum-seekers' consortium and the All-Wales diversity forum.
- At force level the security review group (SRG) meets on a weekly basis to consider hate crime and terrorism, focusing on emerging issues that could be the focus of increased tensions. At BCU level, local community and race relations groups meet quarterly to discuss incidents that may have a particular impact on community cohesion.
- The force operates a community training scheme whereby members of the community facilitate diversity training sessions alongside police trainers. Community trainers are also fundamental to the design of force training courses.
- The diversity training unit has targeted supervisor training sessions to deliver training on the Race Relations Amendment Act (RRAA) across the force. In addition, all staff attending diversity training courses are updated on the RRAA and how it affects service delivery and organisational culture.
- A strong commitment to diversity is evident at BCU and department level, with diversity champions in place to drive the agenda.
- The Forum is a quarterly meeting of all support networks to address common areas of concern. There are also arrangements networks to hold case conferences with the professional standards department (PSD) to work through referral issues.

October 2006

- An established working group for the Breaking Through action plan is in place. Its remit is to promote the force to under-represented groups as an employer of choice.

Work in Progress

- The force has identified that the equality impact assessment of policies and processes needs to be completed. Some 40 key members of staff have received relevant training to address this gap.
- Work is ongoing to deliver improvements in the provision of statistical data for monitoring purposes, in accordance with the RES. The impending implementation of the Niche database should ensure that monitoring processes become more robust.

Areas for Improvement

- In 2005/06, 63.6% of victims of racist incidents were satisfied with the overall service provided; this is below the most similar force (MSF) average of 71.9%
- Compliance with provisions of the Disability Discrimination Act (DDA) in relation to access to buildings and services remains an area for improvement. A programme to improve existing buildings through preventative maintenance has been formulated, but funding is yet to be secured. The force is, however, committed to compliance with the DDA for all future projects.

GOOD PRACTICE

| |
|--|
| TITLE: Recording of all stops |
| PROBLEM South Wales Police developed a new recording procedure for recording details of persons being stopped (or encountered) not just stop and searched. The change was in direct response to the recommendations set out in the Inquiry Report into the death of Stephen Lawrence in 1993, and the consequent changes to Code A of the Police and Criminal Evidence Act. These changes made it obligatory for all police officers across the UK to adopt this process from April 2005. |
| SOLUTION South Wales Police decided to pilot the changes before they become mandatory to ensure that the force was fully prepared for the legislation, and it chose Cardiff BCU because it is the largest and most populated area, with one of the most diverse communities in South Wales. The force revamped an existing ICT developed system known as 'Stop Check' and linked it to both force and external mapping systems. The information gathered is now used to map crimes and hotspots occurring across the force so that resources can be deployed more effectively, and allowing stop information to be used more intelligently. |

October 2006

During the force-wide rollout phase of the project, a number of presentations were given in support of the Home Office Stop/Search Action Team at conferences throughout the UK. Interest in the South Wales approach was generated and led to funding from the Home Office to offer information, communications and the database system to other forces in the UK, on request. In total, 16 forces were provided in whole or in part with the 'stops' package created by South Wales.

The motive to provide other forces with the system 'free of charge' was to facilitate the sharing of information across borders and across force systems. The database had the virtue of simplicity, created with future force systems in mind - most significantly NMIS and NICHE - so that information would be easily transferable when both systems are fully introduced. Allowances were also made in the generic system for forces to be able to accommodate any variances in their mapping systems.

OUTCOME(S)

The new system has not only satisfied the requirement for 'transparency' but has assisted the force in challenging claims of disproportionality in respect of the ethnicity of persons stopped by police officers. Additions to the system since implementation include the recording of stops and information by PCSOs and other members of the extended police family, and the protection of information relating to stops made under the Terrorism Act. The next stage is ensuring that community recording through the EPF is used fully to support and enhance community partnership working and collaboration.

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1B Neighbourhood Policing and Problem Solving

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Improved |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 4 | 18 | 20 | 1 |

National Position

Neighbourhood Policing (NP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force’s ability to roll out NP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

Contextual Factors

This framework focuses both on the strategic structures that ensure that neighbourhood policing is mainstreamed into everyday policing activity, and on operational activities that provide meaningful and targeted high-visibility policing services aimed at increasing confidence within local communities. The force rolled out the national neighbourhood policing programme across all BCUs from April 2006, in advance of the 2008 target.

Although progress has been made, the force recognises that further developments are required to enhance the service and it has been robust in determining areas for improvement.

Strengths

- Neighbourhood policing (NP) has been led by the pathfinder BCU in Swansea and all other BCUs in the force also have dedicated neighbourhood teams in place. There are dedicated NP implementation teams and extended policing family co-ordinators in all BCUs.
- As part of the force NP plan, all BCUs have developed effective methods of ensuring the names and contact details of neighbourhood officers are made known to the communities. These include local press and media, partnership networks (eg housing letters, unitary authority newspapers) and the internet (a good example being www.ourbobby.com). All citizens have a named point of contact -from April

October 2006

2006- with the programme being developed to meet the Home Office target of April 2008.

- There is strong NP project management (using Prince 2/Projects in Controlled Environments methodology) with appropriate support in place, linked to the force-wide change programme known as Seren, with clear leads and close involvement of chief officers, particularly the T/DCC who leads the formal review process. There is support from partners for the project and an incremental approach is being taken by the force to ensure sustainable migration of staff and skills against force-wide implementation timescales.
- Community profiles have been developed using a BCU mapping matrix and resource audit approach that identifies and grades neighbourhoods by priority, to identify an appropriate mix of resources for deployment. This is normally based on ward-level data, including the Welsh Assembly Deprivation Index and Communities First areas, considering factors such as crime, deprivation, education and demographic statistics, and local knowledge and intelligence.
- Building on the already well-established Communities First teams, neighbourhood policing teams are engaged in tackling local priorities through the partnerships and communities together (PACT) model, thereby ensuring community involvement.
- There is evidence of effective information sharing, with established protocols in place, with primary partners on community safety issues, and a range of other operative protocols encompassing arson reduction, public protection, anti-social behaviour and the local criminal justice board (LCJB).
- BCUs are linking community issues with the National Intelligence Model (NIM) via strategic and tactical assessments, local control strategies and so on. Community priorities are starting to be assessed through PACT meetings and other forums throughout the force area. A neighbourhood tasking model is being piloted in Bridgend BCU to identify the most effective method of engaging with partners. Project Dragon (a shared information IT system) allows partnership information to be combined effectively to inform problem-solving activity. Innovative additional methods of developing community involvement and engagement include the 'our bobby' website problem-buster section, and also a Big-Brother-style video diary room where community members can air their local concerns.
- Specific role descriptions are in place for NP personnel, with corporate training packages being delivered to NP staff. The process for recruitment and selection of both regular officers and the extended police family includes consideration of NP needs.
- A number of joint policing and the community training courses have been run with NP teams, partners and community involvement, under the aegis of the University of Glamorgan.
- The force recognises the importance of identifying local representative key individual networks (KINs) to assist in the identification of local priorities. KINs have been developed in most BCUs and are being formed in the remainder.

Areas for Improvement

- The force recognises that the involvement of communities and partners in defining neighbourhoods provides a more personal/local basis for dealing with community priorities. While there is evidence of this approach taking place in some areas, it is not yet widespread.
- There is evidence of some lack of understanding regarding community intelligence; on occasions it has been provided but ignored, due to a lack of knowledge on how to use it. BCUs have also recognised that enhanced analytical capacity is required to deal with the volume of local community intelligence, and most are in the process of introducing/planning for this enhanced resource.
- A NP communication/marketing strategy has been developed, but at the time of the inspection it was still in the consultation phase and had not been fully implemented.
- Although a majority of CSPs are now co-located, this approach still needs to develop force-wide.
- An abstraction policy has been developed and is currently being piloted in the pathfinder BCU (Swansea), but has not been rolled out across the force. A force-wide abstraction policy is needed to address the evident issues of diversion and redirection of resources.
- The performance indicators (PIs) currently used by the force are largely quantitative and need to be enhanced to reflect qualitative areas such as the use of confidence and satisfaction data. It is recognised that work is ongoing to create a NP performance plan, which includes qualitative information; the force is linking with national developments in this area.
- Feedback of good practice needs to improve, as there is a lot of good, innovative work occurring in isolation. The problem-orientated policing (POP) database is being enhanced to support this process.
- While robust and documented problem-solving systems are evident in some areas – eg Operation Arrowhead (an initiative which targets freed-up resources towards key issues in line with force priorities) – there is not a fully embedded POP culture that can deal with community quality of life issues. Bespoke training is under way to raise awareness of these issues.
- Force tasking and co-ordination is crime-led and could be enhanced to incorporate other issues that make communities feel at risk. The 'Be Safe' message is delivered, but what is lacking is the 'Feel Safe' category on reassurance. NP teams should have the confidence to bid for resources at force TCG on an equal basis with bids relating to crime issues.
- The force acknowledges that more effective use could be made of press and media officers, both in-force and with partnerships, to sell success and increase feedback to the communities, particularly at a local level.
- The force is undoubtedly committed to community engagement, principally through the developing PACT programme. However, it is recognised that this approach will not necessarily be successful in reaching those more hard-to-hear groups and

October 2006

efforts will need to be made to increase engagement with these sections of the community.

- There needs to be improved capacity in place to support the sustained influx of extended police family staff (training, logistics, recruitment etc.).

Work in Progress

- The force has a long-standing track record of forming strategic/collaborative partnerships. However, there is no recognised process to form such partnerships. The force recognises that opportunities exist for more effective engagement with some partners – particularly non-statutory partners – and has recently employed a partnership development officer to progress this.
- The force has identified a need for better understanding of the principles of NP by the criminal investigation teams and some other departments. This is being addressed by NP team personnel through presentations to BCUs.
- A website is being developed but still needs to be rolled out force-wide to fully support the programme.

1C Customer Service and Accessibility

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Declined |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 19 | 22 | 2 |

Contextual Factors

This framework deals with the extent to which policing services meet the needs and expectations of customers/users and the degree to which the force has embraced the Government’s citizen focus agenda, creating an ethos that permeates all services throughout the organisation. There are direct links with framework 5A (Contact Management) which focuses on the telephone access route to policing services. Fundamental to this assessment is the preparedness of the force to comply with the national Quality of Service Commitment (QoSC) by November 2006. South Wales has absorbed the QoSC and other main planks of police reform into its force-wide Seren change programme. Some major IT developments underpin Seren and while good process is being made, the introduction of the Niche record management system will not be fully in place until early 2007.

Strengths

- To communicate the levels of accessibility within the force, an internal and external website has been created giving details of every police station and containing information on services provided and responsible officers. This links directly to the NP programme. A further initiative is customer access points (kiosks) which have already been introduced in some divisions and are planned in others.
- The force uses public surveys to inform organisational learning, one example being changes (linked to the QoSC) in staffing levels at police stations and communications centres. This followed an LCJB survey which highlighted that the telephone was the preferred method of contacting the police, even where the caller lived less than one mile from a police station.
- Quality of service is measured at individual level through personal development reviews (PDRs) and through a CompStat process that manages performance at a BCU level. At executive level, monthly performance reports are provided to chief officer group meetings and at second-tier managers group meetings (for BCU commanders and heads of department). These reports include statutory performance indicators (SPIs) on victim satisfaction rates, thus providing opportunity for scrutiny.

October 2006

- A project management approach has been taken to the introduction of the code of practice for victims of crime; appropriate funding has been allocated and the force went live in April 2006.
- The SNEN demonstrates how the force works proactively with its partners to improve service delivery. This project has established a single point of access for the public, for both council and police services, and will provide a tasking centre to deliver an analytical response to the needs of individuals. Within this tasking centre there has been increased partnership working, with a partnership co-ordinator, victim/witness care and creation of partnership hot-desk facilities. The SNEN project also provides a good example of how the force is considering QoSC in its new projects.

Work in Progress

- An enhanced capability is needed for the analysis of calls by supervisors, in order to ensure that staff are providing the highest calibre of customer care. The force has recognised this and a qualitative performance software package is being introduced in the communications division, which should facilitate improvements in supervision.
- Although quality of service awareness briefings have been delivered to chief officers, BCU commanders and Police Authority members, there is as yet no structured training for all public-facing staff. However, the force will be addressing this with a programme of training being planned in the next financial year.

Areas for Improvement

- The QoSC forms part of Programme Seren which is being led very dynamically by the Chief Constable. All projects under Seren, including Quality of Service, are managed using PRINCE 2 methodologies. The force will meet the majority of the QoSC criteria by November 2006 but will need to effect very robust project management of its IT-related initiatives to bring to fruition its ambitious plans for citizen-focused delivery of its policing services.
- A call management/communications strategy, focusing on delivering the principles of the QoSC, NCHS and First Contact requirements, has been developed in draft but has yet to be implemented.
- Systems are being developed to ensure that effective use is made of local consultation and user feedback, but the level of data currently available needs to be enhanced before a clear picture of customer concerns emerges (eg differences in satisfaction between different ethnic groups). Where issues are identified, then action is taken to address them – eg, with respect to the LCJB survey mentioned above.

1D Professional Standards

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Not Graded |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 2 | 16 | 25 | 0 |

National Position

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:
http://inspectors.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html

2 Reducing Crime (Domain 1)

2A Volume Crime Reduction

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 1 | 18 | 20 | 4 |

Contextual Factors

This framework deals mainly with the national target crime priorities of burglary, vehicle crime and robbery. Overall assessment of how well volume crime is being tackled is, to a great extent, based upon quantitative comparative performance. The framework also focuses on police support for CSPs and other partnerships.

Strengths

- With one or two exceptions, South Wales continues to perform well in crime reduction, specifically:
 - Total crime across the force area has remained stable at 101.79 offences per 1,000 population; this is below the MSF average of 108.68 offences per 1,000 population.
 - Offences of domestic burglary reduced by 11% in 2005/06 compared with the previous year; there were 11.51 burglaries per 1,000 households compared with an MSF average of 13.31.
 - The level of 18.67 violent crimes per 1,000 population was below the MSF average of 21.82.
 - The robbery rate of 0.52 offences per 1,000 population was below the MSF average of 0.87.
- The ACC (crime and operations) provides proactive leadership in volume crime reduction, supported by BCU senior management teams (SMTs). There is a strong performance culture, backed up by regular CompStat and tasking group meetings at both force and BCU level, with NIM processes driving force and BCU performance.
- There are dedicated lead officers at superintendent level for control strategy priorities.
- Crime support has a crime consultancy role to advise BCUs on volume crime matters and has developed toolkits on strategic, partnership and tactical options open to the command team. Crime consultancy also assists BCUs by providing

October 2006

recommended action plans in respect of prevention, intelligence and enforcement. This includes work done on theft of mobile telephones and, most recently, a prevention-focused strategy for vehicle crime supported by 50 toolkits.

- BCU command teams are represented on all coterminous CSP leadership groups, and co-location of partnership and police community safety resources are well advanced throughout the force area, with robust tasking of partnership resources based on force and CSP volume crime reduction targets.
- An enhanced and independent crime registry acts as a central quality control point for the final classification of all crimes, so that inappropriate crime classifications are prevented. A corporate auditing regime of crime-related incidents is led by the crime registrar.
- Robust systems are in place to identify and rectify deteriorating performance. These include daily performance monitoring, Gold, Silver and Bronze performance targets, dynamic CompStat meetings, with speedy involvement of chief officers if required.
- The force utilises several forms of intervention schemes in partnership with other agencies, including: high-visibility policing and targeting of known offenders through arrests; bail enforcement; Anti-Social Behaviour Orders (ASBOs); and evictions. This is consolidated by community-based interventions including property marking, a youth diversion programme, drug rehabilitation, supervision and treatment, environmental improvements based on situational crime prevention principles and measures to encourage the community to support crime-fighting initiatives. Intervention is determined by local area and personal circumstances in line with force priorities.

Areas for Improvement

- Vehicle crime offences have increased by 2% in 2005/06 compared with the previous year; the level of 21.84 offences per 1,000 population is above the MSF average of 16.36%.
- Despite lower levels of violent crime and robbery in South Wales than the MSF average, there have been increases of 6% and 16% respectively in these categories of crime in 2005/06 compared with the previous year.
- The problem-solving ethos needs to be further developed; the force recognises this and a strong problem-orientated approach is being driven by the roll-out of the NP teams. All NP staff are being trained in the use of the SARA (scanning, analysis, response, assessment) model and the problem analysis triangle (PAT) that are seen as central to dealing with community problems. This will be encouraged at both community beat officer (CBO) and BCU level by PACT meetings. The role of crime reduction officers as problem-solving advisers is currently being considered by the force crime reduction officer.
- There is evidence that crime reduction strategies are based on strategic assessments, channelling resources into targeted initiatives such as Operation Arrowhead (an initiative which targets freed-up resources at key issues in line with force priorities), but the mechanism for investing crime reduction resource savings elsewhere needs to be made more transparent and robust.

3 Investigating Crime (Domain 2)

3A Managing Critical Incidents and Major Crime

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Improved |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 5 | 17 | 17 | 4 |

Contextual Factors

This framework deals with the identifying and actioning of critical incidents into motion, that is those with the potential to develop into major investigations. It also covers the handling of homicide and other serious crimes that will normally require a major incident room and a senior investigating officer, often with specialist assets.

The assessment is primarily qualitative, with a judgement as to the extent to which the force predicts and prevents problematic incidents and major crime as opposed to discovering and reacting to such.

In South Wales, the major crime investigation team is split into five geographical major incident rooms that are suitably resourced and equipped to meet predicted demand. Service level agreements are in place to meet any increased demand and a regional collaboration agreement is in place for sharing of resources at times of extraordinary demand. Regional arrangements are particularly strong in terms of intelligence, sharing, mutual aid and tasking and co-ordinating.

The national critical incident definition has been adopted, and there is effective contingency planning at force and local levels. Plans are in place and have been rehearsed to prevent and minimise the escalation of community tension e.g. policing plans at Millennium Stadium football matches and post London bombings.

South Wales Police is particularly strong in its interaction with its communities and partnerships (both statutory and non-statutory) and its use of network groups and IAGs.

Strengths

Critical Incidents

- Proactive use is made of information from the force strategic assessment and other intelligence products such as market profiles and network analysis. These inform the annual plan and advise the force tactical tasking and co-ordination group (TTCCG), which can task resources to address any intelligence gaps or adopt tactical options. Local, regional and national requirements such as counter-terrorism are included in the strategic assessment, as is the risk/threat of firearms (which is informed by Operation Tornado).

October 2006

- Community intelligence is incorporated into the intelligence cycle, with good examples of where it is used to inform activity – eg proactive gathering of intelligence on mentally disordered offenders. Intelligence is shared with partners within a framework of memoranda of understandings.
- Many examples exist of contingency planning at both force and local level being informed by the intelligence process; these include major sporting events and political conferences.
- Continual assessment of community tension is undertaken through the NIM process, with a force SRG in place. The SRG is chaired by the ACC (crime and operations) and meets on a weekly basis to co-ordinate and assess community cohesion and tension issues.
- The MSU has invested considerably in establishing lines of communication with partners, both at grassroots and strategic level – eg the executive asylum-seekers' consortium. Through such contact the unit is able to readily identify any tensions in local minority communities.
- The force has plans in place to prevent, or minimise the escalation of, community tension and these are regularly rehearsed. Such plans were used in response to the bombings in London in July 2005 and assist in policing major sporting or other events at the Millennium Stadium.
- The force has developed robust training on the response to a critical incident for officers from chief inspector to chief superintendent, and includes some inspectors who perform critical roles within the organisation. The force is confident that obvious critical incidents would be recognised as such, but to minimise the risk of staff **not** recognising a critical incident, inspectors performing the bronze command role on BCUs and the control room inspectors review incidents to ensure the early identification of a potential critical incident.
- The force is proactive in its approach to working in partnership when managing critical incidents including regular use of the force IAG, key individuals and support networks – eg, after the London bombings a 50-strong IAG, representing the seven strands of diversity, was convened to share information, gather intelligence, assess the impact on local communities and provide advice to the force.
- High-risk policing functions – eg, sex offender management – are the subject of review. Operation Ardwy provides a good example of a proactive preventative operation to gather intelligence and dismantle the network abilities of South Wales-based dangerous and registered sex offenders.
- When a critical incident does occur, an ACC undertakes an initial review within 24 hours and a strategic review board, chaired by an ACC, undertakes a documented 28-day review. The learning and development from major crime reviews is disseminated via a matrix and the Hydra learning facility.
- Operation Tornado provides the force with a dedicated firearms intelligence operation – utilising education, preventative measures and enforcement responses – to tackle the criminal use of firearms.
- The duty senior officer policy ensures that both a superintendent and chief inspector are available at all times to provide a professional and timely response to critical incidents, especially at the early stages of first response. Thereafter, an on-call rota exists for the provision of specialist staff such as senior investigating officers (SIOs),

October 2006

crime scene managers, hostage negotiators and firearms tactical advisers. The call-out rota is frequently tested operationally.

- The Cyborg database contains details of the skills and training of officers in the force and is used to inform call-out at times of critical incidents.
- The force significantly increased its firearms capability in 2005, with an extra 29 officers assigned to create a permanent firearms tactical unit. The force has sufficient firearms officers to meet likely demand across the full range of tactical options. Support from neighbouring forces is called upon but only in times of exceptional demand.

Major Crime

- The force has several memoranda of understanding with external agencies to govern the sharing of information and intelligence, including HM Revenue and Customs (HMRC), a regional asset recovery team (RART) and the Department for Work and Pensions.
- The force engages effectively with partners to optimise the sharing of information across crime types. The regional intelligence group (comprising several regional forces and other external agencies – eg, the National Crime Squad/NCS and the British Transport Police/BTP) is held monthly; the firearms review group (FRG) meets weekly and regular tests are undertaken for emergency plans – eg, hostage/siege situations in partnership with the prison service, and contingency plans for Cardiff Airport.
- The force has a dedicated major crime analyst, Special Branch analyst and six other level 2 analysts available to develop intelligence and identify patterns and trends around major crime, and thereby inform preventative and enforcement activity through the TCG.
- IAGs are used at a strategic and tactical level; examples of their use in relation to major crime include their involvement in training, the SIO development programme and major crime review cold-case work.
- The dedicated major crime investigation team (MCIT) has appropriately trained specialist staff. It is split into five independent major incident teams, strategically deployed at five geographic major incident rooms (MIRs) throughout the force. The MIRs are suitably resourced in terms of staff to meet predictable demand and a service-level agreement exists with BCU commanders that outlines MCIT terms of reference and resource levels relevant to the category of incident. This minimises abstractions from BCUs to exceptional demand. A regional collaboration agreement is also in place for sharing resources at times of extraordinary demand.
- Good examples exist of the force's ability to undertake a whole range of specialist investigations without reliance on others. In relation to level 2 serious crime investigation, the serious and organised crime task force has sufficient capacity for all level 2 investigations, utilising covert methods as well as conventional tactics.
- Each murder/major incident managed by an SIO is supported by a dedicated logistics officer appointed in each case. This officer has responsibility for ensuring that costs and abstractions are managed and reviews arranged. A business case for resources and funding is submitted to the force crime manager within 24 hours of the commencement of the incident/enquiry, linked to a review of objectives and goals.

October 2006

- For undetected category A murders, a review board is convened on a monthly basis, comprising the force crime manager, the divisional commander, the head of major crime and the relevant SIO. At this forum, resourcing and financial matters are discussed. This ensures that a robust approach is taken to staffing issues, facilitating the release of staff to provide BCU resilience as soon as operationally practicable. Board members can convene at any time before the next scheduled meeting to discuss urgent matters.
- A dedicated major crime review unit has responsibility for all 28-day reviews, cold-case reviews and the co-ordination of hot debriefs of detected murders. Operation Moscow is an example of the work of the unit; this involved the review of nearly 300 historic unsolved stranger rapes, dating from 1985 to 2002. Initially a national pilot, this operation has now been adopted as good practice across England and Wales.
- The professionalising the investigative process (PIP) has been adopted and 19 PIP level 3 trained SIOs, while interview advisers are trained to level 5. All detectives have completed, or are in the process of completing, the Initial Crime Investigators Development Programme (ICIDP).

Areas for Improvement

- While the force strategic assessment (FSA) does consider some major crime issues, such as gun crime, not all major crime is considered. Detailed community profiles are not included in the FSA; in particular there is no reference to vulnerable locations such as gay venues and bail hostels.
- Technology supply and inter-operability of systems need to be improved. The force has implemented SVP, a computerised portal allowing access and searching across all databases. However, the force recognises the need for an improved system and this is being tackled as part of the Seren programme. Following this, community intelligence can be better harnessed and analysed and thereby developed for forecasting or action.
- Analysts are sometimes abstracted from their core NIM role to perform a research function.
- The PSD conducts some intelligence-led proactive testing, particularly around PNC checks, but integrated security/management systems are not in place.
- The facilities to house major crime investigations are limited. A business proposal has been put forward for consideration by the Chief Constable and the Police Authority to develop purpose-built MIR suites.
- The force has recognised that its TTCG needs to become more task-based and operate less as a bidding forum for resources.
- The force has limited capacity to provide witness protection, although it does have a strategy for doing so, and considers a host of tactical options against a formalised risk assessment matrix to ensure a tailored response. The force considers and documents the risks associated with issuing Osman warnings.

3B Tackling Serious and Organised Criminality

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 7 | 21 | 13 | 2 |

Contextual Factors

This framework is concerned with deterring, disrupting or dismantling serious and organised cross-border crime, prioritising that which causes significant physical, social or economic harm to individual communities. These offences include those that require the use of specialist resources and methods that would ordinarily be beyond the capacity of BCUs.

The force has the capability to conduct a full range of specialist operations using a variety of dedicated resources. This capability is further underpinned by good working arrangements at regional level that enable the force to respond to extraordinary demand when necessary. Despite this, the force recognises that there are opportunities to improve its capability, particularly in relation to surveillance and serious and organised crime analysis.

Strengths

- The force has embraced the NIM as a business model across the range of crime problems, but has developed these in relation to level 2 and serious and organised crime through standardised products and processes from region, through force to BCUs. There are current strategic assessments in place for all the priority areas that give a realistic and useful perspective on the nature and scale of the problems and form the foundation for decision making.
- The advanced regional structures facilitate two-way flows of information and resources between constituent forces and partner law enforcement agencies. The ACC (crime and operations) plays a pivotal leadership role, steering force efforts against serious and organised crime, enhanced by his chairmanship of the regional group. In addition, dedicated force leads have been appointed to ensure that the three elements of prevention, intelligence and enforcement are not only considered but actioned in co-ordination with each other.
- The force has the capability to conduct a full range of specialist operations using a variety of resources dedicated to tackling level 2 criminality, both from within its serious and organised crime task force and through its contribution to the regional task force (RTF). There is a constant and dynamic relationship between the force, the RTF, regional intelligence cell and neighbouring forces, with joint working and sharing of staff, expertise and equipment. The flexibility of the approach adopted means that, even when resources are stretched, the force can respond to extraordinary demands.

October 2006

- The intelligence development group is the forum where all developments and operations are scrutinised and prioritised so that the force TTCG can provide an informed direction of resources. A quick-time response process is overseen by the ACC to facilitate a dynamic mobilisation of resources, and it is common practice for a variety of resources to be applied to a particular problem from both internal resources and a combination of the constituent forces of the RTF.
- Priorities of distraction burglary, gun crime and class A drugs have been identified, derived from a much improved strategic assessment. Good work, driven by intelligence products, is evident in the disruption of those involved in these activities; Operation Tornado (the force response to gun crime) is one example.
- Dedicated financial investigators are employed at both force and BCU level. The capacity to develop financial investigations is rapidly increasing as knowledge of the Proceeds of Crime Act (POCA) legislation improves, especially in respect of cash seizures. The force is now focusing on money laundering as a primary means of investigation and prosecution, as opposed to a subsidiary to another crime – eg in drug trafficking cases. Suspicious activity reports are being researched to identify those with the potential to develop into money laundering investigations.
- The force assesses and documents the risks associated with issuing Osman warnings and has developed their use as a preventative measure to deal with offenders as well as victims.
- The force uses questionnaires to ascertain a community's perceptions of crime and responses to it before, during and after key operations. Operation Arial, for example, began as a test purchase operation directed at mapping and disrupting the Cardiff drugs market. It is now the brand for drug prevention and enforcement and brings together demand and supply reduction tactics, while identifying level 2 opportunities for further action.
- Precursor or signal crimes are considered by the force to be of vital importance in assessing crime climates, especially (but not exclusively) in gun crime. All gun incidents are monitored to ensure minimum standards of investigation are met or exceeded and, where unresolved, all potential lines of enquiry are followed. Good examples exist of proactive operations to target criminals associated with gun crime.
- The review of level 2 operations is a mandatory process within the force. The intelligence development group is responsible for considering all developments and operations, and for monitoring their progress and recommending direction. Proactive investigations have adopted the major crime discipline of peer group review and the head of serious and organised crime receives a monthly review of all operations in progress. The force (TTCG) also ensures accountability through ACC briefing.
- Processes are in place to ensure that staff in the serious and organised crime department are vetted at an enhanced level; this work is led by the PSD. The force has introduced innovative debriefing practices. Test purchase operations are debriefed to gather both tactical and strategic intelligence, using specially trained SOCA officers. The head of criminal intelligence analysis now conducts interim and final debriefings, producing a document for future action for force TTCG to consider. Quick-time operational debriefings are obligatory in the serious/organised crime task force, and all operations are now formally debriefed to ensure that best practice is recorded and informs future decision making.

October 2006

Work in Progress

- There is a need for greater access to advanced covert techniques from internal sources. This is recognised by the force and additional funding has been secured to progress this issue.
- The force has identified the need for better integration of intelligence and enforcement with preventative measures. It is an aspiration for the force to harmonise these elements so that they are targeted at the same problems, in the same areas and at the same time. In order to progress matters an enforcement/prevention group has been put in place to support force tasking.

Areas for Improvement

- There are six level 2 analysts in post but their abstraction to other work reduces capacity. Business cases for researchers in support of analysts have been agreed for a number of years but not yet implemented.
- The force needs to expand surveillance capacity in order to cope with demand. A business case to expand this capacity through extra training and vehicles has been accepted but not yet resourced.
- Meaningful performance measurements to identify and evaluate the qualitative impact of the work directed at serious and organised crime need to be developed. The force has recognised this and intends to address it during the financial year 2006/07.

3C Volume Crime Investigation

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 3 | 20 | 16 | 4 |

Contextual Factors

This framework deals mainly with the national target crime priorities of burglary, vehicle crime and robbery. Overall assessment of how well volume crime is being tackled is, to a great extent, based upon quantitative comparative performance.

In South Wales, volume crime performance has been mixed, particularly since the introduction of statutory charging. However, several initiatives have been implemented to improve investigations. These include the development of the crime consultancy unit-which facilitates the sharing good practice by crime support- the introduction of tasking centres across the force and the introduction of investigative support units in all BCUs.

The force performance information unit has also introduced daily updates of progress against PPAF milestones to help focus divisional tasking on the achievement of PPAF gradings. This enables the earliest identification of deteriorating performance and facilitates immediate remedial action through tasking and co-ordination groups.

Strengths

- The detection rates for both violent crime and robbery in 2005/06 are above the MSF average, at 53.9% (51.87% MSF) and 29.16% (27.58% MSF) respectively.
- The ACC (crime and operations) provides strong leadership, chairing the monthly force dynamic CompStat meeting where volume crime performance is challenged and good practice identified and shared. Leadership of volume crime issues is further underpinned by the detective superintendent (crime support) who, as force volume crime manager, is given specific responsibility for tasking in respect of vehicle and acquisitive crime at force TCG.
- Various tactical initiatives have been devised to assist the volume crime investigative process. These include toolkits, aides-memoires, guidelines for dealing with the extended fixed penalty system and street bail, and a guide for dealing with offences taken into consideration.
- Asset recovery is being exploited within the force and financial intelligence is seen as an effective tool to develop operations. Awareness training on POCA is being given at probationer, SIO and BCU level.
- Tasking is well established on BCUs with meetings customised to local needs. For example, Cardiff BCU holds a tasking meeting on a daily basis where overnight

October 2006

crimes are reviewed to make best use of hot intelligence and to task appropriately, often making use of the force operational support teams (OSTs).

- The force has strong partnership working arrangements with CSPs. Partnership action targets prolific offenders, with particularly good examples of joint action with youth offending teams (YOTs) aimed at diverting young offenders.
- The force undertakes regular co-ordinated proactive operations against offenders through the ongoing Operation Arrowhead initiatives. These operations target key issues by deploying freed-up resources in line with organisational priorities.
- The performance information unit (PIU) has recently introduced daily updates of progress against PPAF milestones. These updates allow for early identification of deteriorating performance and provide increased focus through the divisional tasking process on the achievement of improved performance. Force and BCU progress against these milestones is now available through the performance results site on the force intelligence system (FIS).
- The use of forensic and IT opportunities to detect volume crime continues to expand. From the forensic perspective, these range from fingerprint and DNA identifications to the use of field drug testing. The computerised PROMAT identification system is well used, with around 800 identity procedures in Cardiff alone in the last year. The force also has a facial identification system which holds 250,000 records and can be searched across the force area.
- The force uses a wide range of intelligence sources to assist in volume crime investigation. These include the suspicious activity report, the stop/search database, and mapping systems such as Blue 8 (part of Project Dragon, a shared IT system which allows partnership information to be combined effectively to inform problem-solving activity).
- The deployment of the automatic number-plate recognition (ANPR) team is an integral part of the tasking process at divisional and force level. The ANPR team is deployed according to NIM process and is available both for pre-planned events and for daily tasking via the operational support division (OSD). There is good evidence of its use in tackling volume crime.

Work in Progress

- There are no minimum standards in place for volume crime investigation. The production of an operational manual covering crime investigation as well as traffic, evidence and procedure and general police duties is under way to address this. Corporate aides-memoires are also being produced to support the manual.
- There is an investigative skills gap within the force, recognised through action to reinvigorate the PIP, exemplified by the introduction of investigative support units in all BCUs, and the introduction of the investigative excellence project.

Areas for Improvement

- The force received an overall grade of Good in the Home Office detections audits but problems were identified with regard to improvement in sanction detections performance, summonses and offences taken into consideration; although the sample size in the audits is small, the force should none the less analyse the reasons for this critical assessment and seek to rectify problems.

October 2006

- The detection rate of 19.41% for domestic burglary rose by 1.43% in comparison with the previous year, but is still below the MSF average of 21.12%.
- The detection rate for vehicle crime in 2005/06 was 9.12%; this is a reduction of 0.62% compared with the previous year and is below the MSF average of 13.95%.

3D Improving Forensic Performance

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 3 | 16 | 21 | 3 |

Contextual Factors

The assessment of this activity covers all aspects of forensic management and is not confined to the specialist department. The force has been judged on the extent to which it is using forensic evidence efficiently and effectively to achieve its crime investigation objectives. Improving quality and reducing process times are also key performance drivers.

Strengths

- An up-to-date forensic management strategy, linked to the force strategy, encompasses clear objectives with regard to service provision targets, and sets out specific performance targets (covering all key activities) that have been set at a level above the MSF average for 2004/05.
- Up-to-date guidance on key processes – eg DNA, mouth swabbing and fingerprinting – is included in the policy and is easily accessible to all staff on the scientific support unit (SSU) intranet website library. Guidance has been reinforced by a poster campaign demonstrating processes with route maps displayed in BCUs.
- A detective inspector (operations) has overall responsibility for BCU-based crime scene examiners (CSEs). Below this, BCU-based scenes of crime detective sergeants attend daily tasking, weekly TCG, and BCU management meetings. CSEs are also well integrated into the BCU tasking processes, with daily tasking ensuring that priority is given to those scenes deemed most productive. In Cardiff BCU, a tasking pilot realised a 48% increase in vehicle crime examination over a six-month period.
- CSEs are also integrated into the investigative training department and provide regular inputs on courses to improve the forensic awareness of staff such as new recruits, SIOs and roads policing officers. Further efforts to improve forensic awareness are evident through the crime consultancy initiative, which has provided staff with aide-memoire pocket-book holders that include a section on scene preservation.
- A good understanding of the costs and benefits of the forensic process is evident. A robust forensic submission process is in place, with individual cases being scrutinised by an experienced submissions officer, who implements rigid controls to ensure cost-effective submissions take place.

October 2006

- A forensic management conference facility involves SSU staff; the submissions officer chairs meetings with both case officers and forensic experts to discuss submission tactics.

Work in Progress

- The force has recognised the need to review the training and skills of staff within the SSU and this is being undertaken. Once this exercise is complete, a skill matrix for all staff, identifying training priorities, needs to be produced and acted upon.
- The provision of forensic science services has not been reviewed against workforce modernisation principles to ensure that the right staff are in the right roles. This work is being taken forward by HR under the workforce modernisation programme.

Areas for Improvement

- The force previously had a forensic strategy board but this is in abeyance and the force should consider re-establishing it, including within its membership representatives from all relevant parts of the organisation.
- The force previously experienced difficulties recruiting fingerprint experts, although the recent recruitment of trainees should address this. In the meantime, these staff will require extensive training, with a consequential impact on fingerprint performance. There is a considerable backlog of work within the fingerprint bureau, with a number of tasks needing attention in order to improve performance – eg, completion of a police elimination database and back-record conversion of fingerprint forms.
- A Lanner project review has identified the need for an effective electronic tracking system to manage the products of the forensic process, from crime scene lift to custody unit charge. Presently, the ability of the force to identify process performance is hampered by the lack of an overarching IT system. The current process is inefficient, being reliant on manual processes. Consultation is under way with the Niche implementation team to develop such a system using electronic transference of data.
- Performance on the recovery and examination of footwear intelligence is relatively poor, particularly when compared to MSF results. An SSU working group has now been set up to improve performance.
- The contribution of CSEs to the intelligence-gathering process has never been measured, although the planned introduction of a performance indicator around the submission of intelligence will help to address this.

October 2006

GOOD PRACTICE

TITLE: CSI Vehicle Crime

PROBLEM

Vehicle Crime is the most prevalent offence within the Cardiff BCU. The City of Cardiff, particularly the Central Sectors, are tailor-made to suit the vehicle crime offender. The Victorian street layout, with communal dwellings and back-street lanes, facilitates volume crime. These areas are primary parking zones during the day for commuting office workers, whose cars are easy targets for theft-related offences.

SOLUTION

This initiative involved the appointment of a senior Crime Scene Investigator to assess the daily demand for examination related to vehicle crime in Cardiff, and task accordingly. This step aimed to remedy the inconsistent approach to the problem (which relied mainly on victims visiting 'car clinics' many hours after the offence) by:

- i) Screening out wasteful scenes which offered few forensic opportunities;
- ii) Co-ordination of resources at researched crimes, arrived at promptly, to maximise the potential for forensic yield;
- iii) Increasing the number of vehicles examined and the number of perpetrators identified.

OUTCOME(S)

The outcomes from the first six months exceeded all expectations, producing an 80% increase in the number of vehicles examined when compared to the same period during the preceding year (2,570 vehicles in 2004/05, compared with 4,630 vehicles in 2005/06). The number of persons identified by either DNA or fingerprints increased from 166 to 319 as a result – a 48% improvement.

The project commenced in July 2005, and was originally intended to run for 3 months. However, due to its success it has now been adopted as force practice. The next challenge is to initiate the process in other BCUs, particularly Swansea.

FORCE CONTACT:

Chief Inspector Danny Richards - Tel 01656 655555

3E Criminal Justice Processes

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Declined |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 15 | 27 | 1 |

Contextual Factors

This framework deals with a number of areas that are core to the criminal justice system, notably prisoner handling, pre-charge advice, bail management, investigative standards, file preparation, witness care, the PNC, offences brought to justice (OBTJs) and the effectiveness of the police contribution to the LCJB.

Strengths

- A high-level commitment to the LCJB is evident, with the force being represented by the Chief Constable and T/DCC. Good representation on sub-groups is also evident, notably through the involvement of the T/DCC and assistant director (CJ) who both chair sub-groups.
- A comprehensive programme of refurbishment and building has taken place to improve custody facilities to a standard that ensures the safety and dignity of detained persons and staff. Projects of particular note are those at Merthyr Tydfil, Pontypridd, Ton Pentre and Aberdare.
- A safer custody board has been established to address issues arising from deaths in custody, a concept supported by the Independent Police Complaints Commission (IPCC). A mental health working group is also in place and underpins the work of the board by examining mental health issues in greater depth. Key stakeholders are involved in this work, including members of staff from professional standards, communities and partnerships, BCUs, estates and the Police Federation.
- The average time taken from arrest to sentence of persistent young offenders in 2005/06 was 58 days; this is below the national average of 69 days and well within the national target time of 71 days.
- In 2005/06 the force achieved average PNC compliance for court resulting – over 85% of court results were entered on to the PNC within seven days, against a target of 75%.
- The force has developed a warrants management database that is endorsed as good practice by the Home Office and has been purchased by many other police forces in England and Wales. The database is a substantial factor in the force’s successful reduction in the warrants stock.
- Prosecution team performance management meetings take place between the police and the Crown Prosecution Service (CPS). These provide an opportunity to

identify reasons for case attrition and tackle them through the implementation of appropriate strategies.

- In response to statutory charging, the force has implemented an investigative support unit (ISU). The ISU, custody officer, officer-in-case and duty prosecutor are the key elements within each of the ten charging centres, with each role being clearly defined. This approach has been accepted as good practice by the national statutory charging team.
- ASBOs are applied as a criminal justice tool through divisional structures, co-ordinated by a force ASB co-ordinator. This ensures corporacy in terms of co-ordination, standards of intervention and intelligence sharing. The ASB co-ordinators link to the neighbourhood policing teams.
- Asset recovery is exploited through awareness training on POCA delivered at probationer, SIO and BCU level. POCA orders are proactively sought and the force is meeting joint police/CPS targets.

Work in Progress

- Improvements need to be made in the management of police bail. The force has recognised this and a bail policy has been recently introduced, drawing upon existing good practice and seeking to ensure corporacy, which should lead to improvement.

Areas for Improvement

- The number of OBTJs fell from 30,551 in 2004/05 to 30,034 in 2005/06. The percentage of OBTJs has also reduced slightly, from 24.60% to 24.23% over the same period, compared with an MSF average of 25.28%.
- Sanction detections fell from 24.10% in 2004/05 to 22.14% in 2005/06, below both the MSF average of 24.29% and the force target of 25.8%. The force has introduced sanction detection champions, action plans and targets in an attempt to reverse this trend.
- During 2005/06, an average of 85.8% of arrest/summons registrations were entered on to the PNC within 24 hours, against a target of 90%.
- Witness care units have been implemented in line with the national timescales, but some capability and capacity problems remain in respect of service delivery. The force is aware of this and is scrutinising the performance of the units in the light of good practice in South Wales and elsewhere.
- While the CPS is largely complimentary about the force's contribution and commitment in criminal justice matters, some concern has been expressed in respect of file timeliness and quality in magistrates' court cases. In an effort to improve performance, the force has implemented an investigative excellence board in response to the impact of statutory charging, and in recognition of the need for a robust and full response to the quality of investigation.

4 Promoting Safety (Domain 3)

4A Reducing Anti-Social Behaviour (ASB)

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 8 | 35 | 0 |

Contextual Factors

This framework focuses on reducing ASB but there is an obvious overlap with the Neighbourhood Policing and Problem Solving (1B) and Customer Service and Accessibility (1C) frameworks. Indeed, effectiveness in one area is dependent to a degree on performance in related issues. A key factor in this assessment is the quality and impact of joint activity with partners.

Despite the good work that is evident, the public perception of anti-social behaviour in South Wales (as indicated by the British Crime Survey/BCS) remains above the MSF average and the force needs to address this. In order to realise improvement, better integration of ASB into the CompStat process should be considered.

Strengths

- The Chief Constable has driven the ASB agenda by ensuring that its causes and effects are tackled holistically, through a joined-up partnership framework that ensures the highest standards of service across the force area.
- Chief officers have led the way for partners in introducing the framework, including the appointment of dedicated police ASB co-ordinators in each BCU. Partnership ASB specialists are co-located, with the police co-ordinators forming multi-agency ASB units. All ASB enforcement and intervention activity is controlled and managed by these specialist units. In essence, this has meant that community intelligence is generated, recorded and acted on very swiftly with a combination of proportionate enforcement and support. Consequently, partnership units are extremely effective at stopping unacceptable behaviour before it becomes more serious, established and resource-intensive.
- Police officers (particularly neighbourhood policing officers) and police community support officers (PCSOs) have a good understanding of the powers and tools available to tackle ASB. In order to enhance their understanding, local ASB units provide regular training and awareness sessions on ASB to staff relevant to their roles. BCU intranet sites, posters and leaflets support this training with information on ASB intelligence, procedures and powers.

October 2006

- PCSOs and Special Constables are increasingly well integrated into neighbourhood policing teams. As part of these teams they are a valuable resource in dealing with ASB, with good examples of their impact being evident.
- The command and control system is actively monitored by ASB units to ensure that all relevant incidents have been referred for their action. Through this scrutiny process the units are able to capture all ASB incidents, to allow an appropriate response to be made.
- The force applies a full range of powers and tools to tackle ASB with each case viewed on its own merits, discussed and actioned by a strategic multi-agency case review group.
- All ASBOs are recorded on the PNC and made available on local intelligence intranet sites, along with details of hotspots, acceptable behaviour contracts, etc.
- ASB is a key issue within the force control strategy. In turn, each BCU has ASB as a priority within its BCU control strategy and CSP plans. ASB is included at BCU level tasking and co-ordinating with a direct link to the multi-agency case review groups facilitated by the police ASB co-ordinators. Sector and shift briefings are NIM-compliant and contain accurate up-to-date intelligence on ASB issues. ASB intelligence is accessible to staff through the force and BCU intranet sites.
- At force level, good use is made of the media through the force press office. Chief officers and key personnel use a full range of media to inform communities of good work and their commitment to reducing ASB. At a local level each BCU has a designated press officer who co-ordinates the dissemination of local success stories through the press and media. A multi-agency decision is made at BCU level on whether to release the names of individuals subject to ASBOs, with each case viewed and assessed individually. However, every opportunity is made to make positive use of the press.
- The force has embraced the TOGETHER campaign, a national campaign to support and highlight action to tackle ASB. The TOGETHER website is well used by ASB practitioners both at strategic and tactical levels. Also, two BCUs have been identified as TOGETHER action areas, with the Cardiff BCU piloting the TOGETHER public action telephone service.

Work in Progress

- ASB priorities are being determined by the PACT process but this is still evolving and not fully embedded throughout the force area. This issue is, however, currently being progressed within the neighbourhood policing programme.
- While BCUs and sectors are held to account for their work on ASB, there are no performance indicators (PIs) against which to measure activity and results. Without such PIs it is difficult to measure and hold BCUs and sectors to account for performance. Thus, although ASB is part of the force and BCU control strategies, it plays little part in the CompStat process to improve performance. However, the force has recently launched a new ASB database that will provide baseline data to address this.

Areas for Improvement

- Despite the good work that is evident, the percentage of respondents to the BCS perceiving a high level of ASB within South Wales is 18.6%. This is above the MSF average of 16.8% and the force is seventh out of eight in its MSF group.
- There is no media protocol in place for ASB cases to support the good media work already undertaken.

GOOD PRACTICE

| |
|--|
| TITLE: Swansea Christmas Campaign |
| PROBLEM: Swansea CDRP was identified as one of the top 25 areas in the country for violent crime; much of this crime was attributed to the late night economy associated with the vibrant city centre. |
| SOLUTION: In order to tackle this, a multi-agency operation was conducted from mid-November to end-December 2005; various initiatives were included in this operation, some of which are summarised below. <u>High visibility police patrols</u> These teams provided a focus for activities within the city centre on every Friday and Saturday night throughout the campaign. They comprised officers on overtime and special constables. The primary objective was to provide reassurance through high visibility patrols. Early intervention tactics were used to deal with minor disorder including on-street issuing of penalty notices for disorder. <u>Test purchase operations</u> The police worked very closely with Trading Standards on alcohol test purchase operations. Prior to the start of the campaign, a great deal of work was carried out to ensure that licensees were given advice on how to prevent sales to under-age drinkers, emphasising the 'validate' scheme and advising on staff training etc. Packs were issued offering wide-ranging advice to licensees. <u>Multi-agency licence visits</u> Multi agency visits were carried out with the Fire Service and Local Authority to check on specific conditions that accompanied the variation of licence – eg, CCTV systems, use of nightnet radio and access to fire exits etc. The majority of breaches were minor – they were recorded and dealt with by way of advice or warnings issued. <u>Compulsory plastic</u> As a result of applying for variation of licences, 27 premises had a condition imposed that, on key dates, a non-glass condition would be compulsory on their premises. <u>Drug itemiser operations</u> Police and Local Authority staff deployed 'drug itemiser' apparatus at eight separate premises on key dates throughout the campaign. Testing was voluntary and, with the co- |

October 2006

operation of licensees, became a condition of entry.

Safe drinking operation

Police, Local Authority staff and drugs project workers handed out water and soft drinks to drinkers and gave advice on binge drinking. Coca-Cola backed the initiative and provided a quantity of soft drinks to help increase sugar levels in people who had drunk too much alcohol.

'Call Time on Violent Crime'

Impactive posters were prominently displayed in the city, giving out clear messages that violent crime would not be tolerated and would result in positive action. Posters were also displayed on the back of buses, increasing visibility, while staff in all participating licence premises were given T-shirts to wear on key dates.

Taxi marshalling

Marshals were employed to supervise queuing arrangements and safe boarding and alighting from taxis. These queues are often pinch points - people jumping queues risk provoking altercations with others, which can lead to (sometimes serious) violent crime.

Tow-away scheme

This involved the closure of a busy city centre street and the implementation of a tow away scheme after 7pm on key dates. The rationale behind the initiative was to provide more room for pedestrian traffic at busy times, thereby reducing the risk of altercations provoked by overcrowding.

Marketing

The whole operation was constantly marketed through a number of media outlets with key figures from all aspects of the partnership invited to contribute. This media exposure was high profile throughout and was enhanced with initiatives such as the Call Time on Violent Crime poster campaign.

OUTCOME(S):

A reduction in serious assaults and disorder was achieved.

FORCE CONTACT:

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4B Protecting Vulnerable People

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 8 | 32 | 3 | 0 |

National Position

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year’s results; the direction of travel reflects HMIC’s judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

Generally speaking, South Wales has structure and processes in place that meet acceptable standards for the protection of vulnerable people.

Child Abuse

Strengths

- The ACC (crime and operations) is the force strategic lead for all public protection issues, covering child abuse investigation, vulnerable adults, sex and dangerous offenders, domestic violence (DV), witness protection, missing persons and the Criminal Records Bureau disclosure unit. The ACC provides leadership and an overview as the strategic lead, and as joint chair of the public protection partnership board (a multi-agency strategic partnership).
- The force adheres stringently to the guidance contained in *Working Together to Safeguard Children* (Children Act 1989) and the All Wales Child Protection Procedures. This ensures that all specialist officers in public protection units (PPUs),

October 2006

and in particular in child protection units (CPUs), have a clear understanding of their roles, responsibilities and relationships with statutory and voluntary partners.

- The detective superintendent and detective chief inspector leading the public protection department (PPD) provide support, guidance and quality assurance to the respective BCU command teams, who have responsibility for public protection within their area.
- Public protection detective inspectors in each of the BCUs have operational responsibility for the management of all public protection investigations in their respective PPDs. Each CPU has officers of detective sergeant rank with day-to-day supervisory and quality control responsibility for investigations. Underpinning these arrangements, the HQ-based PPD acts as a centre of excellence to advise CPU staff on investigations.
- The PPD provides both quantitative and qualitative assurance. For example, cases involving the death of or serious injury to a child, including cases of serious sexual abuse, are reported to the PPD which then performs a review function.
- The PPD detective sergeant, responsible for operational support, assumes supervisory responsibility for specialist tactical advisers, who are available to give advice to CPU-based investigators.
- The force is committed to staffing CPUs with qualified detective officers. To this end, all staff are trained in the ICIDP or will undergo such training.
- South Wales officers took part in a pilot of the NCPE specialist child protection course during 2005. Officers are also encouraged to attend a certificate of higher education course in tackling child abuse at Bridgend College.
- Effective links between CPU officers and those dealing with other closely related disciplines are evident. They have a shared management structure, are in many cases co-located and have effective lines of communication.
- A small proactive unit has been developed within the PPD which can be deployed in more serious cases, such as child abduction, or to lead work against internet-centred offending. An example of the proactive work undertaken is Operation Blaze, an operation to target internet-based offenders.

Work in Progress

- Force policy on child abuse investigation is being rewritten to reflect recent national guidance produced by NCPE/ACPO, but this work is not yet complete. A lead officer has been appointed to implement the national guidance which is readily available to all staff via the intranet.
- The force has undertaken to back-record convert all 140,000 (approximately) paper child protection records on to CATS (case administration and tracking system) and is well advanced in doing so. However, during this back-record conversion, staff in some BCUs are not inputting new cases on to CATS and are still reliant on paper records.

Areas for Improvement

- Although child protection is referred to in the control strategy of one BCU, it does not feature as a priority in either the force or other BCU control strategies.

October 2006

- A written accountability framework shows the lines of strategic responsibility but there is no such framework showing the lines of operational responsibility from practitioners through to chief officer lead. This is particularly relevant as the force has a devolved structure for child abuse investigation.
- The provision and use of management information is limited. The force anticipates that when CATS is being used to its full potential it will provide an electronic solution to the collection of data, and lead to its full exploitation for management purposes.
- NIM principles are not yet firmly embedded into the PPD – eg, there is no control strategy to inform departmental priorities.

Domestic Violence

Strengths

- Domestic violence is a key theme in the local policing plan, demonstrating the importance placed on this area of police work.
- Effective systems are in place to ensure that DV incidents are correctly identified and flagged accurately. These include:
 - command and control incident opening/closing codes;
 - the use of occurrence markers on command and control for all high and very high risk cases; and
 - the use of DV flags on custody handling, which has resulted in an increase in remand and charge of DV perpetrators.
- Every domestic incident reported to the police is recorded on a form which includes a section on risk, completed by the attending officer before subsequent submission to specialist officers for risk assessment. A duplicate copy of the form is also submitted to the CPU to inform them whenever children are resident in households where DV has occurred.
- PPU detective inspectors in each BCU have responsibility for the day-to-day monitoring of incidents. Officers must submit a report where no arrest takes place; this promotes the use of positive action at all incidents. The detective inspector also supervises all serious DV criminal investigations; where this constitutes a serious crime, an SIO is appointed and a policy file maintained.
- An accredited trainer has delivered NCPE training to the majority of specialist DV officers. In addition, some of the officers have attended a five-day accredited training course at Teesside University.
- An awareness seminar on DV was delivered to 200 police officers and police staff in September 2005, with positive feedback from attendees.

October 2006

- The force has an effective domestic violence information-sharing protocol , which allows information on incidents to be shared with partner agencies such as health authorities and social services.

Work in Progress

- The force DV policy is being rewritten to take account of NCPE/ACPO guidance.

Areas for Improvement

- A written accountability framework shows the lines of strategic responsibility but there is no such framework showing the lines of operational responsibility from practitioners through to chief officer lead. This is particularly relevant as the force has a devolved structure in relation to DV investigation
- IT systems are not currently in place to manage and record DV incidents. The force intends to resolve this through either CATS or Niche systems.
- There is a need to deliver generalist DV training to staff across the force area; there are plans to deliver this training but it is a sizeable task and will take approximately two to three years. In the meantime, 33 officers have received Centrex modular DV training and there is a programme of further training for all front-line officers in Cardiff and Neath and Port Talbot during 2006.

Public Protection

Strengths

- A joint agency strategic framework is in place; this defines the responsibility for attendance at multi-agency public protection arrangements (MAPPA) meetings and has been fully implemented by the force. A joint police/probation MAPPA co-ordinator ensures adherence to the framework and, through attendance at MAPPA meetings, contributes to a consistent and appropriate contribution by the force at these meetings.
- Sex and dangerous offender officers routinely review risk assessments of their offenders; any factors that may indicate an increased likelihood of offending are brought to the attention of the detective inspector (PPU). Where necessary, expedited multi-agency risk assessment conferences (MARACs) or MAPPA meetings are arranged to deal with this risk. There is an emphasis on rapid intervention through police action and encouraging partners to initiate action for licence breaches at the earliest opportunity. This approach has been welcomed by partners.
- Sex and dangerous offender officers are supervised by the divisional PPU detective inspector, who attends all level 2 MAPPA meetings. All level 3 MAPPA meetings are attended by superintendents or a nominated chief inspector.
- A structured process quality assures the management of dangerous and sex offenders. A dangerous offender group – comprising police, probation and lay visitor – meets to review cases selected at random to ensure quality standards are maintained. The joint police/probation MAPPA co-ordinator is also present to ensure that findings are quickly implemented and relevant changes are made to operating procedures.

October 2006

- Effective links between sex and dangerous offender officers and those dealing with other closely related disciplines are evident. They have a shared management structure, are in many cases co-located, and have strong lines of communication.

Areas for Improvement

- A written accountability framework shows the lines of strategic responsibility but there is no such framework to clarify the lines of operational responsibility, from practitioners through to chief officer lead. This is particularly relevant as the force has a devolved structure in relation to sex and dangerous offender management.
- Sex and dangerous offender officer posts are resourced according to an individual BCU commander's assessment of demand. This has led to considerable variation in the number of offenders supervised by officers. In some divisions, approximately 70 offenders are supervised by each officer while, in another, officers each supervise over 100. This situation should be reviewed to ensure sufficient resilience.
- All sex and dangerous offender officers are aware of the debriefing and staff welfare services available for them at the force health and welfare unit. However, unlike officers involved in hi-tech crime units, this welfare debriefing is not mandatory; the force should consider making it so.

Missing Persons

Strengths

- The ACC (crime and operations) is the portfolio lead for missing persons. This leadership has been particularly evident in missing persons critical incidents, with active leadership to ensure the deployment of adequate and appropriate resources.
- Missing persons enquiries form part of the NIM-based daily briefings to patrol officers.
- A special booklet is used to record details of missing persons enquiries; it includes a section on risk assessment, completed by the officer in the case. The risk assessment is reviewed at sergeant and inspector level and, in cases of high vulnerability, an SIO is appointed to manage the investigation.
- Partnership working in relation to missing persons is evident at CSP level and includes work with schools and social services. The Barnardo's organisation has also been engaged to debrief recovered vulnerable missing children, allowing the force to learn from the successful recovery of a child.

Areas for Improvement

- A written accountability framework shows the lines of strategic responsibility but there is no such framework showing the lines of operational responsibility from practitioners through to chief officer lead.
- Recording systems for missing persons enquiries are not backed up by dedicated IT. The force is, however, investing in the Niche database which will have a missing persons capability, although the implementation date for this is not yet fixed.
- Force policy in relation to missing persons is currently under review and is to be re-written to reflect recent ACPO guidance.

- Case review processes to identify opportunities for preventative work are not well developed.

5 Providing Assistance (Domain 4)

5A Contact Management

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 1 | 18 | 20 | 4 |

Contextual Factors

This framework focuses on contact management, call handling and the initial response to incidents. Call handling is the first stage of most reactive operational activity and has a significant impact on public confidence, reassurance and later success within criminal justice processes. The force provides an acceptable level of service against national standards but significant improvement is currently inhibited by the limitations of current IT provision. Planned technological improvements including OS-Migration, Niche, and Command and Control Phase 2 should ensure greater customer focus and the delivery of an enhanced service to the public of South Wales.

Strengths

Customer

- An annual public opinion survey of callers to the organisation is used to gauge customer satisfaction. In addition, a LCJB survey of 1,500 volunteer local residents and an annual mystery shopper exercise are undertaken. All of these customer feedback sources, together with complaints, are scrutinised and fed back to divisional tasking, informing both working practices and organisational learning.
- A website has been created which allows members of the public and internal staff to click on a map, highlight their nearest police station and from this observe the services available at this station. These include accessibility, parking arrangements, the local named officer and station opening hours.

Culture

- Communications centres are equipped with briefing boards and all policy/working practice changes are communicated in this manner, together with a direct email to staff. The briefing board is also used to communicate the levels of compliance with the National Crime Recording Standard (NCRS) and National Standards for Incident Reporting (NSIR).
- The communications division has its own HR adviser and training co-ordinators, who are able to provide support to operational staff.

October 2006

Strategy

- Call forecasting has been used to highlight specific demand trends, such as heavy demand around 5 November, resulting in improved performance during these periods.
- The force has established plans for both disaster recovery and business continuity, and these are reviewed and tested on a regular basis. The force is currently one of five national sites piloting the SNEN project. As this is a new venture, historic disaster recovery plans have been scrutinised and plans updated to ensure continued compliance in this area.

Skills, Training and Education

- The force has implemented an enhanced training package, which has resulted in the reduction of time taken for controller training from 18 to 6 months. The training is based on a tried and tested mentoring system and is underpinned by 'super user' training and service awareness training. Training co-ordinators have also been appointed, not only to help new recruits but to enhance the skills of existing staff. Additionally, a recently implemented leadership/mentoring programme for potential supervisors has proven to be very successful for staff development and morale.

Management Information

- Performance is monitored across a range of indicators both proactively within the control rooms and reactively by a performance review sergeant. Both aspects of performance are reviewed on a weekly basis, with results disseminated to all staff. Additionally, performance is a standing agenda item on divisional TCG meetings, during which accountability is addressed. Individual accountability is addressed in one-to-one staff meetings.

Work in Progress

Culture

- An annual force survey is conducted but there is no explicit, documented process in place to survey employees' views on call handling that would help develop and improve service delivery. A direction and change group has recently been set up to will provide feedback on opportunities for improvement.

Human Resources

- Quantitative performance is monitored across a range of indicators, at both individual and divisional level, but qualitative performance monitoring is inhibited by poor technology. However, Qcoach is being piloted in one BCU at the moment; if successful, this will provide a means of measuring standards derived from the NCHS and QoSC areas.

Areas for Improvement

Strategy

- A call-handling strategy is in development but has yet to be implemented. The developing strategy intrinsically links all national projects – notably, QoSC, NCHS, NSIR, the SNEN project and NCRS. A business case has been submitted to address

October 2006

the staffing issues these projects raise; once resolved, the final draft of the call-handling strategy will be delivered.

- There is a need for resource levels to better match the demand curve. The force has recognised this and has conducted a review of shift patterns, following which new arrangements are to be put in place. Once implemented, improvements should be achievable.

Technology

- There is a need to improve the information available at the point of caller interaction. The force has recognised this and is in the process of purchasing a new command and control (NSPIS) system and a state of the art Niche workplace management system. Once in place, these systems should improve the information available to call handlers.

5B Providing Specialist Operational Support

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 23 | 19 | 1 |

Contextual Factors

This framework has been significantly revised since last year’s baseline assessment, as this dealt almost exclusively with the police use of firearms. This year sees the inclusion of a section on the response to civil contingencies and emergency procedures, and greater reference to public order policing. A key area is compliance with the Home Office code of practice on the police use of firearms and less lethal weapons, and the force has established a dedicated team to take this area of work forwards.

In the area of public order policing, the practical experience gained in policing large-scale events at the Millennium Stadium has now been cascaded into the policing of other major events. The reputation of the force has been enhanced considerably.

The force’s work towards compliance with the Civil Contingencies Act is well established and the local resilience forum is operating effectively. The structure in place is robust and is continuing to develop, with South Wales leading regionally on a number of issues.

Strengths

Firearms

- The force has established a dedicated team, working to a formal project portfolio, to take forward the agreed NCPE action plan and ensure compliance with the Home Office codes of practice on the police use of firearms and less lethal weapons (and associated policies and guidance). An interim certificate has been granted by NCPE in relation to firearms training.
- The force has an established tactical firearms unit and a dedicated armed presence at Cardiff Airport, both of which were established as a result of a risk assessments of the threat of terrorism and level 2 criminality. Equipment and weapons have also been evaluated and updated in response to risk. Outside these arrangements, the force firearms response is managed through intelligence-led policing but with a safe resource level that takes into account health and safety and relevant codes of practice (principally the armed response vehicle/ARV function).
- The force has a firearms review group (FRG), comprising policy makers and operations and training practitioners, that meets quarterly. There are also monthly

October 2006

practitioner groups that feed into the FRG, providing an opportunity for communication about emergent issues, practice and procedure.

- Firearms officers have appropriate access to less lethal options such as Tasers and baton guns. All firearms officers also carry CS spray, batons and rigid handcuffs.
- Force policy dictates that police dogs must be considered as a less lethal option; the force deploys both general purpose dogs and firearms support dogs. Any decision regarding the deployment of these dogs is made by the silver commander.
- All BCUs and departments contribute towards the production of the force strategic assessment, individual control strategies and tactical assessments to ensure that NIM is embedded within the force. This complies with NIM by setting a control strategy, and operations outside this are adopted at TCG meetings only in exceptional circumstances. Specialist central departments, including OSD, are fully utilised through this process, tackling criminality at all levels.
- Joint training exercises are arranged with neighbouring forces to share knowledge and experience on firearms, air support, public order and other specialist functions and there are good examples of forces working well together on specific operations. Some joint training also takes place in respect of public order and chemical, biological, radiological and nuclear (CBRN) deployments. Training is also delivered to partner organisations such as first responders (eg ambulance staff) to develop their safety awareness at firearms incidents.
- Local risk assessments are undertaken by personnel trained in the discipline and are written to be easily understood. The local unitary authority has responsibility for involving the voluntary sector, and, when required, the force draws upon and makes best use of voluntary organisations such as the WRVS and Mountain Rescue teams. Such a structure can be adapted to support firearms operations if required.
- The force makes best use of open source intelligence through dedicated intelligence officers and maintains a firearms desk in the force intelligence bureau (FIB), as well as using other force resources such as crime analysts.

Public Order

- Public order is contained in the FSA through the city and town centre disorder element. This has identified that 40% of total violent crime relates to these locations, and that BCUs have an inherent problem with alcohol-related incidents in town and city centres. Initiatives such as Cardiff After Dark seek to reduce disorder, particularly that which is alcohol-related, thereby reducing violent crime. A case study demonstrates the results that positive action has on city and town centre violence, and includes the management of the late-night economy.
- The force has supported initiatives from partnership agencies in the field, eg the use of health authority triage centres in Cardiff and Swansea over the Christmas and New Year period. It has also sought to utilise the penalty notice for disorder (PND) legislation; PNDs for anti-social behaviour by juvenile offenders have recently been commended as good practice by the Office for Criminal Justice Reform.
- The force collates community intelligence from a variety of sources. The MSU and BCU staff maintain positive and direct contact with the community. The force has an excellent relationship with its IAG; in a recent terrorist-related incident in Swansea, community involvement included confidential briefings to community leaders. The

October 2006

involvement and support of the IAG was a key factor in maintaining community cohesion, support and relevant intelligence. The external diversity strategy group incorporates those members of the IAG, and minority communities provide a further overview of how public order policing is perceived.

- The force's experience of significant events in the Millennium Stadium and Category C football matches at Cardiff and Swansea provide an insight into deployment against a level 2 demand. These types of major events are intelligence-led operations, with significant planning and liaison across other forces and agencies, including the BTP, Millennium Stadium plc etc. Proactive communication and liaison with neighbouring forces ensures the effective management of public order across borders.
- The force has developed an effective structure for intelligence gathering and the assessment of risk and threats, including Operation Checkmate – the opening of the Welsh Assembly debating chamber. The collation of community intelligence is recognised as an essential element and structures are in place to assist this process, while also exploiting prevention and reassurance opportunities.
- ACPO standards for police support unit (PSU) capability are met. The force has an established PSU training programme, with ten PSUs carrying out four days common minimum standard training a year. Training records are maintained for all those who have undertaken such training.
- The force has an effective SRG, and a tasking and co-ordination framework to review ongoing risk and threat analysis. The tasking and co-ordination framework links to the force SRG providing a mechanism for reporting community tension indicators. A calendar of events is also maintained at an operational level, and from a media and communications perspective, to ensure that emerging issues are picked up. The force also jointly runs a resilience calendar of events with the LRF.
- Regular multi-agency meetings are conducted for all force events. These sometimes incorporate an adversarial briefing which tests the response and contingencies of each operation. Table-top exercises for significant events are run occasionally, and all significant events are subject to a comprehensive debrief.
- The practical experience gained in policing large-scale events at the Millennium Stadium has been integrated into public order planning, training and response functions. The force has established an experienced cadre of commanders and key personnel, and seeks to feed in this expertise to regional collaboration.

Civil Contingencies

- The force planning unit works through the emergency planning team, which includes the force's counter-terrorism security advisers, to risk assess hazards and threats, with initial efforts directed towards the perceived high-risk scenarios. This is demonstrated through the community risk register which uses Enfys software.
- A close and effective working relationship has been established with the Regional Forum and the Welsh Assembly Government (WAG). The emergency planning unit attends national, Welsh regional and cross-regional meetings and seminars to exchange information and practices, and facilitate joined-up working.
- Information-sharing protocols with partners take account of data protection issues. There is some evidence of open source intelligence gathering, with identified

October 2006

members of staff being responsible for conducting environmental scanning work to identify emerging issues. Relevant issues are dealt with through the tasking and co-ordination process.

- The force has drafted a business continuity plan that takes into consideration both internal and external dependencies and influences, and their potential impact on the force's critical functions. In January 2006 the force began conducting tests and exercises to test the plan, with the first 'virtual' exercise being commended as good practice by staff from the Emergency Planning College.
- The force has a well-established emergency planning unit within the OSD and there are emergency planning representatives on each BCU. The force maintains contingency plans for many eventualities and these are reviewed yearly or as required. The force meets its specific legal requirement to create, review and test to level 1 of the Civil Contingencies Act.

General Arrangements

- The OSD control strategy was reviewed in January 2006, and clear links exist between the activities of specialist support and force aims and objectives. The tasking and co-ordination framework ensures appropriate deployment of specialist support; the NIM-compliant OSD is subject to a CompStat process overseen by the DCC.
- A bronze inspector system is in place to deal with spontaneous demand for specialist support and the day-to-day management of deployment, supported by a hot-line.

Work in Progress

Firearms

- The maintenance of records relating to selection, training, reassessment/ accreditation and deployment of staff within the OSD is of variable quality, with a mix of paper and electronic records. The force recognises that an all-encompassing IT system would lead to improvements in this area and is developing the Kallidus -IT- system to progress the matter.

Areas for improvement

Firearms

- The link between the force firearms threat and risk assessment and the numbers of officers engaged in firearms-related incidents – eg commanders, tactical advisers and authorised firearms officers – is tenuous. This should be reviewed to ensure that the appropriate level of resource is engaged in providing the force firearms response.
- There is a need to improve the quality and suitability of the overall force estate, with a specific need in respect of the OSD and its firearms units. A particular issue exists on accommodation for the airport policing group at the international airport site; this is being progressed through the force capital building programme. (HMIC acknowledges that, since its inspection, an armoury has been constructed at the airport which has allowed the dedicated unit to be relocated to the airport from Llantwit Major).

Public Order

- A mobilisation plan is in place but it is accepted by the force that this requires further testing and regular exercise. There is also a need for an IT-based system to aid the deployment of public order and other specialist resources co-ordinated by the planning unit. Ongoing work for the Seren programme should help to address this need.
- The force does not have audited training and deployment records for public order commanders, as laid out in the public order commander course.
- Further work is required to map effectively the predicted demand for public order resources. The force is working towards this, amending duty rosters to ensure that rest days do not coincide with significant events.
- The force has a contingency planning system but there are no formalised contingency plans in place with partners and neighbouring forces to meet exceptional demand in respect of public order.
- The force has identified the need to provide the OSTs with enhanced public order training.

Civil Contingencies

- A communications strategy is in existence and an active LRF media and communications group helps to warn and inform the public. Further work is still required to provide an enhanced website; this work is ongoing, in conjunction with WAG.
- There is no policy in place to involve the voluntary sector in responding to the aftermath of an incident.
- The force has a mobilisation plan, Operation Scorpion, to respond to incidents or threats but this needs more regular testing. It is also recognised by the force that additional training of staff required for managing the initial response to a major incident is required, and a programme of exercises is to be developed.
- There are only informal arrangements with neighbouring forces to provide mutual aid in the event of a catastrophic incident.
- A requirement for a secretariat to deal with information sharing across all agencies is acknowledged, and the force has initiated work to progress this.

General Arrangements

- Further work is needed to ensure that the development and training of specialist staff is managed more efficiently and is effectively linked to the force's electronic PDR process.
- While the OSD has embraced the performance culture and participated in measures to improve measuring of personnel and unit performance, including CompStat, the force needs to support these efforts by providing an improved IT infrastructure to

October 2006

collate and display the required management information. It is intended that work under the Seren programme will support these requirements.

5C Strategic Roads Policing

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 7 | 33 | 3 |

Contextual Factors

This framework deals with the roads policing function of the force. Roads policing is an integral part of core policing activity, and should be based on the ACPO, Home Office and Department for Transport roads policing strategy launched in 2005.

In South Wales strategic roads policing is centrally managed within the operational support division (OSD), with roads policing resources located at four main operating bases across the force area. However, there are plans to reduce the number of operating bases to 2 or 3.

A relief based twenty-four hour bronze Inspector system is operated within OSD to provide for the tactical deployment of RPU, and other OSD resources. Deployment of roads policing unit (RPU) staff is intelligence led, and supported by the force tasking and co-ordination framework.

Staffing levels within the roads policing unit have remained static for some time, with some realignment of roads policing staff occurring in recent years, to promote flexibility in response to emerging trends, such as ANPR and road death investigation. This has resulted in an overall reduction of frontline response roads policing staff.

Partnership working is regarded as a key element of the force approach to roads policing and casualty reduction in particular. The OSD maintains a dedicated road safety unit, which has a clear role in liaising with other agencies.

Strengths

- There is good evidence that roads policing engages with external partnerships on road safety issues, including the regional safety camera partnership, and the WAG. A driver improvement scheme is operated, and a speed awareness scheme is under development.
- A highly effective and well-regarded ANPR unit is operated, managed by the OSD roads policing unit (RPU) and tasked on a strategic basis. There is ongoing development of this unit, and an expansion programme is under way for the force ANPR capability with, for example, links to city-centre CCTV.
- The ACPO Road Death Investigation Manual is fully adopted: SIOs, road death family liaison officers (FLOs) and an investigative support unit are all properly utilised. There is also continual development of the service, illustrated by the recent training of RPU officers as road death exhibit officers. Strong links exist between the

October 2006

RPU and crime support, with clear guidelines established for joined-up working as required. The major crime review unit has also critically assessed road death investigations and contributed towards developmental action plans – eg, road death SIOs participating in the crime SIO training and accreditation programme.

- Clear direction is provided to roads policing staff on the aims and objectives of the force and on up-to-date tasking and co-ordination information, in particular towards engaging criminality and denying the criminal the use of the roads. Such activity is supported by a dedicated OSD analyst.
- There is effective support given to the roads policing staff from specialist units such as the road deaths investigation unit, the collision investigation unit, the commercial vehicle unit, and an OSD-based skills officer and local intelligence officer (LIO).

Work in Progress

- While the force has recently updated and reviewed its roads policing strategy to reflect the 2005 national roads policing strategy (issued jointly by the Home Office, Department for Transport and ACPO), this was still in draft at the time of the inspection.
- Further steps need to be taken to address ongoing development and specialist training. The force is cognisant of this and has created the roles of a skills sergeant and skills constable, together with an in-house training programme.

Areas for Improvement

- Force policy on pursuits was subject to review at the time of inspection. While generally compliant with ACPO guidelines, there is some requirement to update elements of the document, eg, on terminology.
- Work is required to improve the quality and strategic location of RPU operating bases. A new base has been identified for the Eastern half of the force (due to become operational on 31 August 2006, outside the period of this inspection) and there is a continuing effort to identify a new Western operating site.
- While the briefing and deployment of RPU resources has improved – by the presence of an OSD bronze inspector on each relief – there is still scope for improvement in the briefing process. An OSD working party has been established to tackle this, linking into a wider force project. Further improvements are somewhat dependent upon IT developments within the Seren programme and resolution of the estates issue.
- The analytical support available to OSD is effective but it is recognised that information and direction are concentrated on engaging criminality and supporting BCUs. There are, therefore, opportunities to improve the products produced in respect of road traffic collisions and casualty reduction. There is also greater potential for BCU TCG to address the issue, working alongside the CSPs.

6 Resource Use (Domain B)

6A Human Resource Management

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 2 | 18 | 23 | 0 |

National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near-misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

Contextual Factors

This framework covers the overall effectiveness of HR management including workforce planning, recruitment, retention, absence management, occupational health, and health and safety. High sickness levels in comparison with national averages are an important factor in this assessment. Assessment is, however, mainly qualitative, based on the extent to which overall HR management contributes to the delivery of organisational aims and objectives.

Some improvements have been achieved since the last assessment, including a 17.05% reduction in sickness levels for police staff and the development of an electronic PDR based on the integrated competency framework (ICF). A worrying development is the increase in

the number of police officers' working hours lost due to sickness, with levels considerably above the national average.

Strengths

- The HR department is fully integrated into Seren, the key change management programme for the force. Projects within this programme include workforce planning; ICF; e-PDR; career professional pathways; leadership development; job evaluation; modernisation of probationer training (Initial Police Learning and Development Programme/IPLDP); and the University of Police Science Institute.
- The HR function is devolved, with operational HR advisers on BCUs. The HR advisers not only provide specialist HR advice at a local level but are also allocated projects and write policies in support of the central department.
- All BCUs and departments have health and safety plans which are monitored and reviewed against set targets. Oversight of the plans is provided by the quarterly force health and safety committee, chaired by the HR director.
- HR advisers and team leaders attend regular employment law updates, with an opportunity to discuss past and existing issues with an employment law solicitor. Regular meetings with the force solicitor ensure that effective communication and appropriate advice is given, and that case conferences identify suitable learning from specific cases.
- Staff perceptions are valued; following the staff survey in 2004, a force-level project team was set up to deal with the results. A marketing and communication strategy was implemented to ensure that staff were aware of the results of the survey and the actions taken to address issues. Work is currently ongoing in preparation for the next staff survey due in late 2006.

Work in Progress

- A new, electronic PDR based on the ICF was introduced in September 2005. Thus far it has been rolled out only to 50% of the organisation. Despite this, early indications are promising, with a much-improved return rate of 87% completed within 60 days of the due date (for those using e-PDR). The force recognises that improvements can be made; further enhancement of IT capability is taking place and this will enable full use to be made of the process.
- A suite of performance information has been produced but this represents work in progress. The force should continue with such development to ensure that performance information is fully exploited to improve people management in support of operational objectives.

Areas for Improvement

- The average number of working hours lost annually due to sickness by police officers rose by 8.8% in 2005/06, compared with the previous year, to 94.29 hours. This is well above the national average of 72.05 hours.
- While there has been an encouraging reduction by 17.05% in the average number of working hours lost per annum due to sickness by police staff compared with the

October 2006

previous year, the figure stands at 85.81 hours which is above the national average of 78.47 hours.

- A five-year HR strategy was published in 2005 but there is no costed HR plan in place for 2005/06; however, a costed plan for 2006/07 has been completed.
- Although all police officer recruitment and promotions are based on the ICF, work is needed to develop the process further to include police staff recruitment and selection.
- The force uses the national exit interview process and monitors the ensuing information, but work needs to be undertaken in order to ensure that a greater number of questionnaires are returned.
- Although grievances are monitored at BCU and department level, details of these are not consistently returned to the centre and this inhibits oversight and learning at force level.

6B Training, Development and Organisational Learning

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Improved |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 3 | 11 | 27 | 2 |

National Position

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

Contextual Factors

The force was graded Fair in the 2005 baseline process, with a number of recommendations made for improvement. The learning development strategy 2006–09 has been sanctioned by the strategic force learning development board (FLDB) which has Police Authority and BCU representation and is compliant with Home Office Circular 44/2005. A costed training plan exists and the national costing model (NCM) methodology has been applied.

Departments that sit outside learning development services (LDS) and that buy in a significant portion of external training are required to submit a costed training plan, and are subjected to scrutiny through quarterly performance reviews.

A formal quality assurance framework is in place with the IPLDP and this is being further developed to include all L&D programmes throughout the force. The new head of training delivery has taken personal responsibility to ensure that the course absenteeism policy is consistently and robustly applied. This is scrutinised at the strategic FLDB and issues reported direct to the ACPO portfolio for crime and operations. A post now dedicated to L&D evaluation has been created to include an evaluation support officer. Tasking and reporting is monitored by the head of support who reports to the FLDB, which approves the evaluation priorities. An audit trail exists for the longer-term monitoring of the

recommendations arising from evaluations.

The development of a critical path that plots the annual data requirements will support the production of the L&D plan; the publication of the prospectus in September each year will ensure that BCUs have relevant information available when considering their performance-driven L&D needs before the force's autumn planning phase begins.

Strengths

- The Police Authority plays an active part in the planning and strategy preparation. They sit on the FLDB and IPLDP and regular meetings take place with the training manager support to monitor progress of the costed training plan, improvement and business plan and strategy. Stakeholders are fully involved at every stage of the structure; eg BCUs are represented on local training units via divisional operational skills officers and there is direct BCU representation at local training boards and the FLDB. The Police Authority is fully represented in the structure; other stakeholders are also involved at all levels, including finance involvement at the FLDB and the IPLDP project board.
- Core competencies for all roles within the organisation are published (in accordance with ICF/e-PDR) on the HR website. The force has improved its PDR completion rate since the introduction of e-PDR, achieving 87% compared with 25% against the previous year, when a paper-based system was in place. The department has also carried out a skills audit which it is developing to identify skills that will benefit the L&D function.
- Active engagement with customers and partners in order to develop innovative ways of working together is recognised and acknowledged as best practice. Examples include partnership with Glamorgan University to deliver IPLDP in the community, community placements for IPLDP, tutor constables, Specials and PCSOs.
- The LDS has strength in its ability to design and implement blended/e-learning through the support and development unit, examples include all Microsoft office training available through Kallidus. The three Hydra/Minerva facilities are a particular strength and used for a wide range of exercises including investigation, interview, IPLDP and firearms accreditation programmes. The Kallidus system has enabled force-wide e-learning access.
- Community engagement is integral to LDS culture. Local community leaders and actors are used for role play activities within investigation training and IPLDP. Community engagement placements are undertaken with diverse community groups and community trainers are employed in a number of programmes. There are numerous examples of charity work by staff – eg driver training motorcycle scheme, Y Bont support, the Great North Run. LDS encourages work experience for pupils through Careers Wales; other initiatives include Public Services courses, and the Safety Zone charity at Treforest for role plays using community volunteers.
- Professional performance, quality-assured by processes linked to external awarding bodies/partners, ensures that LDS continually measures how its professionalism, integrity and contribution are viewed externally. The LDS uses various awarding bodies

October 2006

to accredit its products, including the Chartered Management Institute (through the Core Leadership Development Programme/CLDP), health and safety trainers qualified to National Examination Board in Occupational Safety and Health (NEBOSH) standard, LDS accreditation with OCR, Central Authority quality assurance (QA) approval for IPLDP/ Glamorgan University QA, ongoing effort to secure Investors in People (IiP) recognition and also feedback from HMI/Adult Learning Inspectorate (ALI) inspections .

Work in Progress

- The L&D plan contains progress milestones and a clear means of objectively identifying success in terms of outcomes but would benefit from a more systematic method of monitoring progress. This is underpinned by deficiencies in a regular tasking and co-ordinating framework that reports regularly to the FLDB. Terms of reference exist for a number of the groups within the structures; they have been reviewed and are included in a marketing campaign that will re-launch a number of groups such as the force learning development forum (FLDF).
- The department experienced difficulty in the recruitment of trainers, due to financial reasons and related 'hygiene' factors. There was no provision for special priority payments or for overtime or for the popular 4-on-4-off shift pattern that exists outside the department. The department found itself in a situation where it had to pay external providers to deliver training that used its own departmental trainers. This was not cost-effective. However, shift patterns have now been changed – for example, the driver training unit operates a new ten-hour shift pattern. In addition to this, the LDS has secured a lifting of the ban on trainer overtime, and as such trainers are now paid overtime from income generated. A succession policy document, 'Growing Your Own', provides guidance for succession planning. Debate over special priority payments (SPP) has taken place and there is no proposal to provide trainers with SPP at this time. The resource management board meets fortnightly and scrutinises potential moves/retirements and monitors succession planning provision by each unit head.
- An evaluation policy exists that stipulates that all L&D events are to be evaluated to a minimum of level 1. A systematic evaluation process has been established for the IPLDP which should be extended to all L&D events in the force. The force would benefit from the implementation of evaluation champions to support this process. This is work in progress; evaluation champions have been identified and undergone a two-day awareness/development programme.
- All L&D programmes are linked to the PPAF and recorded in the LDS prospectus and BCU training needs proforma, which illustrates how the content of the learning and development plan directly supports specific force objectives on a yearly basis. A more robust planning process has been developed that clearly links L&D activities to local BCU priorities as well as to the PPAF measures already in existence.
- While the FLDB, supported by the FLDF, has had the strategic/tactical responsibility for managing the customer/contractor relationship, it is acknowledged that the practical effectiveness of these groups has deteriorated. Problems were frequently encountered with clients' failure to identify and cost their requirements and belatedly present ill-considered requests for training. A review of the FLDF and FLDB has been completed and recommendations made to improve the effectiveness of this group. The recommendations are being implemented as part of the L&D improvement plan which

October 2006

supports the review of the business processes that will improve the initial training needs identification.

Areas for Improvement

- The L&D plan captures a significant portion of the training provided in the force. Training delivered externally would benefit from being subjected to the same scrutiny as training delivered by L&D. A formal mechanism is being developed to capture all training following completion of the independent review commissioned by the LDS.
- While the LDS has demonstrated a flexible and proactive approach to the identification and response to changing needs, goals and objectives – eg, work with the Seren programme – LTUs have reacted to numerous requests for unplanned training on legislation/procedural changes; for example, licensing, the Serious Organised Crime and Police Act 2005 (SOCPA), PND and statutory charging. A review of the force's strategic planning to identify training needs (linked to a review of the FLDB) is under way and should improve this.
- E-PDR has ensured that all role profiles are mapped against the ICF. While training programmes for IPLDP, Specials and the SIO programme have been amended accordingly, this should be developed to ensure all training programmes are mapped across.
- The LDS plan is costed using the NCM. However, there are inconsistencies with training delivered outside the control of the LDS. These inconsistencies should be addressed and form part of the L&D improvement plan.
- A QA process exists for the IPLDP and the framework should be extended to cover all L&D programmes. There is little evidence of a network of benchmarking partners and the function would benefit from a regional approach to such an initiative.
- The department has appointed a community involvement co-ordinator and, while its staff are engaged in community activities, the department would benefit from the introduction of a community engagement strategy to support the systematic promotion of its staff in such activities.

6C Race and Diversity

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 14 | 27 | 2 |

Contextual Factors

This framework is primarily concerned with the achievement of a diverse and representative police service. It goes further than seeking to meet statistical targets, and considers the improvements to organisational culture and the work environment that create and sustain a healthy, effective workforce able to deliver fair and equitable services to all communities.

The force was awarded a Fair grade in last year’s baseline assessment— developments in 2005/06 include the development of a new and comprehensive equality and confidence strategy, the launch of the gay staff network and the introduction of a First Contact scheme.

Strengths

- The Chief Constable has overarching responsibility for all diversity matters, with the T/DCC leading on external diversity and the director of HR on internal diversity. The Chief Constable drives the diversity agenda, chairing the diversity strategy group (DSG) which is attended by all chief officers and other key stakeholders including the force IAG, the Police Authority and support groups.
- A new and comprehensive equality and confidence strategy has been produced. An internal and external action plan that supports the strategy is in place and is being implemented. The internal action plan covers all aspects of the police race and diversity programme and other key diversity issues across seven strands – age, disability, gender, race, religion and belief, sexual orientation and the Welsh language – with monitoring where possible across the strands.
- The force published its lawfully compliant RES in October 2004. Detailed analysis of RES data is undertaken and an interim report published. Trends are reviewed and regular meetings are conducted with the diversity team and RES stakeholders in the internal diversity action group, to monitor progress against the action plan. Regular meetings are also undertaken between the PIU and the diversity unit to ensure that data collected is analysed robustly. Information and analysis is provided to the force IAG for its oversight.
- The force has implemented the Home Office guidance and application of the Disability Discrimination Act (DDA) as it relates to officers and staff; DDA guidance dealing with reasonable adjustment is in place. Reasonable adjustment is undertaken in all cases where required – eg ergonomic assessments, the purchase of special chairs, visual-impaired IT support, dictation machines. The force received the ‘two-tick’ symbol for commitment to disability for the second year running, and is

October 2006

working closely with the employment service to progress its supported placement scheme.

- Diversity objectives for BCU commanders and heads of department are managed through the DSG. The employment data in the RES also provides accountability. BCUs and departments are encouraged to carry out local positive action events and have all been given a copy of the positive action toolkit; one example of this is the recent successful recruitment campaign in the fingerprint bureau.
- There are active support networks across the strands of diversity, notably the BPA, the FPA and the GSN. These groups are involved in the consultation process and attend key strategic meetings including the forum (a joint meeting of all networks) with Unison and the Police Federation. There is also good contact with the Chief Constable, including quarterly personal meetings.
- The diversity team's Breaking Through action plan officer links closely with the police recruitment and promotion team for police officers, PCSOs and Special Constables, and with the business development unit in relation to police staff recruitment. The team, working with staff associations such as the BPA and FPA, actively targets members of under-represented groups who are going for promotion, and a positive action leadership programme has been marketed.
- The force has a number of policies and procedures that are of particular relevance to the diversity agenda, all of which are compliant with employment law legislation – eg work-life balance; part-time flexible working; maternity and paternity leave; fairness at work; gender recognition; disability equality; religion and belief; sexual orientation. All policies are available on the FIS and are also promulgated in other ways, such as through weekly orders.
- Training in the RRAA is carried out for new staff on induction and on the IPLDP. In respect of established members of staff, this is delivered during supervisors' training sessions and during diversity training courses.
- The force has a dedicated diversity team, led by the head of diversity and including two principal diversity officers, five diversity trainers and an administrative assistant. The team is professionally qualified within the diversity arena. The head of diversity and all HR advisers are also qualified through the Chartered Institute of Personnel and Development, which enables expert and independent advice to be provided to managers to ensure compliance with equalities legislation.
- The HR and diversity teams receive two employment law updates a year from an external body. This facilitates the promulgation of lessons learned from, for example, employment tribunal legislation.
- The priority placed on diversity issues is evident at TTCG and other force meetings, where diversity is a standing agenda item. Additionally, the RES is discussed at shift and team briefings and staff must show evidence of how they demonstrate race and diversity competency in their PDR.
- Diversity champions have been identified in each BCU and department to take a lead on diversity issues and positive action. A recent positive action event concerned the recruitment of force IAG members and this initiative was supported by many external organisations using targeted advertising.

Work in Progress

- Equality impact assessment of policies and processes needs to be revitalised. The force has recognised this and 40 key personnel have been provided with relevant training in order to secure improvement.

Areas for Improvement

- Further detail is required in statistical data to ensure that it is meaningful and not just complying with the legal requirement. The introduction of improved and integrated IT through systems such as Niche will support this development.
- Despite the existence of the fairness at work policy and the existence of First Contact officers, there is reluctance by some police staff to progress grievances. The force may wish to conduct a review to establish the underlying reasons for this.
- There is a belief among some minority staff that, while the force is effective at the level of strategic diversity issues – eg by ensuring that legislation is properly implemented – more work is needed to embed diversity into everyday business.
- The force is yet to implement an equality-proof job evaluation scheme.

6D Managing Financial and Physical Resources

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Declined |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 1 | 11 | 24 | 7 |

Contextual Factors

This is an HMIC assessment of domain 6D. It is based on the force’s self-assessment return and HMIC’s findings, as well as a consideration of the Police Use of Resources Evaluation (PURE) by the Wales Audit Office-appointed auditor for the force/authority. Set out at the end of this report are the appointed auditor’s summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor.

Work on preparing for an all-Wales strategic force had a significant impact on the finance department and other support services in the second half of the financial year.

Strengths

- South Wales benefits from good integrated business systems provided through Distinction QLX facilities, which also include the procurement function, and is supported by effective good business processes that govern the work of business managers and budget holders. These arrangements position the force well for anticipated national initiatives around shared services.
- The Police Authority has a sound level of general reserves, calls upon which are regulated through a risk management process.
- Operational and financial planning processes are brought together through a force strategic assessment group with objectives linked to force priorities. These processes feed into Seren, the major change programme, and help to inform decisions on future spending in the light of both priorities and budget constraints.
- Budgets are devolved in line with an annually agreed budget framework and reporting arrangements with business managers who have been appointed to all BCUs.
- In 2005/06, financial management seminars were facilitated through the Institute of Public Finance for relevant senior officers, including BCU commanders and departmental heads. These proved extremely useful and were well received by participants.

October 2006

- The current resource allocation formula is based on factors including crime/incident levels, population and deprivation. This is reviewed twice annually by chief officers who decide on any reallocation of resources.
- National benchmarking data has been used in relation to finance services, payroll and estates management.
- South Wales continues to provide a good procurement service and is a leader in the regional procurement group.
- The vehicle fleet is subject to regular review; one outcome being to reduce the number of workshops to three with consequential efficiency savings. Similarly, corporate reviews of vehicle utilisation have led to changes in vehicle allocation.

Areas for Improvement

- Although business managers are now employed in all BCUs, the central finance division does not produce management information on a consistent basis. The force also needs to address the issue of retention to remedy the 50% turnover in business managers over the last two years; a starting point would be to review the job evaluation and grade specification.
- The force acknowledges that greater collaboration with other forces/authorities could bring benefits in resource management.
- The Wales Audit Office has assessed South Wales activity-based costing as Fair for both data quality and management arrangements/utilisation.
- In preparing and agreeing a medium-term financial plan covering the next five years, the force has identified a gap of £11 million between its projected resource levels and its objectives, especially the aspirations of the Seren programme. The force, working with the Police Authority, will need to prioritise its requirements and/or identify savings in order to balance the budget over this period.
- There is increased scope for the use of benchmarking on procurement issues, facilitated by greater engagement with the police Excellence in Procurement service.
- The force needs to review and revise its use of police officers to transport vehicles to and from the transport workshops; use of civilian drivers would reduce the abstraction of valuable officer time.
- The estates strategy should be reviewed by the new estates project board, taking into account information from space audits and condition surveys.
- A best value review of the internal direct labour organisation (DLO) in the estates department identified that unit costs are too high to be competitive and that consideration should be given to disbanding the DLO. This needs to be progressed as a matter of urgency.

October 2006

Wales Audit Office: Police Use of Resources Evaluation

Force and Authority: South Wales

| Element | Assessment |
|----------------------|-------------------|
| Financial management | 2 |
| Financial standing | 2* |
| Internal control | 3 |
| Value for money | 2 |

Key to grades

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly above minimum requirements – performing well
4. Well above minimum requirements – performing strongly

* This grade is subject to review by the Welsh Audit Office and may be upgraded

The judgements are made by auditors under the Code of Audit and Inspection Practice and standing guidance issued by the Auditor General for Wales.

6E Information Management

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Poor | Improved |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 1 | 9 | 31 | 2 |

National Position

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces’ information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of ‘confidential’ networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

Contextual Factors

This framework covers the role of information management within forces and seeks to differentiate between organisations which take an information-centric approach to delivery, as opposed to those which are simply technology driven. There are a number of measures which forces are required to achieve, in particular the ACPO community security policy which describes the requirement on forces to meet a significant number of industry standards. Compliance with this standard does provide a key measure of success.

The force was awarded a Poor grade in last year’s baseline assessment but since then an extensive investment in ICT has been approved, which aims to improve the force’s capability. A comprehensive programme of projects is now being taken forwards; the Niche RMS system (itself representing an £8.5 million investment in ICT) in particular will provide a significant improvement in ICT capability, by integrating major operational systems. This work is reflected in the direction of travel (Improved), but the grade takes account of the significant areas for improvement that remain.

Strengths

- There is a recognised, funded and supported programme of works under the Seren programme, with an emphasis on ICT capability, supported through engagement of independent ICT consultants, demonstrating the significant investment in this business area now and for the future.
- Clear leadership at ACPO level is provided by the assistant director of ICT, a suitably qualified professional who operates at force policy group level. Within PSD the force also employs a suitably qualified information manager who can demonstrate delivery of the force's information management strategy, including data quality, information security, data protection and freedom of information.
- The assistant director of ICT sits on a number of project boards and the Seren programme board. He is involved in the second-tier management group (which includes operational and support department leads) that monitors and co-ordinates force programmes to ensure that cross-cutting issues are identified. In addition, he represents the Welsh forces on the ACPO information technology advisory group (ITAG) and currently chairs the Welsh ITAG and Welsh mobile information users groups.
- The ICT strategy takes into consideration ISS4PS and links to the force three-year strategy and annual plan, which are themselves derived from the Home Office science and technology strategy.
- The ICT strategy is directly linked to the force's policing plan and to a costed business development plan, which outlines the direction of the force's ICT delivery over the next two to three years. The annual business plan articulates and controls the programme of work to meet the strategic direction and ongoing business development of the force.

Work in Progress

- Due to work required to back-record convert (BRC) records relating to child abuse and domestic violence on to the relevant databases, the force is currently unable to meet the full requirement for monthly updates to the crime recording bureau (CRB) from the full list of IMPACT nominal index (INI) systems. However, BRC is well progressed in relation to child abuse records and funding has recently been received to commence BRC of domestic violence records. Once BRC is complete, the force should be able to meet its requirements.

Areas for Improvement

- There is no ICT steering group in being; such a group could help to ensure that ongoing delivery meets strategic and business plans. (It is acknowledged that a steering group, chaired by the T/DCC, has been established since the inspection.)
- The force has not thus far implemented IT infrastructure library (ITIL) procedures for recording, managing and resolving user issues. However, with the Niche application the force is implementing a robust, low-risk change management process, based on ITIL principles. The steps being taken with Niche are the start of the journey towards ITIL.

October 2006

- The force does not currently have a list of mission-critical applications, with contingency plans to restore systems within defined timescales.
- The force is currently not achieving the full requirements of the ACPO community security policy. A significant factor in this is the lack of continuity in the post of information security officer. However, the force has identified the areas in which it needs to improve and intends to rectify them during 2006/07.
- While the IT infrastructure of the force is currently not in a healthy state, impeded by outdated systems and a general lack of system integration, the Seren programme will lead to considerable improvements, with significant investment in IT proposed.

6F National Intelligence Model

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Fair | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 19 | 22 | 2 |

Contextual Factors

This framework has been developed from the NIM codes of practice 2005 and also makes an objective assessment of the extent to which NIM structures and processes manage business, determine key expenditure, drive training and influence resource deployment. Improvements since the last baseline assessment include the evident dynamism of the force tasking and co-ordinating group, referrals between levels 1, 2 and 3, and intelligence training. A new record management system (Niche) is being rolled out incrementally from March 2006 and this will provide research and audit facilities, and allow direct inputting of intelligence. Overall, the force anticipates that further developments throughout 2006 will dramatically improve its performance in this area of business.

Strengths

- For level 2 activity the DI (FIB) acts as an ‘enforcer’ to ensure timely and effective response and feedback on allocated actions to the force TTCG. This is replicated by nominated officers (usually DIs) at BCU level.
- A dedicated principal analyst has responsibility for standard analytical products, quality assurance, training of staff and professionalising of the analytical capability. She actively promotes good practice and holds regular meetings with BCU analysts to share ideas and good practice.
- The Crime Consultancy acts as a ‘centre of excellence’, with experienced officers providing advice on a wide variety of tactical options, spreading good practice, toolkits, guides etc.
- Assessment of NIM forms part of BCU and departmental inspections, where current operating procedures of TCGs are challenged and recommendations for improvements made.
- There is clear evidence of NIM impacting at all levels; eg, the technical support unit (TSU) operates to NIM tasking priorities which are linked to the control strategy. Support departments now have control strategies in place as well as tasking and co-ordinating that mirrors the operational arena. At BCU level there is ample evidence of NIM-compliant tasking and deployment of staff.
- The second-tier management group, involving both BCU commanders and heads of department, now hold the responsibility for strategic tasking so that operational and

October 2006

business elements can be more effectively co-ordinated. At both level 2 and level 1, tactical assessments are informing activity.

- There are several data-sharing protocols in place to encourage partner contribution into the NIM process, and several local examples of co-located police/partnership activity – eg, in Swansea and Rhondda Cynon Taff. The Cardiff partnership policing model currently being implemented represents the first phase of even more closely integrated tasking activity between partners that it is intended to roll out force-wide.
- Dedicated lead officers at superintendent level oversee control strategy priorities with responsibility for both level 1 and 2.
- There is comprehensive training for analysts, communications single point of contact officers (SPOCs), TSU staff, with improvements in intelligence and Regulation of Investigatory Powers Act (RIPA) training.

Areas for Improvement

- It has been recognised that the security of lower-grade intelligence material (eg that maintained on CIS) needs to be improved by significant investment in improved IT – Niche should address these shortcomings.
- Briefing facilities for staff in main stations includes computer-aided display equipment and briefing boards, but facilities in some smaller stations remain basic and need to be improved.
- NIM processes are not used effectively to inform the strategic priorities of drug and alcohol action teams (DAATs) or CSP priorities. The force intends to improve this through the further roll-out of the Cardiff partnership policing model to other parts of the force.
- Transfer of intelligence from major investigations to the force intelligence system is inadequate.
- There is a lack of training for specialist intelligence managers, although this is being addressed through the force intelligence project.

7 Leadership and Direction

7A Leadership

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Not Graded |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 4 | 35 | 4 |

Contextual Factors

This framework draws out issues specific to the chief officer team’s working arrangements and dynamics, and highlights issues such as organisational culture and morale that are not tackled directly in other frameworks. The assessment of leadership is derived from an accumulation of evidence across all of the baseline frameworks together with any other relevant inspections, and there is a correlation with overall performance. Leadership is a thread that runs throughout baseline frameworks and is not confined to the chief officer team.

Strengths

- Chief Constable, Barbara Wilding has, since her appointment, been a highly visible leader for the force and has become one of the most recognised public leaders in Wales. She has personally championed a major change programme, Seren, that aims to transform the working environment/culture and raise performance from ‘B-’ to ‘A+’. Seren receives active support from all members of the chief officer team. The recent appointment of a communications consultant to develop a communications strategy has enabled the chief officer team to obtain buy-in from all key stakeholders.
- The force has made a significant investment in developing staff in respect of programme and project management, and this in turn provides a good skills base with which to facilitate effective change management. In promoting Seren, the Chief Constable has used video-conferencing to update staff on developments. There is evidence that such communication is valued by staff and has assisted in maintaining morale during a period of major change.
- There is exceptional and visible commitment to the police reform agenda, notably in workforce modernisation; piloting of the SNEN; neighbourhood policing; QoS; and local accountability.
- The Chief Constable made a significant contribution to the effort to provide a feasible basis for a Welsh strategic force, balancing a professional view that South Wales Police could be a strategic force in its own right with a genuine consideration for what constituted the best interests of all Welsh communities.

October 2006

- The commitment of South Wales to support a cogent business case for a strategic Welsh force was illustrated by the decision to second its very experienced DCC, Paul Wood, to lead the project team on a full-time basis. DCC Wood secured the full co-operation of colleagues from the other three forces and deserves enormous credit for his personal contribution. The impact on the chief officer team of this secondment was managed through the energy and commitment of the T/DCC and a willingness of the chief officers to pull together and fill the gap left by DCC Wood.
- Chief officers have directed personal energy and leadership to areas that most require their input. Examples include the Chief Constable's role in chairing the force diversity strategy group; the T/DCC's strong personal interest in the development of neighbourhood policing; and the ACC (crime and operations) playing a pivotal leadership role in serious and organised crime matters.
- Analytical support is used to support corporate planning; this includes the use of environmental scanning to identify matters with the potential to impact on the force within a one- to three-year timeframe.
- The force is making good progress in engaging with local communities through the evolving PACT programme. This provides the public with an opportunity to contribute towards the policing of their area through setting policing priorities. The PACT programme is underpinned by the ourbobby.com website, which provides details of the neighbourhood officer with local responsibility.
- Relationships with the Police Authority are professional and challenging, with the latter exercising its scrutiny role through the performance and planning management group. Away-days are used to plan strategy and the budget process, together with regular structured meetings. The chair and the CC have forged a strong working relationship around the pressures of amalgamation work.
- Chief officers hold quarterly away-days for consideration of force development issues. The use of 360-degree appraisals is an initiative which is being piloted within the business development and performance management units, for potential roll-out across the force.
- The Chief Constable has firmly stated her intention to raise the standard and profile of leadership within the force. She is supported in this aim by her chief officer colleagues; leadership development has been one of a series of prominent force projects since 2004, some linked closely with Centrex.
- The force has become a subscribing member of the Work Foundation which, through its 'Campaign for Leadership' programme, offers a range of development and support activities for its members. The Foundation is training the first cadre of officers and police staff who will form the force performance coaching academy.
- Another initiative is a programme of work for key individuals within the force and collaboration with two local universities to create a police science institute. This unique arrangement is intended to offer staff development opportunities and to establish in Cardiff a first-class policing research institute, which will ensure that policing policy and practice are increasingly underpinned and driven by world-renowned research. This innovative development is attracting considerable attention.

October 2006

- In order to enhance leadership skills, some staff have been given the opportunity to take part in business exchanges arranged by Business in the Community. The force is also hosting employees from other agencies as part of this project.
- The implementation of a second-tier management group, involving BCU commanders and heads of department, has increased the involvement of leaders at this level in operational and strategic planning.
- Officers who are successful in the force promotion process are provided with a development programme which consists of a seminar, distance support, 'action learning set' opportunities and workplace assessment.
- The Chief Constable has regular formal/informal meetings with the staff associations and unions, and with all members of staff throughout the organisation, through 'Got a Question? Ask the Chief' – a question and answer phone-in/intranet programme.
- The force has an established staff suggestion scheme, which has recently been injected with new life and incorporated within the force bureaucracy action group. The chief officer team supports empowerment and innovation by encouraging all BCUs and departments to hold monthly focus groups on 'themes' it has identified. There is also evidence of innovation at a local level being undertaken by community officers. The Alcohol Misuse Enforcement Campaign in Cardiff, the Gibbonsdown Olympics and 'We Are The Champions' in Barry are all examples of successful initiatives with young people.
- The first South Wales Police Awards, in association with ITV Wales News, have been developed as a high-profile event to recognise exceptional work by teams and individuals.
- A staff survey was completed in late 2004, which was sponsored by the Chief Constable. A record number of responses were received as part of this exercise with over 40% of surveys circulated returned. The Chief Constable has led on actioning the results of the survey throughout 2005/06, with BCU commanders and departmental heads asked to submit a 'programme of work' to address any areas for concern. A similar exercise is scheduled to be undertaken later this year. Staff associations are also invited to attend the change and development programme board in order to ensure that any recommended changes are consulted on prior to implementation.

Areas for Improvement

- There have been significant changes in the chief officer team within the past 12 months, with the loss of both the DCC (to the Wales Project team) and one ACC who left the force. Temporary promotions have been used to fill these gaps but this has led to some imbalance in portfolios. While this was justifiable in the short term, the force may now wish to revisit the situation to ensure sustainability and resilience.
- Crime detection performance declined slightly against the MSF trend.
- Progress is being made on the development of a communications and consultation strategy but this is yet to be delivered. Some concern has been expressed by partner agencies about the apparent complexity of the internal communications

network, which results in some messages being lost or diluted by the time they reach front-line officers.

7B Performance Management and Continuous Improvement

| | |
|--------------|----------------------------|
| Grade | Direction of Travel |
| Good | Stable |

National Grade Distribution

| Poor | Fair | Good | Excellent |
|------|------|------|-----------|
| 0 | 12 | 26 | 5 |

Contextual Factors

There is no single accepted model of performance management in the police service but principles of effective management are now well documented. Strong performance management at the front line of service delivery is crucial to winning public trust and confidence. In this framework area, forces must demonstrate flexibility and inclusivity as well as devolution to the front line, underpinned by clear systems of accountability.

The force was awarded a Good grade last year and has maintained that in this year’s assessment. Improvements include the introduction of gold, silver and bronze performance targeting, linked directly to PPAF milestones, and the introduction of an electronic ICF-compliant PDR system, which has been adopted by 50% of the force.

Strengths

- Performance is driven by monthly dynamic CompStat processes and local BCU inspection, supplemented by the performance target initiative (gold, silver, bronze) based on daily updates of progress against PPAF milestones. BCU (sector) level CompStat processes are in place, supplemented by area and individual performance information. Performance management processes include continuous monitoring of comparative data (mainly iQuanta, BCS etc.). Business analysts work at force, BCU and departmental level.
- BCUs and departments are also subject to a sickness CompStat process.
- Annual data requirements for core performance data are invariably timely and appropriate, with mechanisms in place to safeguard accuracy. The quality and timeliness of the data supplied has been subject to favourable comment both by the Home Office and the Welsh Assembly Government.
- There is a clear, well articulated three-year strategy which translates into annual plans, driven by quarterly strategic assessment and control strategies that combine business and operational priorities, with a quarterly business case submission cycle. Strategic tasking of resources is also now linked to the second-tier management forum, allowing improved resource and budget management.
- The corporate governance structure is robust with clear lines of authority involving chief officer groups and second-tier managers. BCU commanders and heads of

October 2006

departments have devolved authority to operate within clear corporate guidelines. An annual planning seminar ensures the full engagement of the Police Authority in strategic/policy issues.

- The resource allocation formula is based upon crime/incident levels, population/deprivation and activity analysis data. This is reviewed at six-monthly intervals by chief officers who decide on any reallocation of resources. Chief officers meet with senior budget holders when setting the annual budget to consult on the approved distribution, taking into account the priorities/workload, risk etc. The second-tier management group is tasked with reviewing spend against budget on a quarterly basis and making suggestions regarding different priorities and allocation of available funds.
- There are constructive relationships with the Police Authority, with performance primarily managed through its performance and planning management group (PPMG). The Police Authority has engaged a dedicated performance analyst to support them in their performance scrutiny role. Members have been briefed on performance management and the use and interpretation of iQuanta data, which is regularly supplied.
- Investment in corporate learning is illustrated by the Investigative Excellence project, the intranet-based learning development zone, the leadership project and the core leadership development programme. These examples demonstrate a commitment to continuous improvement.
- Activity-based costing (ABC) information has been used to identify areas for process review and improvement. Examples include a review of bail procedures, where officer time spent at custody units showed wide variation, and also auto-crime investigation processes, where the time spent at auto-crime scenes varied considerably across BCUs.
- Some innovative approaches to policing are evident. An example is the Cardiff tasking model, which involves partner agencies in jointly identifying and resourcing 'slow time' tasking. This approach to problem solving is a good example of how the force is challenging traditional approaches to policing.

Work in Progress

- Although individual BCU performance analysts have introduced performance measurement on an individual basis for a limited number of indicators, there is no corporate model in place and no direct link to individual PDRs. The force is, however, in the process of implementing new technology that will improve management information and monitoring capability.

Areas for Improvement

- Accurate and up-to-date comparative data on national measures is less available between departments and therefore benchmarking is less robust than in BCUs. Furthermore, performance indicators are in place only in some support departments. The introduction of such indicators would assist in holding departments to account.
- Further sophistication is required in fully integrating financial and HR strategies with operational planning and service delivery.

Appendix 1: Glossary of Terms and Abbreviations

A

| | |
|------|--------------------------------------|
| A&E | accident and emergency |
| ABC | activity-based costing |
| ACC | assistant chief constable |
| ACPO | Association of Chief Police Officers |
| ALI | Adult Learning Inspectorate |
| ANPR | automatic number plate recognition |
| ARV | armed response vehicle |
| ASB | anti-social behaviour |
| ASBO | Anti-Social Behaviour Order |

B

| | |
|-----|--------------------------|
| BCS | British Crime Survey |
| BCU | basic command unit |
| BPA | Black Police Association |
| BRC | back record convert |
| BTP | British Transport Police |
| BVR | best value review |

C

| | |
|----------|--|
| CATS | case administration and tracking system |
| CBO | community beat officer |
| CBRN | chemical, biological, radiological and nuclear |
| CDRP | crime and disorder reduction partnership |
| CIS | crime information system |
| CJ | criminal justice |
| CompStat | computational statistics |
| CorDM | core data model |

| | |
|-----|------------------------------|
| CPS | Crown Prosecution Service |
| CPU | child protection unit |
| CRB | crime recording bureau |
| CSE | crime scene examiners |
| CSP | community safety partnership |

D

| | |
|------|-------------------------------|
| DAAT | drug and alcohol action team |
| DCC | deputy chief constable |
| DDA | Disability Discrimination Act |
| DLO | direct labour organisation |
| DMS | duty management system |
| DSG | diversity strategy group |
| DV | domestic violence |

E

| | |
|------|--|
| EFQM | European Foundation for Quality Management |
| ESOL | English for speakers of other languages |

F

| | |
|------|----------------------------------|
| FIB | force intelligence bureau |
| FIS | force intelligence system |
| FLDB | force learning development board |
| FLDF | force learning development forum |
| FLO | family liaison officer |
| FPA | Female Police Association |
| FRG | firearms review group |
| FSA | force strategic assessment |

G

GSN Gay Support Network

H

HMIC Her Majesty's Inspectorate of Constabulary

HMRC Her Majesty's Revenue and Customs

HR human resources

I

IAG independent advisory group

ICF integrated competency framework

ICIDP Initial Crime Investigators' Development Programme

ICT information and communications technology

liP Investors in People

INI IMPACT nominal index

IPCC Independent Police Complaints Commission

IPLDP Initial Police Learning and Development Programme

iQuanta a web-based tool for policing performance information and analysis,
developed by the police standards unit (PSU) of the Home Office

IS/IT information systems/information technology

ISS4PS information systems strategy for the police service

ISU investigative support unit

ITAG information technology advisory group

ITIL information technology infrastructure library

K

KIN key individual network

L

LCJB local criminal justice board

LDS learning development service

LIO local intelligence officer

LRF local resilience forum

LTU local training unit

M

MAPPA multi-agency public protection arrangements

MARAC multi-agency risk assessment conference

MCIT major crime investigation team

MIR major incident room

MSF most similar force

MSU minorities support unit

N

NAFIS National Automated Fingerprint Identification System

NCHS national call-handling standards

NCM national costing model

NCPE National Centre for Policing Excellence

NCRS National Crime Recording Standard

NCS National Crime Squad

NEBOSH National Examination Board in Occupational Safety and Health

NIM National Intelligence Model

NMIS National Management Information System

NP neighbourhood policing

NSIR National Standards for Incident Reporting

NSPIS National Strategy for Police Information Systems

O

OBTJ offences brought to justice

OCR a UK based body which awards qualifications

OS-Migration operating system migration

OSD operational support division

| | |
|----------|--|
| 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 |
| OST | operational support team |
| P | |
| PACT | partnerships and communities together |
| PAT | problem analysis triangle |
| PCSO | police community support officer |
| PDR | personal development review |
| PI | performance indicator |
| PIP | professionalising the investigative process |
| PIU | performance information unit |
| PMF | performance management framework |
| PNC | Police National Computer |
| PND | penalty notice for disorder |
| POCA | Proceeds of Crime Act |
| POP | problem-orientated policing |
| PPAF | policing performance assessment framework |
| PPD | public protection department |
| PPMG | performance and planning management group |
| PPU | public protection unit |
| PRINCE2 | Projects in Controlled Environments 2 (project management methodology) |
| PSD | professional standards department |
| PSU | police support unit |
| PURE | Police Use of Resources Evaluation |
| Q | |
| QA | quality assurance |
| Qcoach | an IT quality programme for monitoring call handling |

QoS
QoSC quality of service commitment

R

RART regional asset recovery team

RES race equality scheme

RIPA Regulation of Investigatory Powers Act

RMS record management system

RPU roads policing unit

RRAA Race Relations Amendment Act

RTF regional task force

S

SARA scanning, analysis, response, assessment

SIO senior investigating officer

SMT senior management team

SNEN single non-emergency number

SOCPA Serious Organised Crime and Police Act 2005

SPI statutory performance indicators

SPOC single point of contact

SPP special priority payment

SRG security review group

SSU scientific support unit

SVP single view policing

T

T/ACC temporary assistant chief constable

T/DCC temporary deputy chief constable

TCG tasking and co-ordination group

TSU technical support unit

TTCG tactical tasking and co-ordination group

W

WAG Welsh Assembly Government

Y

YOT youth offending team